



# LEADERS LEAGUE

INTELLIGENCE REPORT & RANKINGS

## LITIGATION ARBITRATION & LABOR

TOP LAW FIRMS, EXPERTS,  
LITIGATION FUNDERS, RECRUITMENT  
& CONSULTING AGENCIES

### RANKINGS

Competition Litigation  
Commercial Litigation  
International Arbitration  
Labor Law

2022-'23



**FRANCESCO PERGOLINI**  
VODAFONE  
P.20



**DANIELA BUSCAGLIA**  
WEWORK  
P.22



**HERVÉ TIBERGHEN**  
SOLVAY  
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**CARLOS ULECIA**  
NH HOTEL GROUP  
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**LEILA LUZ**  
THE COCA-COLA COMPANY  
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PRIVATE EQUITY  
**EXCHANGE**  
&  
AWARDS

**OCTOBER 2023 • PARIS**  
**PRIVATE EQUITY FOR TOMORROW**

CONFERENCES  
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AWARDS CEREMONY

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**SOPHIE STEVENARD**  
Managing Editor

## WILL WINTER OF DISCONTENT GIVE WAY TO DARLING BUDS OF MAY?

**2**023 begins as 2022 ended, with the world pounded by waves of uncertainty related to the recession, energy prices, the war in Ukraine and global warming.

There can be no doubt that the pandemic has led to a paradigm shift: who could have imagined a few short years ago that sustained disruption to production in previously metronomic China would see riots break out at Apple's biggest assembly line there, or that western companies would relocate facilities away from "the factory of the world", to other Asian countries, such as India, which could well become the new hub of production for the global electronics industry as a byproduct of the coronavirus. China relationship with the west was further strained as the new year began, with a host of western countries, including France, Australia and the US announced that they would be requiring Chinese travellers to present evidence of a negative covid test pre-flight, much to Beijing's chagrin, which, just like in 2020 bristled at being singled out in relation to the coronavirus.

The lingering effects of the pandemic, combined with the ongoing energy crisis, has given rise to a plethora of economic problems, ranging from supply chain disruption to soaring fuel prices.

It's safe to say there will be work for lawyers in the years ahead. Indeed, the huge expansion of renewable and low-carbon projects is likely to lead to many high-stakes disputes being taken to arbitration. And as the attribution of blame from extreme weather events caused by climate change widens, a dramatic rise in construction-related arbitrations is also set to result.

Although the fortunes of crypto waxed and wanes throughout 2022, few anticipated November's FTX crash, which left Samuel Bankman-Fried's empire in ruins and investors, including Tampa Bay QB Tom Brady, heavily out of pocket. Tech companies more generally felt the pinch in 2022. They too are becoming more aware of investment treaty protection and are turning to contractual arbitration to handle new types of technology disputes, including those related to cryptocurrency and blockchain.

### In-person work back in vogue

As 2023 begins, there is a push to get more professional to come back to the office full time, and those working in law firms have been no exception. Indeed, the subject of hybrid work looks to be a significant battleground between staff and employers this year. It's no secret that, given the choice, most bosses would want their workers in suits and at their desk rather in PJs on the sofa, and companies have gained additional leverage of late, as the jobs market pendulum swung back in favor of the employer. Yet for many large firms, the greater impetus is the savings that can be made from reducing office space, with shared workspaces seemingly here to stay.

The guide you are about to read recaps the key topics in litigation, arbitration, competition and labor law, and features exclusive interviews with leading figures in these branches of law, as well as the latest rankings of leading law firms, arbitration centers and litigation funders, by country and practice area, to help you navigate whatever 2023 has in store. Happy reading! ♦



## LEADERS LEAGUE

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**EXECUTIVE  
SUMMARY  
2022-'23**



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# A YEAR OF GLOBAL TURMOIL

At the beginning of 2022, many believed that the end of the Covid-19 pandemic would kickstart the global economy. But a new storm quickly brewed in Eastern Europe, which culminated with the February 24th Russian invasion of Ukraine. Inflation, shrinkflation, weaponization of sources of energy, the crypto crash... the world economy has seen its fair share of turmoil of late which, of course, affects the legal industry. Let's explore these new trends that are influencing the litigation and arbitration landscape.

For the first time, during November's Sharm el-Sheikh Climate Change Conference (COP 27), the participating countries agreed that the financial sector needed to take greater responsibility regarding its actions and the impact they had on climate change.

Furthermore, according to an April 2022 decree to combat greenwashing, companies must now provide tangible evidence to obtain the right to label a product or service as carbon neutral. For example, for companies wishing to present a product as "100% offset" or "zero car

bon" they must describe the steps taken to avoid, reduce and offset emissions. If not respected, businesses risk a fine of €100,000, which could be doubled in the event of a repeat offense.

Surprisingly or not, airline companies can continue to use carbon offsetting mechanisms without significantly reducing their carbon footprint. Greenwashing claims (by regulators, shareholders, and other stakeholders) may increase as green marketing and ESG initiatives become more important to consumers and investors.

With the implementation of the Green Deal, green financing will also be under the spotlight. "Green projects will involve the purchase of products such as solar panels, lithium batteries, and refrigerant gases for heat pumps, which Europe imports from other parts of the world", concluded Olaf, the European Anti-Fraud Office. Olaf also reported that plastic waste is often wrongly declared as a raw material and used as a fraud mechanism in the Life+ environmental program.

## Upward revisions

The war in Ukraine and a broadening of price pressures are expected to elevate inflation for longer than previously forecast.

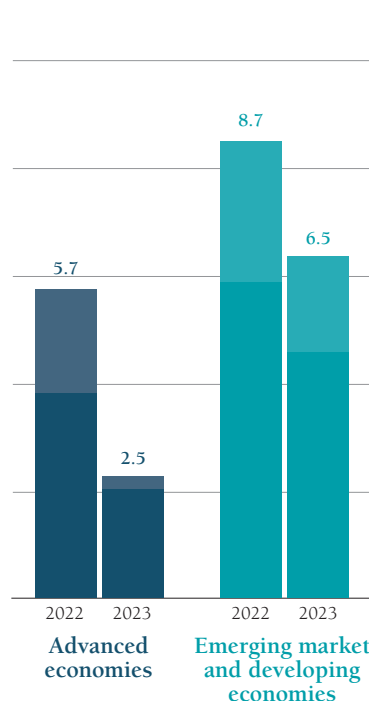
### Inflation trends

(consumer price index, three-month moving avg; annualized percent change)



### Inflation forecast

(consumer prices, percent)



Sources: IMF, World Economic Outlook; and IMF staff calculations.

Note: Left panel average inflation rates by economy group are purchasing power-parity GDP-weighted averages.

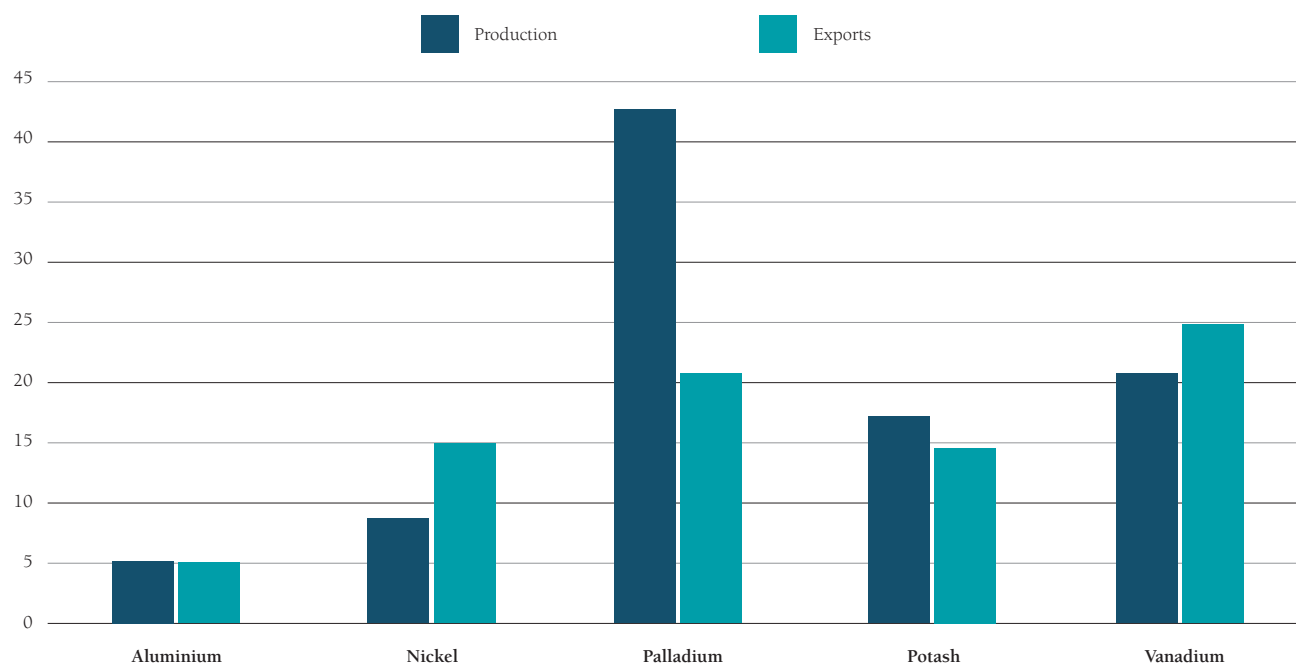
## Supply chain disruptions

Disruption caused by the Russian invasion of Ukraine have severely affected global markets. The price of oil, gas and certain agricultural products has risen markedly, intensifying inflationary pressures and threatening food security in some developing economies.

Uncertainty also struck markets in relation to metals that are produced in Russia and which are indispensable to the supply chains of modern manufacturing. Geopolitical dynamics and pressure from



## Russia's share of global production and exports of selected raw materials in 2020



Source: USGS Mineral Commodity Statistics and UN Comtrade

governments to achieve self-sufficiency or even independence with respect to strategic raw materials will make cross-border supply chains more complex. Increasing costs and general economic uncertainty will emphasize to companies the importance of reviewing current contractual relationships and identifying risks. Many will look to renegotiate contracts and pricing to improve efficiency through outsourcing, or conversely, through an increased emphasis on in-house services.

Continued disruption to operations and logistics due to the pandemic, social unrest, cyber-attacks, and extreme weather events will add to these supply chain challenges around the world for the foreseeable future.

Against this backdrop, executives need to re-examine their company's supply chains and consider onshoring, nearshoring or friend-shoring strategies to improve their company's resilience.

### The acceleration of digitalization

An increase in data protection-related legal matters is expected in 2023, as the grace period for companies to implement the General Data Protection Regulation (GDPR) has finally expired. Additionally, the Covid-19 pandemic accelerated digitalization within companies, especially SMEs. Digital transformation and innovation will continue to impact the dispute resolution landscape, especially as the tech sector continues to grow on a global scale.

FTX, the world's second-largest cryptocurrency platform, went bankrupt on November 11th, 2022, plunging the largely unregulated sector into turmoil. According to the US media, the fortune of its fallen boss, Sam Bankman-Fried, worth some \$16 billion, evaporated in just a few days. Likewise, when handling crypto assets, professional gamers discovered that they are not covered by EU consu-

mer protection rules. The widespread use of crypto assets without government regulation will drive financial instability, market manipulation and financial crime. As transactions are largely anonymous, cryptocurrencies are thus widely used for criminal activities.

### Covid-19 and organized crime

Post-pandemic, competent promotional banks and authorities are now examining whether or not the information provided on behalf of organizations or individuals when applying for Covid-19 aid measures was correct. Additionally, the pandemic sparked the imagination of fraudsters across Europe, according to the latest report by Olaf, the EU's anti-fraud body. Olaf recommends the recovery of €527.4 million for the EU budget last year. It concluded a total of 212 investigations, opened 234 others, and made 294 recommendations. "In 2021, fraudsters

► continued to take advantage of the pandemic and became more sophisticated and adaptable,” Olaf said, citing digital tools in particular.

The most worrying phenomenon is the infiltration of criminal organizations seeking to get their hands on loans and grants through administrative irregularities, including double financing, conflicts of interest, and manipulation of offers, par Olaf. Hundreds of millions of counterfeit masks from foreign countries were also intercepted in the European Union. If deemed suspicious, these items will be forwarded to the public prosecutor’s office or the Central Financial Transaction Investigation Unit responsible for cases of money laundering. This can also include the criminal offense of subsidy fraud.

**International arbitration procedures**

To accommodate clients’ ever-changing needs, the concept of the emergency arbitrator is developing – an arbitrator appointed by a party to decide on an urgent issue that cannot wait until the constitution of the arbitral tribunal. Emergency arbitrator provisions in leading arbitration institutions have raised considerable interest in the community. It is a clear indication of the new flexibility that arbitration offers to its users.

Currently, the New York Convention and the UNCITRAL Model Law on International Commercial Arbitration do not include an emergency arbitrator within the definition of an arbitral tribunal. So, it is up to each country to revise and update its arbitration laws to ensure that orders or awards made by emergency arbitrators are directly enforceable in their jurisdiction. Very few countries (except for Singapore and Hong Kong) have directly addressed this issue under their domestic legislation governing arbitration.

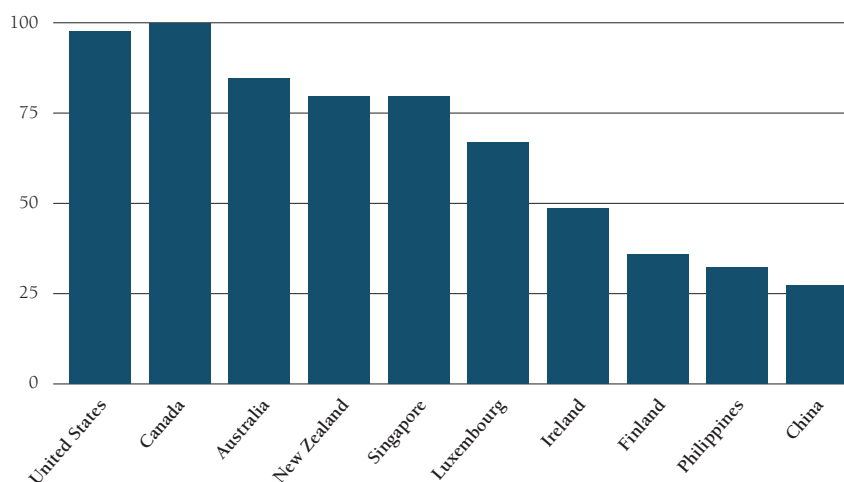
**Quiet quitting**

The quiet-quitting phenomenon is partly a by-product of the Covid-19 pandemic:

**Quiet Quitting Activity by Country**

**What is Quiet Quitting?**

Quiet quitting is a form of employee disengagement where team members stop going above and beyond and fulfill the bare minimum job requirements to keep their jobs.



Source: Teambuilding.com

the fact that millions of workers lost their jobs or were put into part time arrangements provoked a range of reactions. Despite the economic rebound post 2020, the numbers in employment remain fewer than prior to the pandemic. This is putting more strain on existing employees, who are often asked to do more for the same pay and have become demotivated in the process.

The term “quiet quitting” was initially used to describe a new way of working after the pandemic. It has its roots in the social media platform, TikTok where viral videos demonstrate how to quiet quit and dismantle the hype around hustle culture, the idea that working long hours and sacrificing self-care to get ahead in ones career.

Quiet quitting is already one of many stressful topics for managers and recruitment professionals alike. “The quiet quitters are employees who refuse to let their job be the center of their world. They stop short of quitting, but to slow down to preserve their mental health,” explains Adrien Scemama, head of Talent.com, a job search

platform. The “Great Resignation” has had a global impact as record resignation rates continue into 2023. The legal profession also faces unprecedented retention and recruitment challenges. While some consider the Great Resignation to be primarily a “Great Reshuffle”, since lawyers and legal professionals change to different businesses but remain in the same profession. Nevertheless the disruptive and cost impact on organizations remains high. A 2022 survey by Wolters Kluwer, a Dutch information services company, shows that 70% of in-house counsel and 58% of lawyers believe it’s likely they will leave their current position at some point in the course of 2023.

Whether it be post-pandemic disputes, the supply chain crisis and global inflation, the rise of cybercrime, regulation against greenwashing, or quiet quitting, 2023 will see an increase in litigation and arbitration cases in response to these rising trends as we also hope that the global economy reestablishes and steadies itself in such a tumultuous environment. ♦



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## LITIGATION

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# LITIGATION

# In such a complex international environment, legal support continues to be key



Interview with

## FRANCISCO CASTILLO

Secretary Board of Directors. Lead Counsel, Iberia Italy, Russia & CIS, DCC EMEA, **DOW**

**"Our top priority has always been people"**

Francisco Castillo of Dow discusses the role of legal in times of extreme uncertainty and how Dow is responding to the the fallout from the war in Ukraine.

### **LEADERS LEAGUE: How has the energy crisis impacted Dow's legal operations in the countries that you cover?**

**Francisco Castillo:** The energy crisis is impacting everyone: from people and households to companies across all market segments. This is particularly true for industrial companies with large manufacturing sites. The impact, however, differs from one country to another, depending on how linked their power supply is to the current sanctions arising out of the conflict in Ukraine. In such a complex international environment, legal support continues to be key in the analysis of the best ways in which companies can effectively and efficiently adapt to a changing environment to safeguard operations.

### **What has been the biggest challenge for the legal department in the past year?**

Managing sanctions against Russia and their impact in neighboring countries has been an interesting challenge. Understanding the complexity of such regulations, while also analyzing the nexus with each and every block of sanctions, involved intense work and a high degree of coordination. This is true for both internal and external activity, involving outside counsel in diverse jurisdictions.

### **What has Dow's response been to the Ukraine crisis?**

This is a big question and certainly the way Dow has responded to the crisis in Ukraine goes beyond the legal department. From the beginning, our top priority has always been people. In this regard, we have implemented diverse initiatives. We have found ways to help Ukrainian refugees and made sizeable donations to fundraising campaigns. Internally, since the beginning of the crisis, we have been in regular communication with all employees affected by the situation and

have done as much as possible to accommodate working and personal conditions, identifying safe locations for each employee, and offering to relocate them. We applaud the incredible effort and contribution of our team in Ukraine as well as the law firms we work with, which have been doing tireless work in trying circumstances.

### **Dow is celebrating its 125-year anniversary in a time of uncertainty. How have your company's values helped guide you?**

Dow has continued to deliver solid performance and sound financials despite of the complex environment. Fortunately, the diversified portfolio and business contribute to balance and mitigate the risks in the time of crisis, either arising out of regional or market constraints. Dow foundation slogan by Herbert H. Dow remains in place today ("If you can't do it better, why do it?"). We remain focused on scientific innovation and responding to teh needs of the customer. Health, safety, environment protection and sustainability remain pillars of our activity and the key to milestones we achieve.

### **How has the role of in-house legal evolved?**

In the context of stressful and changing environments like the one we live in today our role is especially relevant. Particularly in the case of Dow, legal is key to ensure the company is fully compliant with all applicable regulations and avoid any risk of infringement in the different applicable areas, while the company seeks to become the most innovative, customer-centric, inclusive and sustainable materials science company in the world. As the business, economic and political world continues to evolve, the role of legal will become more relevant every day. ♦



# Artificial Intelligence will be a game-changer in the legal industry



Interview with

**CRISTINA ALVAREZ**

Head of Legal Department Europe,  
**CINTRA**

Cristina Alvarez of Cintra believes there is more to come from technology, and that legal departments have a competitive advantage in attracting talent. She also discusses why Spanish courts can be trusted with high-level litigation.

**LEADERS LEAGUE: How have you seen the role of legal departments evolve?**

**Cristina Alvarez:** The role of the legal department in a company has changed from being a back-office department, whose role consisted mainly in dealing with the corporate work or leading day to day litigation, to a front-office departments that is deeply involved in the company's business.

Currently, the in-house lawyers are more business-oriented and are required to provide legal advice to top executives as well as counsel them on the best business strategy to adopt in any given deal. This has led to an increase in workload and pressure. In-house lawyers are now central to a company's strategy and are required to act decisively. This is a far cry from the times when in-house lawyers were only involved in the corporate legal work.

These days an in-house legal career is more attractive to young talent. In-house legal departments offer more, both in terms of fulfilling work and the balance between work and family life, not to mention compensation and other perks. Company legal departments are well equipped to compete with the very best law firms when it comes to attracting talent.

**What are the biggest challenges you are confronted with as head of the legal department?**

The most challenging aspect is working in different jurisdictions that are completely different from one another. We have (and have had) assets throughout Europe, including Greece, Ireland, Poland, Portugal, Slovakia, Spain, and the UK. This diversity of jurisdictions requires an ability to adapt to the specifics of each country and to keep an open mind. We need to switch from one legal system to another frequently and still ensure the same level of expertise.

With a common sense mindset, lawyers we can navigate the different legal systems, but

it requires an extra effort and study to ensure the understanding of the particularities and differences of each country. What is valid in one country may not be acceptable in another one.

**When disputes arise in your sector, what is your preferred method of resolving them?**

Typically, I would say that we prefer arbitration before a reputable institution (such as the ICC), but ultimately it will depend on the country where the dispute is located and the counterparty in the dispute. For instance, if the dispute is located in

**"The booming of legal tech is still to come"**

Spain, we will probably choose the Spanish courts, because we know the Spanish legal system and Spanish courts very well and it tends to be a more economical process. The only downside could be the duration. If the counter party is a foreigner, however, we will choose arbitration.

In my experience with arbitration, arbitrators tend to pass Solomonic decisions and try where possible to accommodate the claims of both parties. Courts, however, are not as interested in finding a solution that's reasonable or fair to both parties. They will review what the parties had agreed, including what the spirit of their commitment was and rule accordingly, even if said commitment may have become too onerous for one of the parties to bear. Therefore, I prefer the approach of the judges.

Although I recognize that an arbitration process has other advantages. The time and

location of the process are freely negotiated and chosen by parties, the evidence collection procedure is not complex compared to that of court dispute resolution in certain jurisdictions and the arbitrators are experts in the field. There are potential advantages and disadvantages to either forum, depending upon the nature of the dispute, the country and the parties involved.

However, if the disagreement is situated in a foreign country, I definitively will go for an arbitration clause. I don't feel so comfortable having a dispute before a foreign court. That's why, we generally choose arbitration as a method of dispute resolutions. Sometimes, we also include some sort of pre-arbitration clause, such as mediation or resolution by an independent expert, but normally such a decision is able to be appealed before an arbitration tribunal.

**Technology has played a large role in the company's growth. What innovations have impacted the legal department?**

Technology allows us to have certain work done more efficiently, such as via the use of templates, or the use of SharePoint – which allows the whole team to get involved in a matter by work simultaneously on a document – or Teams. We are now able to have more efficient meetings, we can all sit at the same table but remotely. Before the pandemic, it was unthinkable to fully negotiate a deal remotely. It was accepted that one could have a certain amount of calls, to alleviate the amount of travelling, but deals were mostly negotiated and closed through in-person meetings.

With the pandemic we were forced to work from home, and we were able to negotiate and close deals from home. Now we use Teams or similar tools on a regular basis.

Another important step in the legaltech field has been the emergence of tools allowing documents to be signed digitally. Today documents signed digitally are deemed

valid by courts, and this lets us save time, avoiding the need to print and scan documents, which we were doing beforehand.

Notwithstanding the above, I think that innovation in legal tech is still at a very early stage, and the real boom in legaltech is still to come. Artificial Intelligence will have an important role to play in legal work in the future. There are already certain tools in use based on AI, but the use of this technology is still underdeveloped. I think that is about to change and we will see AI become a game-changer.

**What key factors do you look for when hiring external counsel?**

When we need the assistance of external lawyers, we try to find the most suitable law firm for the matter at hand. The most important factor is the type of expertise provided. We always try to work with lawyers with deep knowledge of subjects most relevant to the matter. We tend to rely on the rankings prepared by reputable directories, the opinions of other colleagues and on our own prior experience. We don't have an exclusivity agreement with any law firm, although we tend to work frequently with law firms where our experience has been positive.

We value very highly the involvement of partners and senior lawyers in the matters that we entrust their firms with, particularly in complex deals. We appreciate their availability to work closely with us when we need them.

Lastly, it is very important that the law firms offer reasonable fee proposals: we require fee caps, because we work with budgets that cannot be exceeded. We also appreciate the willingness of law firms to give a good deal and be flexible on price, giving discounts and agreeing to fees based on the success of a case. Law firms' fee structures need to be reworked so they are better adapted to the new reality in the legal industry. ♦

**"We tend to rely on the rankings prepared by reputable directories"**

# In a company, a lawyer is like a project manager: they must anticipate risks and coordinate responses



Interview with

**FRANCESCO PERGOLINI**  
Head of Litigation, **VODAFONE**

Francesco Pergolini, Vodafone's head of litigation for Italy, spoke to Leaders League about the role of the litigator within a company, the importance of preparation for, and prevention of, litigation, while sharing his vision of corporate culture and discussing the biggest challenges faced by the group in recent times.

**LEADERS LEAGUE:** What are your team's responsibilities?

**Francesco Pergolini:** The litigation team is one of the six departments that make up the legal, privacy and compliance directorate, alongside corporate contracting, privacy, compliance, labor and commercial legal.

The litigation team handles litigation in a broad sense, including both civil and administrative litigation, as well as appeals relating to antitrust sanctions, and of course all litigation related to tenders and public contracts.

There are, however, two main areas: consumer litigation, and what may be defined as strategic litigation.

In the first area, the conciliatory phase is particularly important, both because it is a condition for cases proceeding and because it is a very useful tool to avoid litigation. From a volume point of view, this is also an important activity because of the type, complexity and vastness of the business it covers. Average unit values tend to be low, but we have to manage reputational risks that can also be the cause and consequence of possible class actions.

Strategic litigation, on the other hand, includes both civil and administrative litigation. The former tends to be related to competition law issues, mostly following proceedings for abuse of dominant position or anti-competitive agreements. In this area we can be either plaintiff or defendant. The second, on the other hand, relates to the public tendering sector (appeals against calls for tenders or award decisions) or to appeals against decisions of the Italian communications authority (Agcom) and the Italian antitrust authority (Agcm).

**What is the composition of the litigation team at Vodafone?**

The team is very lean: there are three of us, myself included, while a large part of our

activity is carried out by external law firms with particular specialization, such as administrative lawyers, civil lawyers, antitrust experts and consumer protection professionals. External legal personnel understand the need to work in a fast, agile and straightforward way, in the case of consumer litigation, and take a more structured approach to complex and cross-functional issues, such as competition law cases.

**How do you go about selecting the lawyers you work with?**

To choose law firms for consumer litigation matters, Vodafone carries out annual selection procedures managed at group level, following which one or two firms of reference are selected.

In strategic litigation, on the other hand, it is particularly important they specialize in a particular subject, say electronic communications for example. Furthermore the regulatory profile is also of fundamental importance.

And precisely because of the niche nature of electronic communications, we are often also faced with conflict of interest problems.

The rules governing international firms, can lead them to refuse a demand for assistance if they have assisted a competitor in another country, even one geographically far away from our own.

**What have been the biggest challenges and changes in your business in recent years?**

First the pandemic and then the war in Ukraine certainly changed the outlook for companies. From the perspective of litigation, the challenges have changed due to greater scarcity of resources and increased tensions in business relationships. The risk of facing disputes has

increased across the board, both with competitors and suppliers and with external stakeholders.

What I have noticed is there is definitely an increased willingness to go down the litigation route. There seems to be a greater propensity to accept the risk of litigation, especially if it allows the economic or managerial impact of a case to be kicked down the road.

As a result of the pandemic, we also had to handle a number of requests to renegotiate contracts, where our goal was to prevent possible litigation.

The main discussions centered on limiting the impact of the lockdown. You can imagine how this affected the logistics department, transport and Vodafone's physical shops.

#### **What should the role of the litigator a company like Vodafone be?**

I believe that the litigator within a modern and structured company assumes a role that is increasingly closer to that of a project manager, coordinating and overseeing the different stages of an investigation that may or may not lead to litigation. The activity is increasingly that of a manager,

complemented by the various specialist skills that external law firms bring. The external lawyer certainly does not have a complete understanding of the company's needs, nor does not know its processes, peculiarities and complexities, whereas the in-house litigator is more and more like a business-line manager. They must be the one to anticipate and signal possible risks to the company as well as seize business opportunities for the company by applying their expertise.

Our role must be interpreted as actively, or rather pro-actively, as possible: from a strictly procedural point of view, relations with external lawyers are very intense and confrontation on the set-up and content of the case documents is continuous, yet also represent one of the most rewarding aspects of this job. Proactivity also concerns relations with colleagues in other divisions or departments, which facilitates full and constant situational awareness.

Finally, one of the most interesting aspects of this role is that it allows you to get to know the company inside out, since litigation can and does concern every aspect of corporate life. ♦

**"Challenges have changed due to the increased scarcity of resources and increased tensions in business relations"**





# Flexible workspaces must have innovative technologies that help members manage their business



Interview with

**DANIELA BUSCAGLIA**

Head of Regional Legal Affairs Latam,  
**WEWORK**

Daniela Buscaglia, head of regional legal affairs for the Latam region at WeWork, tells us about the coworking space company's latest services, which include consulting on hybrid and flexiwork models, and the importance of including innovative technologies in workspaces.

**LEADERS LEAGUE:** What lessons have you learnt at WeWork over the past four years?

**Daniela Buscaglia:** I consider it essential to understand the company, its structure and business. Being able to engage with internal non-lawyer clients, as well as getting to know their interests, needs and objectives that evolve over time and geographically, is a continuous learning experience. Having an all-encompassing vision of the business has allowed me to evaluate risks from a commercial perspective, thus contributing to the value and growth of WeWork LatAm. It has also been extremely important to familiarize myself with the different leadership styles of this multinational company (highlighting in particular the participation and empowerment of women), with the promotion of several skills that are not highly prized in traditional private practice, as well as working, coordinating and remotely interacting with the team, not only at WeWork LatAm, but also at global level. This has only enriched my experience within the organization, and led me to recognize that there are spaces and opportunities for development where I can participate and contribute.

Another lesson I learnt is how to adjust professional performance to the dynamism of WeWork, enhancing and valuing skills such as resilience. Having the ability to perform professionally and be able to adapt and apply criteria and standards, while facing the practical reality of any new circumstance, is undoubtedly an essential tool in the global, interconnected world in which we live. I have had to deal with frustration and uncertainty, think out of the box and be creative, proactive and efficient in finding solutions and making effective decisions.

Today I value myself as an advisor not only from a legal perspective. Having an over-

view of the company's business objectives and being involved in defining strategies and making decisions that go beyond the strictly legal, is undoubtedly rewarding. My time at WeWork has been full of challenges and changes, which have certainly contributed to my professional and personal growth.

**How does the legal area of the company work?**

WeWork Latam's legal team is composed of more than a dozen lawyers and is headed by the chief legal & corporate development officer who is based in Argentina. The legal division is divided into local teams, which focus on providing continuous legal advice related to day-to-day operations in each of the three markets in the region (Brazil, Mexico and Central and South America), the compliance & data privacy team and, finally, the team that I am fortunate to lead: regional legal affairs.

The latter focuses on providing legal advice regarding (i) real estate deals in the region, (ii) regional corporate governance, and (iii) regional projects, initiatives and commercial negotiations.

**What is your strategy in terms of litigation and dispute resolution?**

Certainly, when any conflict or controversy arises with our counterparties, the approach we take is 100% business oriented with a view to maintaining sustainable commercial and contractual relationships over time. This means that, as WeWork LatAm's legal arm, we are business partners and are always available to provide the highest levels of support to the various areas of the company in order to resolve any issue early and expeditiously, mitigate their impact, explore innovative alternatives, dialogue and achieve solutions that are

timely, satisfactory, and efficient in economic and timeframe terms for all parties involved. Notwithstanding the above, in complex situations and when it is impossible to find common ground, our internal policy is to always examine and exercise all options for legal remedies and actions available in the different jurisdictions in which we are located, as well as those established in our current contracts.

**Do you usually refer litigation to external legal counsel?**

During WeWork's five years in Latin America, the company has relied on the expert advice of a qualified outside legal team present throughout the region to whom, in general terms, we turn for litigation matters. Having an objective point of view, analysis and recommendations issued by expert lawyers in particular areas, has been a significant advantage not only for meeting short-term goals and/or solving day-to-day issues, but also for planning, structuring and building a solid future, with legal backing, in the long term.

The internal legal team, in the corresponding jurisdiction, is in charge (as we are the ones who best know the policy, strategy and expectations of WeWork LatAm) of recruiting external firms, carrying out the assignments, leading and supervising the management and execution of these, all of this in an environment of permanent collaboration and perfect coordination.

**How was the post pandemic recovery?**

The pandemic affected different sectors and the office market was no stranger to this, due to restrictions placed on mobility. This situation also produced changes in the world of work to where we see employers and companies now aspiring to a hybrid model.

During this contingency, WeWork LatAm migrated its service offering from the traditional real-estate sector to real estate as a service, a burgeoning industry in which we are currently leaders, acting as consultants for those companies that do not know or are not clear on how they can implement flexible work models for their companies' operations. 2020 was a year in which, although in truth our business was ready a decade ago to face the labor changes we are

currently experiencing worldwide, we also had to adapt to understand how to protect the health of our members; how to protect our spaces; how to change the work dynamics of both our company and the companies and individuals that occupy our buildings, among others. In 2021 we began to welcome more people and companies back into our buildings, which led us to develop a comprehensive consulting program on the application of hybrid and flexible work models. The year which has just ended, allowed us to stabilize again, returning to normality and preparing for a 2023 that will come with much innovation, growth and expansion for WeWork.

**What projects do you have in the pipeline for Latam in the short-term?**

We see an encouraging outlook for the future, and realize all types of organizations are interested in the solutions we provide. On the other hand, these days companies increasingly aspire to the hybrid model, where digitalization plays a central role. Digital transformation is having a significant influence on current working models and, in this context, flexible workspaces must have innovative technologies that help members to manage their business in a seamless way.

For example the Hub and Spoke model with which some companies are rethinking their physical locations (facilitating a distributed workforce and so reducing the need to travel, but in a way that preserves connection and company culture), has been a model we have strongly supported via our All Access offer, which is a membership scheme that gives companies the opportunity to offer their employees a workspace in any of WeWork's more than 770 locations around the world, with the objective of allowing employees to work from the location closest to their homes or most appropriate one for their current circumstance, whenever and wherever they need it.

In addition to this, in the coming months WeWork LatAm will be launching a new solution regionally in order to reach more locations on the continent with our offer, reaffirming our leadership as a global platform for flexible workspaces. ♦

A close-up photograph of a person in a white dress shirt and dark tie, sitting at a table and signing a document with a silver pen. Another person's hand is visible on the right side of the table, resting on the document. The scene is dimly lit with a blue tint, suggesting an office or meeting environment.

# LABOR

# Human resources people can be both HR technicians and also help the business to perform better



Interview with  
**HERVÉ TIBERGHIE**  
Chief People Officer, **SOLVAY**

**“The ability to embody a soul, a raison d'être and values that enable us to attract and develop young talent set Solvay apart”**

Appointed almost three years ago as Chief People Officer at Belgium-headquartered international group Solvay, Hervé Tiberghien shares his views about his mission as head of HR and how they align with the company's established ethos.

**LEADERS LEAGUE:** What do you consider to be the main qualities of a Chief People Officer and what responsibilities does this unusual title entail?

**Hervé Tiberghien:** Before taking up this assignment, I had a long discussion with CEO Ilham Kadri. The idea behind this role was to transform our strategy by focusing on Solvay's culture and organization, the heart of which is people. The qualities needed are listening and an ability to assess situations with strong emotional intelligence. You need leadership, strong convictions, but also considerable flexibility. Another fundamental quality is understanding the company's business.

Often, HR people are human resources technicians who put corporate considerations to one side. But we have to help the business perform better. We also need to be well anchored because everything around us is in motion, which is destabilizing.

**Do you see your role as rooted in the group's historical heritage of social dialogue? How does this translate in today's world of work?**

Solvay is a family group which will celebrate its 160th anniversary next year. Ernest Solvay, the founder, worked very early on a form of social justice that is still part of the group's DNA today. Near his factories he built houses for the workers and developed schools to train the workforce in the technologies that were fundamental to Solvay as a company. He put in place a form of employee representation to enable dialogue. He was a pioneer with quite innovative ideas on minimum income.

We are a multinational capable of combining the search for competitiveness with the structuring of a working environment that allows people to develop. In 2020, we resorted to short-time working, which was a first at Solvay. From the outset and for all group employees on several continents, we decided to give three months' salary and medical coverage to those affected by these measures. In the United States, the impact of this decision was

strong, as workers there are generally not entitled to anything of the sort. At the beginning of 2021, maternity coverage was extended to seven weeks and for both parents, which brings the total to 16 weeks of leave when a child is born. These are all actions in line with what Ernest Solvay would have done. It was also a message to our employees about our conception of well-being at work. In the event of an important moment for them, it seems essential to us that each employee be able to take time out with his or her family.

**Is it challenging to be involved in the petrochemical sector at a time when young professionals are more sensitive to a company's environmental and societal impact?**

We may have the image of heavy industry players, but I don't totally identify with it. Some of our products have a strong societal impact, such as membranes for personal respirators or our presence in green mobility. Nevertheless, we can feel this concern from our young employees. Our CEO Ilham Kadri has set up the ambitious One Planet program since her arrival. We have invested internally around ESG criteria to the equivalent of 15% of the managers' remuneration. This program contributes to the reduction of water-related waste, CO2 emissions and of our waste discharges at over double the levels of the commitments made in the Paris agreements.

Staff turnover rates of 10% to 15% are common among peer companies, whereas we are at 3% to 5%. It is more difficult today to find people who want to come and work in factories, and we need to increase our attractiveness by strengthening our employer value proposition. In order to communicate it better, in November we brought together 150 site managers in Brussels, which was a major first at Solvay. We were able to reflect on our strengths. What sets us apart is certainly our ability to embody a soul, a raison d'être and values that enable us to attract and develop young talent. I think that the engagement of our employees gives us a competitive advantage. ♦



# “The hospitality industry is emerging from the biggest crisis in its history”



Interview with  
**CARLOS ULECIA**  
 Chief Legal Officer,  
**NH HOTEL GROUP**

NH Hotel’s Chief Legal Officer, Carlos Ulecia sat down with Leaders League to discuss how the company survived the pandemic, and other leadership challenges, in addition to the opportunities for growth in the coming years.

**LEADERS LEAGUE:** NH Hotel Group has been expanding its brand in a variety of countries. What are the main aspects you take into consideration when opening a new hotel or getting involved in a deal?

**Carlos Ulecia:** The new openings are aligned with our expansion strategy. We present greater agility in the organization and study of opportunities; we are building long-term relationships with the largest hotel owners and new opportunities will undoubtedly arise around this mutual interest. With investment funds, including private equity ones, more active in the market nowadays, we are growing through management agreements, balancing our portfolio also in terms of contracts. The priority going forward is to reach more efficient rental and management agreements.

Our objective is to consolidate ourselves in the markets where we are already present and enter new territories by growing with our brands Anantara, Tivoli, NH Collection and Avani, especially in the luxury and upper-upscale segment.

In Europe, the Minor Hotels brands have greatly strengthened the position, a corner of the market that is strategically important to us. As for Anantara, the objective in Europe is to increase the number of urban hotels, since the vast majority of hotels operating under this brand are currently resorts. Regarding the Tivoli Hotels and Resorts brand, we intend to develop a highly competitive model with new luxury resorts in the best holiday destinations in southern Europe, in the image of the recently announced Tivoli La Caleta Resort in Tenerife and Tivoli Alvor Algarve Resort.

**How do a country’s regulations impact your decision whether or not to open a new hotel?**

The growth of our company through expansion into new markets requires a deep

knowledge and understanding of the local regulations. Every global company faces the challenge of integrating the culture of the company itself with the particular characteristics and conditions of a given country, which cover topics as interesting and challenging as labor, sustainable or tax regulations.

**“In the last few months, we recorded the best financial results in company history, improving on 2019”**

The decision also depends on the state of the market under consideration, especially in the current context in which globalization means that there is less differentiation in structural matters. We are aware that there is a certain disparity between workers’ rights or sustainability matters in different markets.

However, the legislation of each new country presents challenges for a company such as ours and we must keep up to date with what is happening and how it may affect our business. There are many sensitive issues related human rights, working conditions or protection of the planet in which NH Hotels can play a leading role.



**The tourism sector has been affected by a succession of global crisis (the pandemic and the Russian invasion of Ukraine, among others). How has your company dealt with these challenges?**

The hospitality industry is emerging from the biggest crisis in its history. The coronavirus pandemic was a totally unpredictable crisis; things came crashing to a halt in 24 hours.

At NH Hotel Group, we were already working on a project called “Re-inventing NH” that included making great efforts in terms of digitization and technology. Reinventing NH was to be implemented in three years and the crisis forced us to do it in three months. All tasks completed during the pandemic have become excellent levers in the aftermath.

At the financial level, during the pandemic, the Group had to undertake an important proactive reinforcement of the capital structure and liquidity through the refinancing of corporate debt until 2026 and through capital increase and asset rotation.

To contend with the challenges in the current inflationary environment the key policy has been adjusting prices while ensuring cost control. Price adaptation is helping us to partially offset inflationary pressures, especially intense in energy or outsourced services such as cleaning and laundry. All this allows us to continue with the growth plans scheduled for the coming years.

Business dynamics have allowed to reach optimal cash flow since March 2022, net financial debt decreased and now, in the last few months, we recorded the best financial results in company history, improving on 2019. All available data indicates that, in the short term, demand and subsequently revenue will remain high.

Regarding Russia, historically, the percentage of travelers from this country staying in our hotels is quite low and has not

directly affected our European business. Furthermore, NH Hotel Group has no presence in the conflict zone or significant exposure to the Russian market.

**What have been your greatest leadership challenges?**

Clearly the biggest leadership challenge was maintaining a strong, cohesive, motivated, and, above all, effective team throughout the Covid-19 pandemic. NH Hotel Group lawyers were extremely active during that time. We had to renegotiate leases and management contracts, file or contest lawsuits, refinance debt, raise capital, manage temporary layoffs, seek public subsidies, all in different jurisdictions in Europe and America. All this we accomplished remotely, from our homes.

Having overcome the worst of the pandemic and now able to put this period in perspective, I believe that our performance during this time was a collective achievement by the entire legal team. They are an essential part of one of the most dynamic industries in the tertiary sector of the economy, who, thanks to a vision shared with a company with an extraordinarily clear mission and values, such as NH Hotel Group, are regularly involved in the business side of things.

**What key factors do you look for when hiring external legal counsel?**

When I am in need of external counsel, I always say the same thing, which may seem very simple but at the same time it can be very difficult to find. It is a given that external legal counsels are technically good and experienced lawyers, knowledgeable about the subject matter and the industry, and that they are pragmatically business oriented. That is obvious. What I seek and always need are people I can trust with high quality and human values. It is the same as I ask of my team of in-house lawyers. ♦

**“The growth of our company through expansion into new markets requires a deep knowledge and understanding of the local regulations”**

# Racism is a structural problem which one company alone will not solve



Interview with

## LEILA LUZ

Senior Diversity & Inclusion manager,  
THE COCA-COLA COMPANY

**“At Coca-Cola Brazil, we must be agents of societal transformation”**

Leila Luz is the senior Diversity & Inclusion manager at The Coca-Cola Company in Brazil, which is championing the cause of minorities through its active membership of the Movement for Racial Equality, an organization founded to fight racism in the Brazilian labor market.

**LEADERS LEAGUE:** Coca-Cola Brazil is involved in the Movement for Racial Equality (Mover). How does this initiative work?

**Leila Luz:** Coca-Cola is aware that racism is structural and that one company alone will not remedy the situation in this country. Therefore, we co-founded the Movement for Racial Equity (Mover) in 2020. Mover is a network of 47 leading companies across different economic sectors that have made a public commitment to collectively promote the values of diversity, equity and inclusion actions in the corporate environment and society.

One of its goals is to generate opportunities for three million people through employment and training on a journey to achieving 10,000 new leadership positions for black people by 2030.

Mover also counts on committees to manage the organization, and I am in charge of the Internal Committee, which organizes projects to expedite this agenda within the companies.

**Coca-Cola has its own objectives in this regard: 30% of black people in top leadership positions by 2030. What’s being done to reach this number?**

We aim to have almost one-in-three leadership positions occupied by a black person by 2030, up from 14% today. We also want to double the overall representation of black people in the company to 45% from its current level of 30%.

As in any other part of the business, establishing a clear ambition and committing to it is the first step in guiding the strategy in DE&I planning. The key to making good on this commitment is to make progress on the initiatives that will help us get there. Therefore, Coca-Cola Brazil has outlined strategic action plans focused on awareness and engagement (updating and expanding educational campaigns and leveraging inclusive networks to create a safe

culture and commitment around the racial agenda), on top of talent acquisition, career development and affirmative action.

Working with Mover has been an important milestone and helps us strengthen this agenda within the Coca-Cola ecosystem, including bottlers, for a much more significant impact.

**In recent years, there has been an increased emphasis on the social inclusion agenda in companies, especially with the strengthening of ESG issues. What changes have you observed in the market?**

Despite the challenges, we are living through a moment of great discussion about the diversity and inclusion agenda and how it influences indicators such as ESG and consumer perception of brands. Consumers are proud to buy from companies they feel reflect their values. Companies investing in the topic are also at an advantage when it comes to brand reputation management. At Coca-Cola Brazil, we must be agents of transformation and collectively evolve as we progress on this journey. Collectively, companies can make a bigger impact than if each acts independently. I have seen first hand the power synergies of scale have to make this transformation happen. I realize there is a long way to go, but the private sector has a fundamental role to play in the inclusive development of society.

At Coca-Cola Brazil, we believe DE&I is also a vector for growth, and it is at the core of our business, and we spare no effort to advance continually in this area.

**How can we expect the market to act on diversity guidelines in the upcoming years?**

Raising the level of representation and accelerating the inclusion process is currently one of the company’s main areas of focus. Many companies have understood that a diverse environment benefits society and business

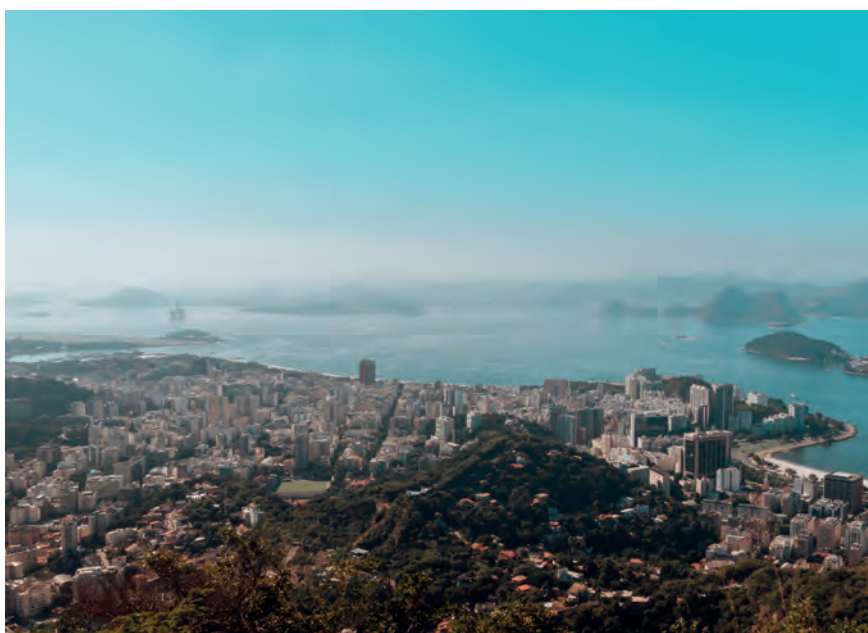
results, however, the biggest challenge is to transcend discourse and transform ideas into practical, measurable actions that generate meaningful change. It is time that companies to recognize their duty as agents of social transformation and commit to taking beneficial action.

**The Inclusion and Diversity Committee of Coca-Cola Brazil (LGBTQIA+, Women, Race, and People with a Disability) has been active since 2011. What has it accomplished to date and what more does it aim to achieve?**

Diversity is weaved into Coca-Cola Brazil's DNA. The company has always believed in diversity as a means to help change the society for the better, with equal opportunities and respect for everyone. The Diversity, Equity & Inclusion Committee promotes training sessions and discussion circles, prepares diagnoses, and proposes affirmative actions designed to promote initiatives that allow for an increasingly diverse and inclusive workplace.

Since beginning this journey towards DE&I, we achieved several milestones, such as adhering to the ten commitments of the Business Initiative for Racial Equality, when we decided to increase the participation of Afro-Brazilian talent in management positions; the review of the candidate profile for the Trainee Program, which previously had English as a prerequisite and now no longer has language as a barrier in the selection process; the Young Apprentice program, which lets groups of 15 to 20 young people spend a year gaining valuable experience in different areas of the company; the creation of a Diversity and Inclusion Booklet for our employees; partnering with UN Women to undertake the seven commitments for gender equality program (currently women represent 53% of leadership positions at Coca-Cola Brazil); the promotion of training programs to stimulate female talent; the adherence to the Forum on Business and Human Rights, with the ten commitments for the promotion of LGBTQIA+ rights; the creation of a booklet to raise awareness about empowerment; among many others. ♦

**“Raising the level of representation and accelerating the inclusion process is currently one of the company's main areas of focus”**



# “The judiciary was fundamental in achieving practically all our rights”



Interview with

**MÁRCIA ROCHA**

Adviser,

**THE BRAZILIAN BAR ASSOCIATION**

Márcia Rocha is the first transgender attorney to achieve official recognition for their chosen name from the Brazilian Bar Association. She spoke to Leaders League about the process, and the fight for inclusion for transgenders in the Brazilian market.

**LEADERS LEAGUE:** You were the first transgender woman to have her chosen name recognized by the Brazilian Bar Association (OAB). What impact did this milestone have in the legal community?

**Márcia Rocha:** To be officially recognized as Márcia Rocha by the OAB, there was an internal process that took three years to reach a decision. Many experts studied the case, examining whether it could be legally feasible. When news of the request came out, some judges spoke to me and even to other people close to me, inquiring how the name issue would work in practice because they were worried about fraud and things like that. But we stood our ground and continued to advance reasoned arguments. In the end, it was approved unanimously in 2017. This decision greatly impacted OAB and the global legal community because I was the first person in the world allowed to have two names in a government document: my given name and my chosen name.

I can't say this for a fact, but I suppose that because there was a legal study carried out by the Brazilian Bar Association in existence on the matter, this influenced the Supreme Court's subsequent decision to grant the possibility for transgender people to change their name and sex directly in the notary's office. Much of the research had already been done within OAB. If this entity, with its many technical experts, understood that it was possible for a lawyer to do this, it would seem to be possible for anyone, so the impact of my case was huge.

**How would you assess the current level of inclusion for trans people in the legal market in Brazil? Do you believe that projects such as TransEmprego can help bridge the gap?**

Many trans attorneys already existed in Brazil, before me. I knew one from Per-

nambuco, who has passed away and came well before me. I do what I can as a member of the sexual diversity committee of the State Board of OAB-SP, which has changed how the Brazilian Bar Association views us and made it more accessible. Today, transgender people are working in many large law offices. In São Paulo, almost all the leading law offices employ trans people – attorneys and non-attorneys alike. And this is highly significant. TransEmpregos does important work by placing these people in leading law firms, making this bridge, and I also personally try to connect trans people with leading law firms all over Brazil.

**Before you transitioned, you were a white middle-class male in one of the most conservative professions in the country. How supportive were your peers during your transition process?**

I'm a businesswoman and don't make my living as an attorney. At the start of my career I represented my companies mainly in real estate contracts. I joined the OAB Diversity Committee, and got involved in several LGBT rights issues that exist in Brazil. I participated in some debates and participated meetings.

When I came out in 2011, there was some resistance, and when I joined the OAB Board, I heard attorneys saying that the Brazilian Bar Association was over because it had admitted a transgender advisor.

Look, prejudice exists, it is steadfast within people, but this is precisely what I fight with my existence. It is enough to be here to make a difference, showing that a trans woman can be as competent and reliable as anyone. I have a massive responsibility for my image because it has enormous repercussions, especially within the OAB. And it is essential to maintain a consistent appearance and avoid making mistakes in my job to avoid giving anyone a reason to gossip: "See! This is what happens



when you hire someone based on their gender.” It might not be fair, but transgender people must be careful not to give cause for prejudice. In court, there were some unfortunate situations and confrontations, but nothing too intense, because in São Paulo, especially, we already have law 10.948/2001, which is very strict and administratively punishes any discrimination against LGBT people. Often, there was a concern about not discriminating against me in registry offices, police stations, and the courts. But not because of who I was but because of this law.

**How do you evaluate the current state of civil rights for the LGBT+ population? How much work remains to be done?**

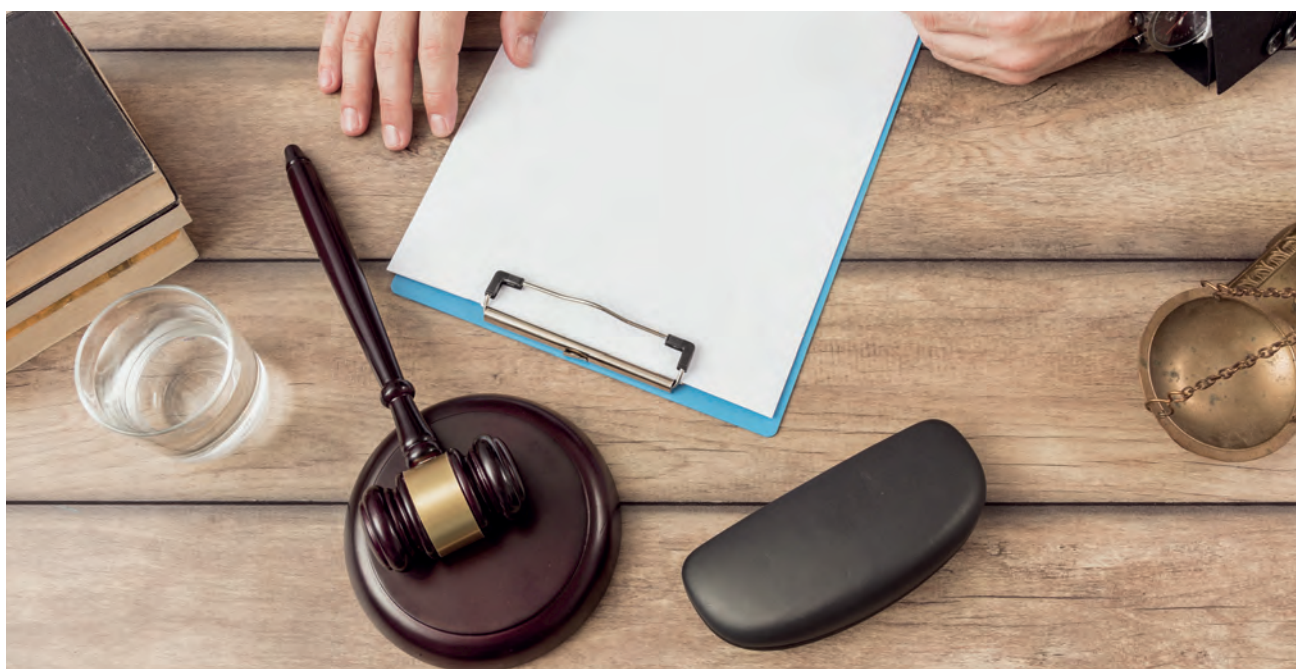
We have achieved a lot. Brazil is one of the top three countries in the world in terms of LGBT rights. There is a little more to be done, however. There is the issue of transgender people’s bathroom rights, which is being adjudicated, and some issues related to transgender people in prison. These are challenging problems, but in general, we have won many battles and there is little left to achieve, in terms of legislation. But we need to remain vigilant and concerned that there are no setbacks and we don’t

have any of our hard won rights revoked. Remember, these benefits were not a birthright; they are rights which had to be won in the courts, every last one of them. So, we need to protect them, mainly by ensuring the configuration of the Supreme Court does not contain a majority of judges who are highly conservative.

**What is the judicial system’s role in this struggle for LGBT+ equality?**

As I mentioned earlier, the judiciary was fundamental in achieving practically all our rights, especially at the national level. Our victories were all in court, based on human rights, equality on constitutional arguments, such as the dignity of the individual. These victories were in the judiciary, validated by technical experts.

When they go before congress, many politicians don’t understand the legislation, and there is a lot of prejudice, religious fundamentalism, and a host of other problems that hinder parliamentary approval of a law guaranteeing rights. So, the judicial path is the way to go, not only in Brazil, but in other countries too. In France, the United States, and, indeed, many other countries, courts are the best means to achieve rights for the LGBT+ population. ♦



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# NORTH AMERICA

# CANADA

## COMMERCIAL LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Blake, Cassels &amp; Graydon</b>	David Tupper, Robert Torralbo, Bradley Berg, James Sullivan, David Kruse
<b>Davies Ward Phillips &amp; Vineberg</b>	Kent Thomson, William Brock, Sandra Forbes
<b>Osler, Hoskin &amp; Harcourt</b>	Sonia Bjorkquist
<b>Stikeman Elliott</b>	David Byers, Eliot Kolers, Keith Chatwin
<b>Torys</b>	Linda Plumpton, Gillian Dingle
<b>EXCELLENT</b>	
<b>Goodmans</b>	Francy Kussner, Neill May
<b>Lenczner Slaght</b>	Tom Curry, Monique Jilesen, Eli Lederman
<b>McCarthy Tétrault</b>	Caroline Zayid
<b>Norton Rose Fulbright</b>	Daniel Bennett QC
<b>HIGHLY RECOMMENDED</b>	
<b>Bennett Jones</b>	David Hawreluk, Richard Swan, Michael Theroux
<b>Borden Ladner Gervais</b>	Mathieu Piché-Messier, David Di Paolo
<b>Dentons</b>	David Elliott, Dennis Picco QC, Gordon Tarnowsky QC, Charles Spector
<b>Fasken</b>	Laura Cooper, Geoffrey Cowper QC, Robert Maxwell
<b>Gowling WLG</b>	David Bishop, Scott Kugler
<b>RECOMMENDED</b>	
<b>Burnet Duckworth &amp; Palmer</b>	Louise Novinger Grant, Andrew Sunter
<b>DLA Piper</b>	David Foulds, David Neave, David Stratton QC
<b>Lawson Lundell</b>	Tamela Coates, Craig Ferris QC, Valerie Mann, Greg Hollingsworth
<b>Lerners</b>	William Pepall, Carolyn Brandow, Michael Lerner
<b>Stockwoods</b>	Paul Le Vay, Brian Gover
<b>WeirFoulds</b>	Nadia Chiesa
<b>Woods</b>	Richard Vachon, James A. Woods, Marie-Louise Delisle



## COMPETITION LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Blake, Cassels &amp; Graydon</b>	Brian Facey, Robert Kwinter, Navin Joneja, Julie Soloway
<b>Davies Ward Phillips &amp; Vineberg</b>	Anita Banicevic, George Addy, John Bodrug
<b>McCarthy Tétrault</b>	Jason Gudofsky, Oliver Borgers
<b>Stikeman Elliott</b>	Paul Collins, Lawson Hunter, Michael Kilby
<b>EXCELLENT</b>	
<b>Bennett Jones</b>	Randal Hughes, John Rook QC, Melanie Aitken
<b>Fasken</b>	Antonio Di Domenico, Huy Do
<b>McMillan</b>	James Musgrove, Neil Campbell
<b>Osler, Hoskin &amp; Harcourt</b>	Shuli Rodal, Michelle Lally
<b>Torys</b>	Dany Assaf, Omar Wakil
<b>HIGHLY RECOMMENDED</b>	
<b>Borden Ladner Gervais</b>	Robert Russell, Subrata Bhattacharjee
<b>Goodmans</b>	David Rosner
<b>Norton Rose Fulbright</b>	Kevin Ackhurst, Chris Hersh
<b>RECOMMENDED</b>	
<b>Baker McKenzie</b>	Arlan Gates
<b>Cassels Brock &amp; Blackwell</b>	Chris Hersh, Davit Akman
<b>Dentons</b>	Barry Zalmanowitz QC, Sandy Walker
<b>DLA Piper</b>	David Neave, Kevin Wright



# INTERNATIONAL ARBITRATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Norton Rose Fulbright</b>	Pierre Bienvenu, Martin Valasek
<b>2 Bennett Jones</b>	Vasilis Pappas
<b>Mcmillan</b>	Robert Wisner, Brad Hanna, Brett Harrison
<b>Torys</b>	John Terry
<b>Woods</b>	Stephen Drymer
<b>EXCELLENT</b>	
<b>Blake, Cassels &amp; Graydon</b>	Joe McArthur, Dalton McGrath, Bradley Berg, Iris Antonios
<b>Borden Ladner Gervais</b>	Robert Deane
<b>Burnet, Duckworth &amp; Palmer</b>	David Haigh QC, Louise Novinger Grant
<b>Davies Ward Phillips &amp; Vineberg</b>	Sandra Forbes, Guy Du Pont, Kent Thomson, William Brock
<b>Stikeman Elliott</b>	Peter Cullen, Geoffrey Holub, Alexander Rose, Éric Mongeau
<b>HIGHLY RECOMMENDED</b>	
<b>Dentons</b>	Rachel Howie, David Elliott
<b>Goodmans</b>	Julie Rosenthal, Brad Halfin, Tamryn Jacobson
<b>Lenczner Slaght</b>	Lawrence Thacker, Andrew Parley
<b>RECOMMENDED</b>	
<b>Fasken</b>	Gerald Ranking, Sarah Armstrong
<b>DLA Piper</b>	Howard Krupat, David Foulds
<b>Lawson Lundell</b>	Tamela Coates, Marko Vesely
<b>Lerners</b>	Earl Cherniak QC
<b>Peacock Linder Halt &amp; Mack</b>	Peter Linder QC, Perry Mack QC
<b>McCarthy Tétrault</b>	Caroline Zayid



## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Borden Ladner Gervais</b>	André Royer
<b>Fasken</b>	Stéphane Fillion, Karen Sargeant, David Wong
<b>Norton Rose Fulbright</b>	Richard Charney
<b>McCarthy Tétrault</b>	Tim Lawson
<b>EXCELLENT</b>	
<b>Filion Wakely Thorup Angeletti</b>	Roy Filion QC
<b>Harris &amp; Company</b>	Eric Harris QC
<b>Hicks Morley Hamilton Stewart Storie</b>	Stephen Shamie
<b>Mathews Dinsdale &amp; Clark</b>	Mark Contini, Keith Murray
<b>McLennan Ross</b>	Maurice Dransfeld, Michelle Theriault, Tom Ross QC
<b>Roper Greyell</b>	Thomas Roper QC
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	George Avraam
<b>Bennett Jones</b>	Carl Cunningham, John Gilmore, Susan Seller
<b>Dentons</b>	Christian Létourneau, Andy Pushalik
<b>DLA Piper</b>	Richard Nixon, Allen Soltan
<b>Lawson Lundell</b>	Robert Sider
<b>Osler, Hoskin &amp; Harcourt</b>	Allan Wells
<b>Stikeman Elliott</b>	Hélène Bussièrès
<b>RECOMMENDED</b>	
<b>Blake, Cassels &amp; Graydon</b>	Andrea York
<b>Gowling WLG</b>	Bettina Burgess
<b>Torys</b>	Mitch Frazer, Lisa Talbot
<b>Lenczner Slaght</b>	Matthew Sammon

# PRIVATE EQUITY EXCHANGE & AWARDS

## OCTOBER 2023 • PARIS PRIVATE EQUITY FOR TOMORROW

CONFERENCES  
ONE-TO-ONE MEETINGS  
AWARDS CEREMONY

LEADERS LEAGUE  
15 avenue de la Grande Armée  
75116 Paris - France  
[contact.pex@leadersleague.com](mailto:contact.pex@leadersleague.com)

[www.private-equity-exchange.com](http://www.private-equity-exchange.com)

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## MEXICO

## CIVIL &amp; COMMERCIAL LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>García Alcocer Abogados</b>	José Antonio García L., Santiago García L., Alberto Agraz Sanchez
<b>Hogan Lovells</b>	Luis Omar Guerrero, Luis Enrique Graham
<b>Malpica, Iturbe, Buj Y Paredes</b>	Carlos Malpica, María José Jiménez, Juan José Iturbe, Horacio Paredes, Fernando De Ovando, Álvaro Huerta, Rolando Zarate
<b>Martínez Algaba de Haro Curiel</b>	Jorge De Haro González, Javier Curiel Obscura, Diego Gutiérrez Martínez
<b>EXCELLENT</b>	
<b>Bufete Asali</b>	Luis Asali
<b>Galicia Abogados</b>	Rodrigo Zamora
<b>López Melih y Estrada</b>	Alfonso Lopez Melih
<b>Quijano Cortina y de la Torre Abogados</b>	Xavier Cortina, Javier Quijano
<b>HIGHLY RECOMMENDED</b>	
<b>1 Pérez Correa Gonzalez</b>	Fernando Pérez-Correa, José Covarrubias, Zulima González
<b>Seplaw - Sepulveda y Diaz Noriega</b>	Alfonso Sepulveda, Habib Diaz Noriega
<b>Von Wobeser Y Sierra</b>	Diego Sierra, Adrián Magallanes
<b>2 Baker McKenzie</b>	Javier Navarro-Velasco
<b>Gonzalez Calvillo</b>	Edgar Grajeda, Daniel Morán
<b>Guerra González Abogados</b>	Jaime Guerra González
<b>Loperena Lerch y Martin Del Campo</b>	Carlos Loperena Ruiz
<b>Martens Abogados</b>	Federico Martens, Luis Gerardo González
<b>Müggenburg Gorchos Y Peñalosa</b>	Juan Luis Blanco, Esteban C. Gorchos G.
<b>Ramirez Ornelas Abogados</b>	Gerardo Ramirez Ornelas
<b>Rendon Guerrero y asociados</b>	Jaime Roberto Rendón, Juan Carlos Guerrero V.
<b>White &amp; Case</b>	Enrique Espejel



**MEXICO****RECOMMENDED**

<b>Abascal Flores y Segovia</b>	Jose Maria Abascal Zamora, Hector Flores
<b>Bbg - Bello, Gallardo, Bonequi Y García, S.c.</b>	Juan Bonequi Herrera
<b>Bgw Legal</b>	Isaac Guakil
<b>Creel, García-Cuellar, Aiza Y Enríquez</b>	Bernardo Sepulveda, Héctor Anaya Mondragón
<b>Dac Beachcroft Mexico</b>	Alma Urquiza, Fabio Corominas
<b>Del Castillo y Castro Abogados</b>	Fernando del Castillo
<b>De Salvidea Mexican Law</b>	Fernando de Salvidea
<b>Fonseca, Rodríguez &amp; Perchemlian y Martínez</b>	Salvador Fonseca, Antonio Perchemlian, Sergio Rodríguez
<b>Garza Tello - Clyde &amp; Co</b>	Vicente Bañuelos
<b>Guerra Hidalgo Mendoza</b>	Jesús Guerra
<b>Jones Day</b>	Antonio Gonzalez, José Antonio Vazquez C.
<b>Lechuga Abogados</b>	José Antonio Lechuga Vega
<b>Martín, Isla &amp; Pickering Abogados</b>	Pablo Isla, Julián Fernandez
<b>Mañon Quintana</b>	Antonio Mañon, Gerardo Quintana, Jorge Rosales Fernández, Dario Jandette
<b>Ríos-Ferrer Guillén-Llarena Treviño y Rivera</b>	Julio Gutiérrez Morales
<b>Rivera Gaxiola, Carrasco y Kálloi</b>	Alonso Rivera Gaxiola
<b>Ruiz-Silva Abogados</b>	Victor Ruiz, Andrea Orta
<b>Santamarina Y Steta</b>	Carlos Olvera, Roberto Fernández del Valle

**VALUABLE PRACTICE**

<b>Bufete García Jimeno</b>	Jorge J. Sepulveda, Jaime García P.
<b>Cannizzo</b>	Enrique García
<b>Cervantes, Diaz Abogados - CDA</b>	Luis A. Cervantes Castillo
<b>Cervantes Abogados</b>	Luis Cervantes M.
<b>Cuatrecasas</b>	René Irra de la Cruz, Miguel Angel Ortíz
<b>Floresrueda Abogados</b>	Cecilia Flores
<b>Ibarra, Del Paso Y Gallego</b>	Juan Miguel Martínez Mendieta
<b>Kavanagh Gorozpe</b>	Paul Kavanagh
<b>Litredi</b>	Marco Tulio Venegas Cruz, Margarita Garate Turanzas
<b>Regalado y Galindo</b>	Edward Martin Regalado
<b>Román y Castañeda Abogados</b>	Alberto Román Palencia, Juan Ignacio Castañeda Alcocer
<b>Soledad &amp; Carrasco Abogados</b>	Jesús Soledad
<b>Tavares &amp; Tavares Law Firm</b>	Iván Pita
<b>Villar &amp; Villar Abogados</b>	Juan Carlos Villar Flores



MEXICO

## Our analysis

### MALPICA ITURBE BUJ & PAREDES: EXPERT HANDLING OF COMPLEX CASES



Carlos Malpica

**Key figure(s):** Carlos Malpica, Juan José Iturbe, Rodrigo Buj, Horacio Paredes, María José Jiménez and Alvaro Huerta

**Established:** 2014

**Track record:** The firm has established itself as one of the leading litigation outfits in Mexico and is well regarded across Latin America. It participates in complex arbitrations and high-value civil, administrative and commercial litigations. In the past year the firm successfully acted for a group of major international energy companies in successfully challenging a reform.

**Team & differentiation:** The team is trusted with particularly complex cases. It is held in high regard in the Mexican market for its administrative litigation and energy regulation expertise. Its members strive to provide innovative and creative solutions tailored to each client with their trademark efficiency.

### PÉREZ CORREA GONZÁLEZ & ASOCIADOS: EXCEPTIONAL STRENGTH AND QUALITY



Fernando Pérez Correa

**Key figure(s):** Fernando Pérez Correa, José Covarrubias and Zulima González

**Established:** 2019

**Track record:** The firm's well regarded litigation, arbitration and mediation practice is experienced in court proceedings, especially those relating to the enforcement and annulment of arbitral awards and obtaining injunctive relief. Clients include private companies, Fortune 500 companies, major international investors and Mexican governmental agencies and state enterprises.

**Team & differentiation:** The firm's highly qualified team is characterized by an ability to provide personalized services to its clients via a multidisciplinary approach which allows it to understand client need from a broader perspective. Fernando Pérez Correa has almost two decades of experience in bankruptcy and reorganization proceedings. José Covarrubias adroitly represents companies on the creditor or debtor side.

### BUFETE ASALI: LITIGATION AND ARBITRATION SPECIALISTS



Luis Asali Harfuch

**Key figure(s):** Luis Asali Harfuch and Jorge Asali Harfuch

**Established:** 2012

**Track record:** Bufete Asali has established itself as one of the most promising dispute resolution firms in the country. In the last 18 months alone, the team has worked on more than 120 litigation cases and 14 arbitrations, representing clients from the financial, construction, energy and telecoms sectors. Clients include BBVA, Gicsa and Blue Marine Technology Group.

**Team & differentiation:** The team is heavily involved in civil, commercial, administrative and bankruptcy litigation, as well as arbitration. Luis Asali has accumulated 20 years worth of experience advising on complex litigation matters, mainly involving infrastructure, aeronautics and telecoms. Jorge Asali's skill and experience has seen him emerge in recent years as one of Mexico's top litigators.

### MAÑÓN QUINTANA: INSURANCE AND BANKRUPTCY LITIGATION GREATS



Antonio Mañón

**Key figure(s):** Antonio Mañón, Gerardo Quintana, Jorge Rosales and Dario Jandette

**Established:** 2013

**Track record:** The firm has a solid track record advising domestic and foreign companies in arbitration and insolvency, commercial, civil and administrative litigation. In addition, the team has represented major clients in high-profile insurance, banking and financial litigation. Among its main clients are Scotiabank, Telecomunicaciones Modernas y de Servicios Avanzados and HSBC Mexico.

**Team & differentiation:** The team is characterized by an ability to offer innovative and sophisticated solutions to clients, applying effective strategies that take into account the latest market trends. The added value of the firm resides in its young team of deeply knowledgeable experts, who are experienced in dispute resolution, especially in the areas of arbitration and bankruptcy.

### JAUREGUI Y DEL VALLE: EXPERIENCED, MULTIDISCIPLINARY TEAM



Luis Gerardo Del Valle

**Key figure(s):** Luis Gerardo Del Valle, Luis Carballo, Josemaría Férrez Gil, Frida García and David Hurtado Badiola

**Established:** 1975

**Track record:** The firm has made its name advising on high-level administrative litigation. It has represented companies in contingencies with administrative authorities, civil liability proceedings, and enforcement of real and personal guarantees, among others. Its competition and antitrust department advises clients from sectors such as pharmaceuticals, automotive and agribusiness.

**Team & differentiation:** The multidisciplinary team provides clients with creative and effective solutions to their disputes. It is highly effective in insurance litigation and contentious-administrative proceedings and has a fine reputation in antitrust matters.

## COMPETITION ANTITRUST & INVESTIGATIONS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Basham Ringe y Correa</b>	Amilcar Peredo
<b>Creel Garcia-Cuéllar Aiza y Enríquez</b>	Mauricio Serralde, Luis Gerardo Garcia, Iker Arriola
<b>Galicia Abogados</b>	Christian Lippert, Carlos Chavez
<b>Gonzalez Calvillo</b>	Cristina Massa
<b>Hogan Lovells</b>	Luis Omar Guerrero, Ricardo Pons
<b>SAI Law &amp; Economics</b>	Lucia Ojeda, José Ángel Santiago Á.
<b>Valdés Abascal</b>	Rafael Valdes Abascal
<b>Von Wobeser Y Sierra</b>	Fernando Carreño
<b>EXCELLENT</b>	
<b>Aziz &amp; Kaye</b>	Luis Alberto Aziz Checa
<b>DLA Piper México</b>	Eduardo Gallastegui Armella, Antonio Cárdenas Arriola
<b>López Melih y Estrada</b>	Juan Pablo Estrada Michel
<b>Malpica, Iturbe, Buj Y Paredes</b>	Rodrigo Buj García, Carlos Malpica, Maria José Jiménez
<b>Mijares, Angoitia, Cortés Y Fuentes</b>	Francisco Fuentes, Pilar Mata
<b>Quijano Cortina y de la Torre Abogados</b>	Alan de la Torre
<b>Santamarina Y Steta</b>	Ernesto Duhne
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Raymundo Enriquez
<b>Castañeda y Asociados</b>	Gabriel Castañeda
<b>Greenberg Traurig</b>	Miguel Flores Bernés, Victor Manuel Frías Garcés
<b>Jones Day</b>	Jesus Gabriel Altamirano, Javier Martinez del Campo
<b>Jáuregui Y Del Valle</b>	David Hurtado
<b>Ledesma Rodriguez Rivero</b>	Luis Manuel Rodríguez Rivero, Bernardo Ledesma Uribe
<b>Nader, Hayaux &amp; Goebel</b>	Alejandro Mendiola Díaz
<b>RECOMMENDED</b>	
<b>Cuatrecasas</b>	Juan Pablo Rico, Gustavo Robles, Andrés Bonett Serna
<b>Cuesta Campos</b>	Azucena Marin
<b>Dentons Lopez Velarde</b>	Jorge Jiménez
<b>Foley Arena</b>	Marco Antonio Nájera
<b>Rapa - Ruiz Ahumada Palazuelos</b>	Jose Ruiz Lopez
<b>Ritch Mueller</b>	Octavio Olivo Villa
<b>Sanchez Devanny</b>	Cristina L. Sanchez
<b>Soledad &amp; Carrasco Abogados</b>	Jesús M. Soledad, Gerardo Carrasco



## ADMINISTRATIVE LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Aguinaco Abogados	Fabián Aguinaco, Andrés Aguinaco
Malpica, Iturbe, Buj Y Paredes	Horacio Paredes, Rodrigo Buj, Álvaro Huerta, Carlos Malpica, María José Jimenez, Juan José Iturbe
<b>2</b> Aguilar Barroso Abogados	Claudia Aguilar
Consorcio de Litigio Estratégico	Peter Bauer
López Melih y Estrada	Juan Pablo Estrada Michel
Arámburu, Saldivar y Vázquez	Antonio Arámburu
Sanchez Curiel	Sergio Sánchez Curiel
<b>EXCELLENT</b>	
Carvajal Y Machado	Gustavo Carvajal, Juan Pedro Machado
Cuatrecasas	Gustavo Robles, Andrés Bonett Serna
Greenberg Traurig	Joselino Morales López
Hogan Lovells	Luis Omar Guerrero
Litredi	Marco Tulio Venegas Cruz, Margarita Garate
Müggenburg Gorches Y Peñalosa	Esteban C. Gorches G.
Soledad & Carrasco Abogados	Gerardo Carrasco, Jesús M. Soledad
White & Case	Ismael Reyes Retana
<b>HIGHLY RECOMMENDED</b>	
CMS Woodhouse Lorente Ludlow	Manuel Ferrara, Derek Woodhouse
Conesa y Moreno Abogados	Luisa Conesa, Rodrigo Moreno
DLA Piper México	Antonio Cárdenas Arriola
Galicia Abogados	Daniel Amézquita
Lammoglia Abogados	Franco Lammoglia, María Fernanda
Martens Abogados	Federico Martens, Luis Gerardo González
Martínez Algaba de Haro Curiel	Javier Curiel Obscura, Ernesto Palacios Juárez, Javier Altamirano Hernández
Quijano Cortina y de la Torre Abogados	Alan de la Torre, Javier Quijano
Von Wobeser Y Sierra	Adrián Magallanes, Edmond Grieger
<b>RECOMMENDED</b>	
Arias Meurinne	Pedro Arias
Basham Ringe y Correa	Rodolfo Barreda
Bbg - Bello, Gallardo, Bonequi Y García, S.c.	Juan Bonequi Herrera
Bgw Legal	Isaac Guakil
Bufete Asali	Luis Asali
Bufete Ostos	Alejandro Ostos de la Garza, Alejandro Ostos Fulda
Cannizzo	Enrique García
Creel, García-Cuellar, Aiza Y Enríquez	Héctor Anaya Mondragón
Floresrueda Abogados	Cecilia Flores
García Alcocer Abogados	José Antonio García L., José Antonio García Alcocer, Santiago García L.
Gonzalez Calvillo	Edgar Grajeda, Luis Mancera de Arrigunaga, Daniel Morán, Pablo Hooper
Jáuregui Y Del Valle	Luis Carballo Balvanera, José María Férrez Gil
Lec, Litigio Estratégico Y Compliance	Luis Dantón Martínez Corres
Mañon Quintana	Jorge Rosales
Ramirez Ornelas Abogados	Luis Robles Santamarina
SMPs Legal	Luis Curiel Piña
Tavares & Tavares Law Firm	Iván Pita

### LAMMOGLIA ABOGADOS: STRONG LITIGATION EXPERIENCE



Franco Lammoglia

Key figure(s): Franco Lammoglia  
Established: 2011

**Track record:** Characterized by professionalism and quality, Lammoglia Abogados advises its clients in matters of public policy and in high impact administrative litigation, having acquired solid experience in relation to renewable energy generation projects, environmental liability claims for damages, issues related to class actions and constitutional and human rights violations.

**Team & differentiation:** The team provides preventive and forthright legal advice in the defense of its clients before local and federal courts during environmental, urban planning and regulatory matters. Founding partner Franco Lammoglia has more than 15 years' experience in dispute resolution, administrative law, indigenous consultations and climate change related public policies.

### MARTENS ABOGADOS: DILIGENT, MULTI-TALENTED EXPERTS



Federico Martens

Key figure(s): Federico Martens and Luis Gerardo González  
Established: 2015

**Track record:** Martens Abogados has extensive experience in complex corporate litigation, constitutional proceedings and amparo judgments. Designing and implementing multidisciplinary and comprehensive strategies for clients is the firm's signature feature. Among its clients are private companies, business associations and prestigious local and international law firms.

**Team & differentiation:** The team has an outstanding success rate developing solid, sophisticated strategies for the defense of each of its clients, anticipating every possible eventuality. Lead partner Federico Martens has more than 15 years' experience litigating before local and federal courts and is recognized as one of the best litigators in the Mexican market.



## BANKRUPTCY LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Del Castillo y Castro Abogados</b>	Fernando del Castillo
<b>Guerra González Abogados</b>	Jaime Guerra González
<b>Sainz Abogados.</b>	Alejandro Sainz, Daniel Diaz
<b>EXCELLENT</b>	
<b>García Alcocer Abogados</b>	José Antonio García L., Pedro García
<b>Guerra Hidalgo Mendoza</b>	Jesús Guerra
<b>Martínez Algaba de Haro Curiel</b>	Jorge De Haro González, Diego Gutiérrez Martínez, Javier Curiel Obscura, Mauricio Mendoza
<b>Pérez Correa Gonzalez</b>	Fernando Pérez-Correa, José Covarrubias
<b>Quijano Cortina y de la Torre Abogados</b>	Xavier Cortina
<b>Von Wobeser Y Sierra</b>	Diego Sierra
<b>White &amp; Case</b>	Enrique Espejel
<b>HIGHLY RECOMMENDED</b>	
<b>Bufete Asali</b>	Jorge Asali
<b>Creel, García-Cuellar, Aiza Y Enríquez</b>	Thomas Heather
<b>Garza Tello - Clyde &amp; Co</b>	Vicente Bañuelos
<b>Hogan Lovells</b>	Omar Guerrero
<b>López Melih y Estrada</b>	Alfonso Lopez Melih
<b>Malpica, Iturbe, Buj Y Paredes</b>	Rolando Zárate, Juan José Iturbe, Maria José Jiménez, Alvaro Huerta, Horacio Paredes, Fernando de Ovando
<b>Mañón Quintana</b>	Antonio Mañón, Gerardo Quintana
<b>Nader Hayaux &amp; Goebel</b>	Javier Arreola, Michell Nader
<b>Ramirez Ornelas Abogados</b>	Gerardo Ramirez
<b>Regalado y Galindo</b>	Edward Martin Regalado
<b>RECOMMENDED</b>	
<b>Cervantes, Diaz Abogados - CDA</b>	Luis A. Cervantes Castillo
<b>Fonseca Rodríguez Perchemlian &amp; Martínez Abogados</b>	Salvador Fonseca, Antonio Perchemlian, Sergio Rodríguez
<b>Galicia Abogados</b>	Eugenio Sepúlveda
<b>Mijares, Angoitia, Cortés Y Fuentes</b>	Everardo J. Espino
<b>Rivera Gaxiola, Carrasco y Kálloi</b>	Alonso Rivera Gaxiola
<b>Román y Castañeda Abogados</b>	Alberto Román Palencia
<b>Santamarina y Steta</b>	Carlos Olvera



## ARBITRATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Galicia Abogados</b>	Rodrigo Zamora, Cecilia Azar
<b>Hogan Lovells</b>	Luis Omar Guerrero, Luis Enrique Graham
<b>Von Wobeser Y Sierra</b>	Montserrat Manzano, Adrián Magallanes, Claus Von Wobeser, Diego Sierra
<b>EXCELLENT</b>	
<b>DLA Piper México</b>	Kate Brown de Vejar, Gabriela Alvarez-Avila
<b>Pérez Correa Gonzalez</b>	José Covarrubias, Fernando Pérez-Correa, Zulima González
<b>White &amp; Case</b>	Rafael Llano Oddone
<b>HIGHLY RECOMMENDED</b>	
<b>Abascal Flores y Segovia</b>	Hector Flores, Jose Maria Abascal Zamora
<b>Bufete Asali</b>	Luis Asali
<b>Creel, García-Cuellar, Aiza Y Enriquez</b>	Héctor Anaya Mondragón, Bernardo Sepulveda, Elsa Ortega, Sofia Gomez
<b>Curtis Mallet-Prevost Colt &amp; Mosle</b>	Eloy Barbará de Parres
<b>Garza Tello - Clyde &amp; Co</b>	Vicente Bañuelos
<b>Litredi</b>	Michelle Carrillo Torres, Marco Tulio Venegas Cruz, Margarita Garate Turanzas
<b>Malpica, Iturbe, Buj Y Paredes</b>	Rolando Zárate, Juan José Iturbe, Rodrigo Buj García
<b>RECOMMENDED</b>	
<b>1 Cuatrecasas</b>	René Irra de la Cruz, Miguel Angel Ortíz
<b>Floresrueda Abogados</b>	Cecilia Flores
<b>Fonseca, Rodríguez, Perchemlian &amp; Martínez Abogados</b>	Salvador Fonseca, Carlos Martínez, Antonio Perchemlian
<b>González de Castilla &amp; Ávila Abogados</b>	Emilio Gonzalez de Castilla
<b>Loperena Lerch y Martin Del Campo</b>	Carlos Loperena Ruiz
<b>Ruíz-Silva Abogados</b>	Victor Ruíz, Andrea Orta Gonzalez
<b>2 Del Castillo y Castro Abogados</b>	Fernando del Castillo
<b>Martínez Algaba de Haro Curiel</b>	Javier Curiel Obscura, Diego Gutiérrez Martínez, Mauricio Mendoza
<b>Ogarrío Daguerre Abogados</b>	Alejandro Ogarrío, Jorge Ogarrío
<b>Rendón, Guerrero y Asociados</b>	Juan Carlos Guerrero V., Roberto Rendon G.
<b>Seplaw - Sepulveda y Diaz Noriega</b>	Alfonso Sepúlveda G.
<b>VALUABLE PRACTICE</b>	
<b>Comad</b>	Roberto Hernández García
<b>García Barragan Abogados</b>	Manuel García Barragán, Daniel García Barragán
<b>García Alcocer Abogados</b>	Alberto Agraz Sanchez
<b>Jones Day</b>	Antonio Gonzalez, José Antonio Vazquez C.
<b>Quijano Cortina y de la Torre Abogados</b>	Javier Quijano, Xavier Cortina
<b>López Melih y Estrada</b>	Juan Pablo Estrada Michel
<b>Mañon Quintana</b>	Antonio Mañon, Santiago Núñez, Alberto Quintana, Emanuel Magaña
<b>Oropeza Abogados</b>	Jordi Oropeza
<b>Ramirez Ornelas Abogados</b>	Luis Robles Santamarina
<b>Ritch Mueller</b>	Jorge Oria y Anaya



Our analysis

VON WOBESER Y SIERRA: EXPERTS IN COMPLEX ARBITRATION CASES



Claus von Wobeser

Key figure(s): Claus von Wobeser, Adrián Magallanes, Diego Sierra, Montserrat Manzano and Raymundo Soberanis
Established: 1986

Track record: The firm has extensive experience in arbitration and litigation practices, having advised on highly complex and demanding cases, consolidating its position as one of the best in the business. Many of its clients are foreign-based, including from the United States, Germany and Asia. Clients include Semptra, Anheuser Busch InBev, GE Renewables, American Tower, Siemens and Dal-Tile.

Team & differentiation: The dispute resolution team consists of more than 30 highly qualified lawyers with a solid range of expertise. Its arbitration area is one of the largest in the Mexican market. Its lawyers are recognized for their attention to detail, high level of empathy with clients and ability to propose creative strategies, which make them stand out from their peers.

LITREDI: SKILFULLY NAVIGATING COMPLEX DISPUTES



Marco Tulio Venegas

Key figure(s): Marco Tulio Venegas, Margarita Garate and Michelle Carrillo
Established: 2019

Track record: Sophisticated disputes boutique recognized for having a deep bench of litigators with extensive experience representing public entities and transnational corporations. One of the few firms with experience that spans knowledge of international arbitration, constitutional and administrative law, Litredi is an expert at arbitrating disputes with public entities.

Team & differentiation: The team has extensive experience in contentious matters and amparos against amendments to laws. Marco Tulio Venegas has experience in international commercial arbitration. He assists transnational corporations, private companies and public entities. Michelle Carrillo specializes in international dispute resolution in complex commercial and investment arbitration, while Margarita Garate is an expert litigator.

GARZA TELLO – CLYDE & CO: AT THE FOREFRONT IN BANKRUPTCY MATTERS



Vicente Bañuelos Rizo

Key figure(s): Vicente Bañuelos Rizo
Established: 2017 (merger)

Track record: The firm specializes in litigation and arbitration and is at the forefront in insolvency matters, being highly effective on the creditor side, executing forced bankruptcies, and seizing and collecting assets on behalf of its clients, which include Baker Hughes, ABSG Consulting and Infraestructura Hospitalaria de la Peninsula.

Team & differentiation: The team expertly handles complex constitutional litigation and bankruptcy cases for a discerning clientele, and is routinely active in multi-jurisdictional trials. Vicente Bañuelos has spent more than 23 years efficiently advising on a large-scale trials involving the insurance, energy and maritime sectors.

FLORES RUEDA ABOGADOS: ASSURED INTERNATIONAL ARBITRATION NOUS



Cecilia Flores Rueda

Key figure(s): Cecilia Flores Rueda
Established: 2015

Track record: The dispute resolution team at Flores Rueda Abogados deals with complex high-stakes domestic and international arbitration cases and acts for numerous clients before local and federal courts. The firm's lawyers are involved in a wide variety of cases, on issues ranging from energy, insurance, construction and infrastructure, to transportation, logistics and IP transactions.

Team & differentiation: Founding partner Cecilia Flores Rueda regularly represents cross-border clients in amparo proceedings before judicial courts and on a wide range of commercial and civil matters, serving as both arbitrator and counsel. Sergio Becerril, an experienced litigator and criminal lawyer, perfectly complements the firm, which has earned the lasting trust of clients.

GARCÍA BARRAGÁN ABOGADOS: 40 YEARS OF DEVOTION TO CLIENTS



Daniel García Barragán

Key figure(s): Manuel García Barragán and Daniel García Barragán
Established: 1978

Track record: The firm covers all areas of law. Its dispute resolution department advises companies in complex legal proceedings before federal and local courts, with an emphasis on breach of contract, bankruptcy, constitutional and administrative litigation, as well as arbitration. The team is currently advising on two ICC and one Canaco arbitration.

Team & differentiation: The team is very active in the area of national and international commercial arbitration. Manuel and Daniel García Barragán have extensive professional experience and a solid reputation in the market. Daniel participates both as arbitrator and counsel in various arbitrations, and his legal opinions are in great demand during complex arbitration proceedings.

SEPLAW: TOP LITIGATION AND ARBITRATION REPUTATION



Alfonso Sepúlveda

Key figure(s): Alfonso Sepúlveda, Habib Díaz and Luis Fuentes
Established: 2014

Track record: The firm has a stellar reputation in the areas of litigation and arbitration. Its members' consolidated experience gives this boutique the opportunity to provide legal services in various fields of law such as constitutional proceedings, local and international arbitrations, real-estate and life-sciences litigation and the firm has particular expertise in cross-border litigation.

Team & differentiation: Alfonso Sepúlveda has extensive experience in complex cross-border litigation and dispute resolution. Habib Díaz is a well-known amparo expert and Luis Fuentes is specialized in commercial and administrative litigation and is a regular advisor to foreign companies regarding private data protection and telecommunication.



## ARBITRATORS

### Best Arbitrators

In each tier, the arbitrators are ordered alphabetically

#### LEADING

Alejandro Ogarrio (Ogarrio Daguerre Abogados)

Cecilia Azar (Galicía Abogados)

Claus Von Wobeser (Von Wobeser Y Sierra)

Eduardo Siqueiros (Sole Practitioner)

Emilio González De Castilla (Gonzalez De Castilla Y Avila)

Francisco González De Cossio (Gonzalez De Cossio Abogados)

José María Abascal Zamora (Abascal Flores Y Segovia)

Luis Enrique Graham (Hogan Lovells)

#### EXCELLENT

Carlos Loperena Ruíz (Loperena Lerch Y Martín Del Campo)

Cecilia Flores Rueda (Flores Rueda Abogados)

Christa Mueller (Mueller Abogados)

Elsa Ortega (Creel, García-Cuéllar, Aiza Y Enriquez )

Fernando Del Castillo (Del Castillo Y Castro Abogados)

Fernando Estavillo Castro (Estavillo Arbitraje)

Gabriela Álvarez-Ávila (DLA Piper)

Gerardo Lozano Alarcón (DLA Piper Gallástegui y Lozano)

Juan Carlos Guerrero Valle (Rendón Guerrero Abogados)

Julieta Ovalle Piedra (Bufete Ovalle Favela)

Luis Omar Guerrero Rodríguez (Hogan Lovells)

Manuel García Barragán (García Barragán Abogados)

Roberto Rendón (Rendon Guerrero & Soreque Abogados)

Rodrigo Zamora Etcharren (Galicía Abogados)

Romualdo Segovia (Abascal Flores Segovia)

Víctor M. Ruíz (Ruiz Silva Abogados)

#### HIGHLY RECOMMENDED

Adriana Aurora De Las Mercedes López González (García Barragán Abogados)

Alejandro Flores Patiño (Loperena Lerch Y Martín Del Campo)

Alejandro Ostos Fulda (Bufete Ostos Abogados)

Andrea Orta (Ruiz Silva Abogados)

Carolina Castellanos López (Carolina Castellanos López Solucion Alternativa De Controversias)

Citlali Pérez (Ontier Abogados)

Daniel García Barragán (García Barragán Abogados)

Francisco Javier Gorjón Gómez (Professor)

Herfried Wöss (Woss & Partners)

Javier Jiménez Gutiérrez (Curtis Mallet-Prevost Colt & Mosle)

Marco Tulio Venegas (Litredi)

Salvador Fonseca (Fonseca, Rodriguez, Perchemlian & Martínez Abogados)

Sofía Gómez Ruano (Creel García-Cuéllar, Aiza y Enriquez)



## ARBITRATION CENTERS

### Best Law Firms

The firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>RECOMMENDED</b>	
Centro de Arbitraje de la Camara de la Construction - Caic	Francisco G Gonzales de Cossio
Centro de Arbitraje de Mexico - Cam	Eduardo Magallón Gómez
Centro de Mediación y Arbitraje Canaco (Cámara Nacional de Comercio de la Ciudad de México)	Roberto Rendón G., Juan Carlos Mundo

## MEDIATION

### Best Mediators

The mediators are ordered alphabetically

<b>RECOMMENDED</b>	
Alexa Von Wobeser (Von Wobeser Y Sierra)	
Alfonso S. Larena Ballesteros (LTFF Larena, Trevilla, Fernandez & Fabregas)	
Antonio Prida (Curtis, Mallet-Prevost, Colt & Mosle)	
Cecilia Azar (Galicía abogados)	
Francisco Gonzales de Cossio (Gonzalez de Cossio Abogados)	
José Antonio Rodríguez Marquez (Bufete Rodríguez Márquez)	
Juan David Hernandez Garcia (LTFF Larena Trevilla Fernandez & Fabregas)	
Othón Pérez Fernández del Castillo (Sole practitioner)	
Pablo Isla (Martin Isla & Pickering)	
Santiago Corcuera-Cabezt (Curtis, Mallet-Prevost, Colt & Mosle)	



## LITIGATION SUPPORT AND EXPERT WITNESSES

### Best Expert Firms

The firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>RECOMMENDED</b>	
Alef Consultores	Maria Fernanda de la Vega, Eduardo Scola
Alvarez & Marsal	Floris Iking
Conexig	Rafael Gonzalez
Diales Ny	Simon Braithwaite
Mancera SC (EY México)	Rafael Huamán
Firmus Consulting	José Antonio Areán
Four-C Experts	Ernst Hechenberger
FTI Consulting MX	Gloria Lerin, Vicente Gonzalez
Games Economics	Elisa Mariscal
Global Project Strategy (Gps)	Bernardo Gamboa
McKinsey & Company	Ignacio Quesada
Nera Economic Consulting	Sarah Butler
SAI Law & Economics	Eduardo Pérez Motta
Salles Sainz Grant Thornton	Mauro González
Turner and Townsend	Jacqueline Dankfort

### FTI CONSULTING: CONSTRUCTION INDUSTRY SPECIALISTS



Nelson Gallardo

**Key figure(s):** Nelson Gallardo, Adolfo Menendez and Jose Cortina  
**Established:** 2007

**Track record:** FTI Consulting specializes in claims for damages related to construction industry projects, as well as deadline applications and data analysis. Clients benefit from its exhaustive technical, commercial and legal knowledge of the modern construction industry. It participates in complex arbitrations adding value due to its project management expertise.

**Team & differentiation:** The team provides major players in the construction industry with dispute resolution support, working in tandem major law firms in the Mexican market to comprehensively respond to clients' needs. Nelson Gallardo has over 20 years' experience in litigation, construction delays and contract management. Adolfo Menendez provides complex forensic analysis in disputes.

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**CONTACT:** Zô Stark - [zstark@leadersleague.com](mailto:zstark@leadersleague.com)



LEADERS LEAGUE

## USA

## COMMERCIAL LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Cravath, Swaine & Moore	Kevin Orsini, Gary Bornstein, David Marriott
Davis Polk & Wardwell	James Rouhandeh, Benjamin Kaminetzky, Paul Spagnoletti
Gibson, Dunn & Crutcher	Theodore Boutrous Jr., Randy Mastro, Orin Snyder
Kirkland & Ellis	Richard Godfrey, Sandra Goldstein, Diana Watral
Paul, Weiss, Rifkind, Wharton & Garrison	Theodore Wells, Michael Gertzman, Brad Karp, Robert Atkins
Quinn Emanuel Urquhart & Sullivan	John Quinn, Michael Carlinsky
<b>EXCELLENT</b>	
<b>2</b> Debevoise & Plimpton	Mark Goodman, Maura Monaghan
Simpson Thacher & Bartlett	Jonathan Youngwood, Lynn Neuner
Weil, Gotshal & Manges	David Lender, Edward Soto, Gregory Silbert
Williams & Connolly	Robert Van Kirk, Dane Butswinkas
Cleary Gottlieb Steen & Hamilton	Jonathan Blackman, Carmine Boccuzzi, Lawrence Friedman
Greenberg Traurig	Jeff Scott, Richard Edlin
Latham & Watkins	Christopher Harris, Jake Ryan, Sean Berkowitz
Proskauer Rose	Margaret Dale, Michael Firestein, Timothy Mungovan
Shearman & Sterling	Adam Hakki, Richard Schwed, Patrick Robbins
Susman Godfrey	Neal Manne
White & Case	Glenn Kurtz
Willkie Farr & Gallagher	Tariq Mundiya, Elizabeth Bower, Sameer Advani
WilmerHale	Howard Shapiro, John Butts, Noah Levine
Winston & Strawn	Amanda Groves, Thomas Walsh, Steven D'Amore





USA

**HIGHLY RECOMMENDED**

<b>Akin Gump Strauss Hauer &amp; Feld</b>	Stephen Baldini
<b>Bartlit Beck</b>	Jason Peltz
<b>Cooley</b>	Patrick Gunn
<b>Dechert</b>	Christina Guerola Sarchio, Matthew Larrabee
<b>Hogan Lovells</b>	Desmond Hogan, Dennis Tracey
<b>Hueston Hennigan</b>	John Hueston, Brian Hennigan
<b>Jenner &amp; Block</b>	Ross Bricker, Debbie Berman, David Bradford
<b>Jones Day</b>	John Majoras, Stephanie Parker, Karen Hewitt, Tina Tabacch
<b>King &amp; Spalding</b>	Richard Marooney, Israel Dahan
<b>Kramer Levin Naftalis &amp; Frankel</b>	Gary Naftalis, Barry Berke
<b>Mayer Brown</b>	Reginald Goeke, John Conlon
<b>O'Melveny &amp; Myers</b>	Daniel Petrocelli, Randall Oppenheimer
<b>Paul Hastings</b>	Barry Sher, Kurt Hansson
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	George Zimmerman, Scott Musoff
<b>Stephoe &amp; Johnson</b>	Antonia Ianniello, Steven Davidson

**RECOMMENDED**

<b>Arnold &amp; Porter</b>	James Herschlein, Kenneth Chernof
<b>Baker Botts</b>	Bridget Moore, Danny David
<b>Cahill Gordon &amp; Reindel</b>	David Januszewski, Herbert Washer
<b>Dentons</b>	Tami Azorsky, Sandy Hauser
<b>Freshfields Bruckhaus Deringer</b>	Linda Martin, Timothy Harkness
<b>Gibbs &amp; Bruns</b>	Robin Gibbs, Barrett Reasoner
<b>K&amp;L Gates</b>	Jeffrey Patterson, Melissa Tea
<b>Kasowitz Benson Torres</b>	Marc Kasowitz
<b>McDermott Will &amp; Emery</b>	John Calandra, Jon Dean, Bill Donovan
<b>Milbank</b>	George Canellos, Daniel Perry
<b>Morgan, Lewis &amp; Bockius</b>	Susan DiCicco
<b>Norton Rose Fulbright</b>	Richard Krumholz, Thomas McCormack, Scott Incerto
<b>Orrick, Herrington &amp; Sutcliffe</b>	Peter Bicks
<b>Ropes &amp; Gray</b>	John Bueker, Jeffrey Bushofsky
<b>Sidley Austin</b>	Yvette Ostolaza, Mark Hopson
<b>Sullivan &amp; Cromwell</b>	Robert Giuffra, Sharon Nelles, Robert Sacks
<b>Wachtell, Lipton, Rosen &amp; Katz</b>	Jonathan Moses, William Savitt

**SECURITIES LITIGATION****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Cravath, Swaine &amp; Moore</b>	Gary Bornstein, Kevin Orsini, David Marriott
<b>Davis Polk &amp; Wardwell</b>	James Rouhandeh, Lawrence Portnoy, Charles Duggan
<b>Latham &amp; Watkins</b>	Miles Ruthberg, Andrew Clubok, Jeff Hammel, Matt Rawlinson
<b>Paul, Weiss, Rifkind, Wharton &amp; Garrison</b>	Daniel Kramer, Richard Rosen, Brad Karp
<b>Simpson Thacher &amp; Bartlett</b>	Paul Curmin, Jonathan Youngwood
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Jay Kasner, Scott Musoff, Susan Saltzstein
<b>EXCELLENT</b>	
<b>Debevoise &amp; Plimpton</b>	Andrew Ceresney, Maeve O' Connor
<b>Gibson, Dunn &amp; Crutcher</b>	Brian Lutz, Monica Loseman, Robert Serio, Lawrence Zweifach
<b>Kirkland &amp; Ellis</b>	Sandra Goldstein, Mark Filip
<b>Shearman &amp; Sterling</b>	Richard Schwed, Adam Hakki, Stuart Baskin, Patrick Robbins
<b>Sullivan &amp; Cromwell</b>	Sharon Nelles, Robert Giuffra
<b>Wachtell, Lipton, Rosen &amp; Katz</b>	William Savitt, Jonathan Moses
<b>Weil, Gotshal &amp; Manges</b>	Joseph Allerhand, John Neuwirth
<b>HIGHLY RECOMMENDED</b>	
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Roger Cooper, Jared Gerber, Victor Hou
<b>Milbank</b>	George Canellos, Daniel Perry
<b>O'Melveny &amp; Myers</b>	Jonathan Rosenberg
<b>Sidley Austin</b>	Sara Brody, Andrew Stern
<b>Willkie Farr &amp; Gallagher</b>	Michael Young, Tariq Mundiya, Todd Cosenza, Antonio Yanez
<b>WilmerHale</b>	William McLucas, Fraser Hunter, Michael Bongiorno
<b>RECOMMENDED</b>	
<b>Cahill Gordon &amp; Reindel</b>	Herbert Washer
<b>Dechert</b>	David Kistenbroker, Joni Jacobsen
<b>Freshfields Bruckhaus Deringer</b>	Meredith Kotler
<b>Goodwin</b>	Deborah S. Birnbach
<b>Kramer Levin Naftalis &amp; Frankel</b>	Gary Naftalis



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## ANTITRUST LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Cleary Gottlieb Steen & Hamilton	Mark Leddy, George Cary, Jeremy Calsyn
Cravath, Swaine & Moore	Christine Varney, David Marriott, Gary Bornstein, Kevin Orsini
Gibson, Dunn & Crutcher	Scott Hammond, Daniel Swanson, Rachel Brass
Latham & Watkins	Amanda Reeves, Christopher Yates
<b>2</b> Arnold & Porter	Debbie Feinstein, Jonathan Gleklen
Baker Botts	John Taladay, Maureen Ohlhausen, James Kress, Joseph Ostoyich
Jones Day	John Majoras, Craig Waldman
Kirkland & Ellis	James Mutchnik, Daniel Laytin, Richard Cunningham
Paul, Weiss, Rifkind, Wharton & Garrison	Aidan Synnott, Andrew Finch
<b>EXCELLENT</b>	
Davis Polk & Wardwell	Arthur Burke, Ronan Harty
Dechert	Steven Bizar, Mike Cowie
Morgan, Lewis & Bockius	Steven Reed, Jonathan Roellke
O'Melveny & Myers	Ben Bradshaw, Ian Simmons
Skadden, Arps, Slate, Meagher & Flom	Steven Sunshine, Tara Reinhart, Clifford Aronson
Weil, Gotshal & Manges	Steven Newborn, Eric Hochstadt
White & Case	Mark Gidley
WilmerHale	Thomas Mueller
Wilson Sonsini Goodrich & Rosati	Susan Creighton, Jonathan Jacobson
Winston & Strawn	Jeffrey Kessler, Eva Cole
<b>HIGHLY RECOMMENDED</b>	
Axinn Veltrop & Harkrider	John Harkrider, Michael Keeley
Boies Schiller Flexner	David Boies, Donald Flexner
Covington & Burling	Thomas Barnett, Anne Lee
Freshfields Bruckhaus Deringer	Eric Mahr, Bruce McCulloch
Hogan Lovells	Edith Ramirez, Logan Breed
Mayer Brown	Mark Ryan, Andrew Marovitz
Morrison & Foerster	Alexander Okuliar, Lisa Phelan
Quinn Emanuel Urquhart & Sullivan	Sami Rashid, Mike Bonanno
Ropes & Gray	Mark Popofsky
Simpson Thacher & Bartlett	Peter Guryan, Sara Razi, John Terzaken
Sullivan & Cromwell	Renata Hesse, Steven Holley
Wachtell, Lipton, Rosen & Katz	Ilene Knable Gotts
Williams & Connolly	John Schmidlein, Jonathan Pitt

## CRAVATH, SWAINE &amp; MOORE: LONG TRACK-RECORD OF SUCCESS IN COMPLEX, HIGH-STAKES MATTERS



Christine Varney

Key figure(s): Christine Varney  
Established: 1819

**Track record:** Cravath's antitrust practice has played a central role in many recent competition cases: it won a highly publicized decision for Time Warner following a six-week trial in an antitrust suit filed by the DOJ seeking to block Time Warner's \$109 billion acquisition by AT&T, secured a US Supreme Court decision for American Express, and defeated an FTC suit against Qualcomm.

**Team & differentiation:** Headed by Christine Varney, a former US Assistant Attorney General for Antitrust and former Commissioner of the Federal Trade Commission, Cravath's antitrust practitioners are not only experts in the field but also have extensive experience in corporate transactions and litigation that increasingly intersect with antitrust, such as securities and intellectual property.





## ANTITRUST LITIGATION

### Best Expert Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Charles River Associates	Margaret Sanderson
FTI Consulting / Compass Lexecon	Mark Israel, Jonathan Orszag, Dennis Carlton
<b>EXCELLENT</b>	
Cornerstone Research	Kostis Hatzitaskos, Bryan Ricchetti
NERA Economic Consulting	Lauren Stiroh
<b>HIGHLY RECOMMENDED</b>	
Analysis Group	Pierre Cremieux, Edward Snyder
Bates White	Slava Zayats, Ales Filipi, Anna Meyendorff
Berkeley Research Group	Henry Kahwaty, David Kaplan, Robin Cantor
Edgeworth Economics	John Johnson
<b>RECOMMENDED</b>	
AlixPartners	Anne Gron
Ankura	Jon Tomlin

## LITIGATION

### Best Litigation Funders

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Burford Capital	Christopher Bogart, Jonathan Molot, Aviva Will
Omni Bridgeway	Jim Batson, Matthew Harrison
<b>EXCELLENT</b>	
Fortress Investment Group	Jack Neumark
Longford Capital Management	William Farrell, Jr., Michael Nicolas
Parabellum Capital	Aaron Katz, Dai Wai Chin Feman
Therium	Neil Purslow
<b>HIGHLY RECOMMENDED</b>	
Curiam Capital	Owen Cyrulnik
Delta Capital Partners Management	Raymond Tellini, Christopher DeLise
Gls Capital	David Spiegel
Lake Whillans	Lee Drucker, Boaz Weinstein
Validity Finance	Laina Hammond, David Kerstein, Ralph Sutton
<b>RECOMMENDED</b>	
Bench Walk	Stuart Grant
Statera Capital	Andrew Woltman
Woodsford Litigation Funding	Robin Davis

### Therium Capital Management: Innovative, Market-Leading Litigation Funder



Neil Purslow

Key figure(s): Neil Purslow  
Established: 2009

**Track record:** Active across a wide range of cases, including antitrust, commercial contracts, tort cases and insolvency, Therium Capital Management's strong-suited also include international commercial arbitration and IP disputes. The litigation funder has raised more than \$1.1bn to date and backed claims valued at \$100bn, with some impressive recoupments.

**Team & differentiation:** Therium is known for the innovative nature of its big-data-driven approach. Under chief investment officer Neil Purslow, in July 2022 it tapped a number of elite New York firms for new investment managers, including Corey Banks from Wachtell, Lipton, Rosen & Katz and Joshua Card from Sidley Austin, in preparation for its largest-ever fundraising.

**INTERNATIONAL ARBITRATION: GENERAL****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Debevoise &amp; Plimpton</b>	David Rivkin, Donald Donovan
<b>Freshfields Bruckhaus Deringer</b>	Nigel Blackaby QC, Noiana Marigo
<b>King &amp; Spalding</b>	Edward Kehoe, Doak Bishop
<b>White &amp; Case</b>	Carolyn Lamm, Abby Cohen Smutny
<b>EXCELLENT</b>	
<b>Arnold &amp; Porter</b>	Paolo Di Rosa
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Howard Zelbo, Jeffrey Rosenthal, Ari MacKinnon
<b>Curtis, Mallet-Prevost, Colt &amp; Mosle</b>	George Kahale III
<b>Sidley Austin</b>	Marinn Carlson
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	John Gardiner, Julie Bédard, Timothy Nelson
<b>HIGHLY RECOMMENDED</b>	
<b>Baker Botts</b>	Michael Goldberg
<b>Chaffetz Lindsey</b>	Anibal Martin Sabater, James Hosking
<b>Hogan Lovells</b>	Daniel González, Oliver Armas
<b>Hughes Hubbard &amp; Reed</b>	James Boykin, John Townsend, Hagit Muriel Elul
<b>Norton Rose Fulbright</b>	Mark Baker
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	David Orta
<b>Shearman &amp; Sterling</b>	Henry Weisburg
<b>Three Crowns</b>	Luke Sobota, Liz Snodgrass
<b>WilmerHale</b>	Rachael Kent
<b>RECOMMENDED</b>	
<b>Baker &amp; Hostetler</b>	Mark Cymrot
<b>Baker McKenzie</b>	Brendan Cook
<b>Clifford Chance</b>	David DiBari
<b>Cooley</b>	Marc Suskin, Rachel Thorn
<b>Covington &amp; Burling</b>	Marney Cheek
<b>Dechert</b>	Arif Ali
<b>Dentons</b>	John Hay
<b>Foley Hoag</b>	Paul Reichler, Lawrence Martin
<b>Herbert Smith Freehills</b>	Christian Leathley
<b>Jenner &amp; Block</b>	Mélida Hodgson
<b>Jones Day</b>	Gregory Shumaker
<b>Mayer Brown</b>	Ted Howes
<b>Paul Hastings</b>	Joseph Profaizer
<b>Reed Smith</b>	José Astigarraga
<b>Squire Patton Boggs</b>	Stephen Anway
<b>Vinson &amp; Elkins</b>	James Loftis
<b>Weil, Gotshal &amp; Manges</b>	Eric Ordway
<b>Winston &amp; Strawn</b>	Michael Stepek

# INTERNATIONAL ARBITRATION: INVESTMENT TREATY DISPUTES

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Debevoise &amp; Plimpton</b>	Donald Donovan, David Rivkin
<b>King &amp; Spalding</b>	Reginald Smith, Doak Bishop, Edward Kehoe
<b>White &amp; Case</b>	Carolyn Lamm, Abby Cohen Smutny
<b>2 Freshfields Bruckhaus Deringer</b>	Noiana Marigo, Nigel Blackaby QC
<b>EXCELLENT</b>	
<b>Arnold &amp; Porter</b>	Paolo Di Rosa
<b>Chaffetz Lindsey</b>	Anibal Martin Sabater, Yasmine Lahlou, James Hosking
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Howard Zelbo, Jeffrey Rosenthal, Matthew Slater, Jonathan Blackman, Ari MacKinnon
<b>Curtis, Mallet-Prevost, Colt &amp; Mosle</b>	Claudia Frutos-Peterson, George Kahale III
<b>Sidley Austin</b>	Marinn Carlson
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	John Gardiner
<b>Three Crowns</b>	Liz Snodgrass, Luke Sobota
<b>HIGHLY RECOMMENDED</b>	
<b>Cooley</b>	Rachel Thorn, Marc Suskin
<b>Covington &amp; Burling</b>	Marney Cheek
<b>Hughes Hubbard &amp; Reed</b>	James Boykin, John Townsend, Hagit Muriel Elul
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	David Orta
<b>Shearman &amp; Sterling</b>	Henry Weisburg, Christopher Ryan
<b>WilmerHale</b>	Rachael Kent
<b>RECOMMENDED</b>	
<b>Baker Botts</b>	Michael Goldberg
<b>Baker McKenzie</b>	Brendan Cook
<b>Dechert</b>	Arif Ali
<b>Foley Hoag</b>	Lawrence Martin, Constantinos Salonidis
<b>Herbert Smith Freehills</b>	Christian Leathley
<b>Hogan Lovells</b>	Oliver Armas
<b>Jenner &amp; Block</b>	Mélida Hodgson
<b>Norton Rose Fulbright</b>	Mark Baker
<b>Reed Smith</b>	José Astigarraga
<b>Vinson &amp; Elkins</b>	James Loftis
<b>Winston &amp; Strawn</b>	Michael Stepek

**INTERNATIONAL ARBITRATION****Best Expert Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
FTI Consulting / Compass Lexecon	Carla Chavich
<b>EXCELLENT</b>	
Berkeley Research Group	Santiago Dellepiane, Christopher Goncalves
The Brattle Group	Alexis Maniatis, Darrell Chodorow, Florin Dorobantu, Fabricio Nuñez
<b>HIGHLY RECOMMENDED</b>	
AlixPartners	Greig Taylor, Isabel Kunsman
Cornerstone Research	José Alberro
HKA	Chris Beirise, Troy Dahlberg, Tracy Doyle, Paul Pocalyko, Adam Winegard
NERA Economic Consulting	Christian Dippon
Secretariat / Versant Partnes	Garrett Rush, Kiran Sequeira, Matthew Shopp
<b>RECOMMENDED</b>	
Alvarez & Marsal	Laura Hardin
Ankura	Peter Badala
Charles River Associates	Seabron Adamson, Tiago Duarte-Silva
<b>VALUABLE PRACTICE</b>	
Analysis Group	Jeffrey Cohen, Steven Saeger
Diales Ny	Simon Braithwaite, Robert Otruba

**ARBITRATION****Best Litigation Funders**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Burford Capital	Jeffery Commission
Omni Bridgeway	Jim Batson, Matthew Harrison
Therium	Neil Purslow
<b>EXCELLENT</b>	
Delta Capital Partners Management	Raymond Tellini, Christopher DeLise
Fortress Investment Group	Jack Neumark
Parabellum Capital	Aaron Katz, Claudia Linares
Validity Finance	Laina Hammond, David Kerstein
Woodsford Litigation Funding	Robin Davis
<b>HIGHLY RECOMMENDED</b>	
Gls Capital	David Spiegel
Lake Whillans	Lee Drucker, Boaz Weinstein
Longford Capital Management	William Farrell, Jr., Michael Nicolas
Tenor Capital Management	Pierre Amariglio, Andreas Baum





# BENEFITS, EXECUTIVE COMPENSATION AND PENSION PLANS

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Groom Law Group	Mark Lofgren, Jon Breyfogle, Michael Prame
Morgan, Lewis & Bockius	Craig Bitman, Amy Pocino Kelly
Proskauer Rose	Paul Hamburger, Myron Rumeld
<b>2</b> Covington & Burling	Michael Francese, Richard Shea
McDermott Will & Emery	Todd Solomon
Winston & Strawn	Scott Landau
<b>EXCELLENT</b>	
Baker McKenzie	Maura Ann McBreen, Brian Wydajewski, Barbara Klementz
Eversheds Sutherland	Adam Cohen
Greenberg Traurig	Leslie Klein, Jeffrey Mamorsky
Ivins, Phillips & Barker	Kevin O'Brien
Jackson Lewis P.c.	Joy Napier-Joyce
Miller & Chevalier Chartered	Theresa Gee
Pillsbury Winthrop Shaw Pittman	Cindy Schlafer
Seyfarth Shaw	Robert Flanagan, Diane Dygert
Stephoe & Johnson	Paul Ondrasik, Jr., Melanie Nussdorf
Thompson Hine	Laura Ryan
<b>HIGHLY RECOMMENDED</b>	
Arent Fox	Quana Jew
Ballard Spahr	Brian Pinheiro
Caplin & Drysdale	Richard Skillman
Dechert	David Jones, Steven Rabitz
Dentons	Martin Moderson
DLA Piper	Richard Ashley, Rita Patel
Gibson, Dunn & Crutcher	Michael Collins, Stephen Fackler
Goodwin	Scott Webster, Lynda Galligan
Hogan Lovells	Kurt Lawson
Mayer Brown	Maureen Gorman
Vedder Price	Christopher Collins
Willkie Farr & Gallagher	Jordan Messinger, Michael Katz, Peter Haller
<b>RECOMMENDED</b>	
Alston & Bird	David Godofsky
BakerHostetler	Susan Lubow, Jennifer Mills
Epstein Becker & Green	Christopher McMican, Gretchen Harders
Haynes & Boone	Susan Wetzel
Jenner & Block	Matthew Renaud
Mintz, Levin, Cohn, Ferris, Glovsky And Popeo	Andrew Bernstein, David Lagasse
Neal, Gerber & Eisenberg	Patricia Cain, Jeffrey Bakker

**RESTRUCTURING & INSOLVENCY****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Akin Gump Strauss Hauer & Feld	Abid Qureshi, Philip Dublin
Davis Polk & Wardwell	Donald Bernstein, Marshall Huebner
Kirkland & Ellis	James Sprayregen, Edward Sassower
Milbank	Dennis Dunne
Paul, Weiss, Rifkind, Wharton & Garrison	Alan Kornberg, Paul Basta, Andrew Rosenberg
Weil, Gotshal & Manges	Gary Holtzer, Ray Schrock, Matt Barr
<b>2</b> Kramer Levin Naftalis & Frankel	Kenneth Eckstein, Thomas Moers Mayer
Latham & Watkins	George Davis
White & Case	Thomas Lauria
<b>EXCELLENT</b>	
Cleary Gottlieb Steen & Hamilton	Richard Cooper, Lisa Schweitzer, Sean O'Neal
Jones Day	Bruce Bennett
Skadden, Arps, Slate, Meagher & Flom	Paul Leake
Wachtell, Lipton, Rosen & Katz	Richard Mason
<b>HIGHLY RECOMMENDED</b>	
Brown Rudnick	Edward Weisfelner, Robert Stark
Debevoise & Plimpton	Natasha Labovitz, Sidney Levinson
Morrison & Foerster	Lorenzo Marinuzzi, Jennifer Marines
Proskauer Rose	Martin Bienenstock, Jeff Marwil
Quinn Emanuel Urquhart & Sullivan	Susheel Kirpalani
Willkie Farr & Gallagher	Rachel Strickland, Matthew Feldman
<b>RECOMMENDED</b>	
Stroock & Stroock & Lavan	Jeffrey Lowenthal, Richard Stern
Simpson Thacher & Bartlett	Sandeep Qusba, Michael Torkin
Morgan, Lewis & Bockius	Andrew Gallo
Kasowitz Benson Torres	David Rosner, Matthew Stein
Gibson, Dunn & Crutcher	David Feldman, Michael Rosenthal, Jeffrey Krause, Robert Klyman, Scott Greenberg
<b>VALUABLE PRACTICE</b>	
Cravath, Swaine & Moore	George Zobitz, Paul Zumbro
Dechert	Allan Brilliant
Hogan Lovells	Christopher Donoho, Richard Wynne, Ronald Silverman
Hughes Hubbard & Reed	Christopher Kiplok, Kathryn Coleman
Katten Muchin Rosenman	Steven Reisman, Peter Siddiqui
Ktbs Law	Michael Tuchin, Kenneth Klee
Norton Rose Fulbright	Howard Seife
O'Melveny & Myers	John Rapisardi, Peter Friedman
Pachulski Stang Ziehl & Jones	Laura Davis Jones, Richard Pachulski
Ropes & Gray	Mark Bane, Gregg Galardi
Sidley Austin	Michael Burke, Alex Rovira
Sullivan & Cromwell	Andrew Dietderich, James Bromley
Vinson & Elkins	Bill Wallander, David Meyer



## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)	
<b>LEADING</b>		
<b>1</b> <b>Gibson, Dunn &amp; Crutcher</b>	Cathy Conway, Jason Schwartz	
<b>Jones Day</b>	Matt Lampe, Elizabeth McRee	
<b>Morgan, Lewis &amp; Bockius</b>	Michael Burkhardt, Grace Speights, Samuel Shaulson	
<b>Proskauer Rose</b>	Evandro Gigante, Nigel Telman, Joseph Baumgarten	
<b>2</b> <b>Orrick, Herrington &amp; Sutcliffe</b>		Michael Delikat, Julie Totten
<b>Paul Hastings</b>	Patrick Shea	
<b>Seyfarth Shaw</b>	Laura Maechten	
<b>EXCELLENT</b>		
<b>Little Mendelson</b>	Jeremy Roth	
<b>Ogletree Deakins</b>	Matthew Keen	
<b>O'Melveny &amp; Myers</b>	Apalla Chopra	
<b>Reed Smith</b>	Tyree Jones	
<b>Weil, Gotshal &amp; Manges</b>	Gary Friedman, John Barry	
<b>HIGHLY RECOMMENDED</b>		
<b>DLA Piper</b>	Brian Kaplan	
<b>Greenberg Traurig</b>	Naomi Beer, James Boudreau	
<b>Jackson Lewis P.c.</b>	Nadine Abrahams, John Nolan, Kevin Lauri	
<b>McDermott Will &amp; Emery</b>	Michael Sheehan	
<b>Sheppard, Mullin, Richter &amp; Hampton</b>	Jonathan Stoler, Greg Labate	
<b>Hunton Andrews Kurth</b>	Emily Burkhardt Vicente, Kevin White	

# CENTRAL AMERICA

# COSTA RICA

## DISPUTE RESOLUTION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Alta Batalla</b>	Alejandro Batalla
<b>BLP</b>	Mauricio Salas
<b>Dentons Muñoz</b>	Roy Herrera
<b>Facio &amp; Cañas</b>	Federico Torrealba
<b>EXCELLENT</b>	
<b>Aguilar Castillo Love</b>	Esteban Agüero, John Aguilar-Quesada
<b>Artavia &amp; Barrantes Abogados</b>	Fabian Volio
<b>ECIJA</b>	Mariela Hernández, Mauricio París
<b>Sfera Legal</b>	Robert van der Putten
<b>HIGHLY RECOMMENDED</b>	
<b>Arias</b>	Germán Rojas
<b>Bg&amp;a Abogados Corporativos</b>	Benjamín Gutiérrez
<b>Colbs Estudio Legal</b>	Sebastián Jiménez
<b>Consortium Legal</b>	Rolando Laclé
<b>Ey Law Central America</b>	Allan Hernandez
<b>RECOMMENDED</b>	
<b>Hulbert Volio Abogados</b>	Andrea Hulbert, David Zapata
<b>Nassar Abogados</b>	Henry Rodriguez
<b>Oller Abogados</b>	Pedro Oller
<b>TACTIC Estudio Legal</b>	Javier Escalante
<b>Zurcher, Odio &amp; Raven</b>	Jonatán Picado

## ARBITRATORS

### Best Arbitrators

In each tier, the firms are ordered alphabetically

FIRM	
<b>RECOMMENDED</b>	
<b>Adrián Alvarenga (Alvarenga Odio Estudio Legal)</b>	
<b>Alberto Fernández López (BTA Legal)</b>	
<b>Alberto Pauly (GHP Abogados)</b>	
<b>Alejandro Delgado Faith (sole practitioner)</b>	
<b>Anayansy Rojas (sole practitioner)</b>	
<b>Andrea Hulbert (Hulbert Volio Abogados)</b>	
<b>Dyalá Jiménez (DJ Arbitraje)</b>	
<b>Esteban Agüero Guier (Aguilar Castillo Love)</b>	
<b>Fernando Montero Piña (Estudio Jurídico Económico Rivero y Montero)</b>	
<b>José Rafael Fernández (Arbitrat Abogados)</b>	
<b>Marcela Filloy Zerr (LatinAlliance Abogados)</b>	
<b>Roberto Yglesias (sole practitioner)</b>	
<b>Rosa María Abdelnour Granados (sole practitioner)</b>	
<b>Roy Herrera Muñoz (Dentons Muñoz)</b>	



# PANAMA

## DISPUTE RESOLUTION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Alemán, Cordero, Galindo & Lee	Jorge Federico Lee, Eduardo Gómez
Morgan & Morgan	José Carrizo, Luis Vallarino
<b>2</b> Arias, Fábrega & Fábrega - Arifa	Fernando Arias, Claudio de Castro
<b>EXCELLENT</b>	
Britton & Iglesias	Eric Britton, Graciela Dixon, Diego Maximin
Galindo, Arias & López - Gala	Diego Alonso de la Guardia
Infante & Pérez Almillano	Héctor Enrique Vidal Delgado
Lovill	Cristina López
<b>HIGHLY RECOMMENDED</b>	
Alfaro, Ferrer & Ramírez - Afra	Alfredo Ramírez Jr, Katherine Aparicio
Dentons Muñoz	Fernando Aued, Gisela Porras
Evans Gonzalez Moreno & Asociados Abogados	Evans Gonzalez
Fabrega Molino	Jorge Molina Mendoza, Miguel Urriola
<b>RECOMMENDED</b>	
Arias, Alemán & Mora - Aramo	Jaime Mora
Icaza, González-Ruiz & Alemán	Marisol Ellis, Carlos Villalobos
Katz & Lopez Abogados	Esteban López Moreno
Mdu Legal	David Mizrachi Fidanque
Patton, Moreno & Asvat	Khatiya Asvat
Sucre, Briceño & Co.	Franklin Briceño Salazar
<b>VALUABLE PRACTICE</b>	
Pardini & Asociados	Juan Francisco Pardini, Juan José Espino
Mulino & Mulino	Liza Mcpherson, Veronica Mulino
Sucre Arias Reyes	Jorge Isaac Escobar, Edgard Muñoz

## ARBITRATORS

### Best Arbitrators

In each tier, the arbitrators are ordered alphabetically

#### ARBITRATOR

#### EXCELLENT

**Carlos Arrue (Sole practitioner)**

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**Jorge Federico Lee (Alemán, Cordero, Galindo & Lee)**

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**Juan Pablo Fabrega (Fabrega Molino)**

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**Katherine Gonzalez Arrocha (Sole practitioner)**

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**Mario Fábrega (Sole practitioner)**

#### HIGHLY RECOMMENDED

**Dayra Castañedas (Rivera, Bolívar y Castañedas)**

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**Eric Britton (Britton & Iglesias)**

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**Esteban Lopez (Katz & Lopez)**

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**María del Pilar Vásquez Yanis (Trial Legal)**

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**Miriam Figueroa de Arias (Figueroa-Broce Abogados)**

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**Raúl Aparicio Alba (Aparicio, Alba Y Asociados)**

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# SOUTH AMERICA

# LITIGATION FUNDING

## Best Litigation Funders

The firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>RECOMMENDED</b>	
<b>Hakamana Fondo De Litigación</b>	Carolina Plaza
<b>Harbour Litigation Funding</b>	Diogo Gouveia
<b>Leste Litigation Finance</b>	Pedro Cavalcanti
<b>LEXFINANCE</b>	Narghis Torres
<b>Nivalion</b>	Detlef Huber, Lucas Macedo
<b>Omni Bridgeway</b>	Annie Lespérance
<b>Qanlex</b>	Fernando Folgueiro
<b>Stonward</b>	Guido Demarco
<b>Therium</b>	Neil Purslow

### STONWARD: EXPERTS IN ACCESSING LEGAL FINANCE



Guido Demarco

**Key figure(s):** Guido Demarco, Armando Betancor  
**Established:** 2020

**Track record:** Strong position in the areas of commercial litigation, antitrust and insolvency. Stonward advises their clients to find the angle to their legal assets, so that they can capitalize the strengths, offering bespoke solutions to access legal finance. Stonward manages a portfolio of claims relating to commercial cases, IP, restructuring and insolvency, and antitrust infringements, including the truck cartel.

**Team & differentiation:** The team has built a reputation for being pioneers of the litigation funding sector in Spain, combining years of experience in this field with legal technical expertise and a deep understanding of the Spanish and LatAm markets and culture. Guido Demarco is a well recognized professional in the industry for its ability to structure cases, additionally the recent incorporations of Chris Garvey, Blas González and Armando Betancor to the Board of Investments positioned Stonward as the go to funder in the country.

### HAKAMANA: CHILE'S FIRST-EVER LITIGATION FUNDER



Carolina Plaza

**Key figure(s):** Carolina Plaza, Francisco Orrego, Ciro Colombrá, Ignacio Canals and Aldo Díaz  
**Established:** 2019

**Track record:** Hakamana's objective is to finance expenses derived from litigation, such as legal fees, administrative expenses, and expert opinion costs, by assuming the associated risks, since it is involved in non-recourse financing. The firm acts for companies with strong cases but which cannot afford the costs of defending their rights via litigation, or those which prefer to outsource litigation risk.

**Team & differentiation:** The team distinguishes itself via a highly analytical approach, both from a legal and financial standpoint, choosing to finance cases with a sound legal foundation and a high probability of success. The team is composed of a range of professionals, including lawyers, engineers and economists with national and international experience, who carefully evaluate the merits of each case before making an investment decision.



# ARGENTINA

## CIVIL & COMMERCIAL LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Beccar Varela</b>	Gonzalo Garcia Delatour, Eduardo Güemes, Martin Gastaldi, Federico Sosa
<b>Bomchil</b>	Martin Torres, María Inés Corrá, Francisco Gutierrez, Federico Campolieti
<b>Bruchou &amp; Funes de Rioja</b>	Carlos Maria Rotman, Martín Beretervide
<b>Marval O' Farrell &amp; Mairal</b>	Ricardo A. Ostrower, Rodrigo F. García, Julio César (h) Rivera, Guillermo Pefaur
<b>EXCELLENT</b>	
<b>1 Pérez Alati Grondona, Benites &amp; Arntsen</b>	Lautaro Ferro, Arnaldo Cisilino, Luis Incera
<b>2 Alegría Buey Fernández Fissore &amp; Montemerlo</b>	Pablo Andrés Buey Fernandez, Héctor Alegría, Gabriel Fissore
<b>Allende &amp; Brea</b>	Enrique Cristian Fox, David Gurfinkel
<b>Martínez de Hoz &amp; Rueda (MHR)</b>	Francisco Amallo, José Martínez de Hoz, Juan Cruz Azzarri
<b>HIGHLY RECOMMENDED</b>	
<b>Abeledo Gottheil Abogados</b>	Rodrigo Blas Hernández
<b>Barreiro. Oliva. De Luca. Jaca. Nicastro</b>	Juan Pablo De Luca, Ricardo Barreiro-Deymonnaz
<b>Bullo Abogados</b>	Guillermo Martin Lipera, Gastón Gómez Buquerín
<b>Giatti, Alonso, Michel &amp; Cáceres Abogados</b>	Gustavo Javier Giatti, Santiago Michel
<b>Hope Duggan &amp; Silva</b>	Gustavo Vayo
<b>Llerena &amp; Asociados Abogados</b>	Felipe Llerena, Segundo Pinto, Alejandro Pérez
<b>Nicholson y Cano Abogados</b>	Luis Rodolfo Bullrich, Santiago Mollard
<b>Salaverri, Burgio, Wetzler &amp; Malbrán</b>	Damián Burgio, Germán Wetzler Malbrán
<b>Wiener, Soto, Caparrós (WSC)</b>	Gonzalo Manuel Soto
<b>RECOMMENDED</b>	
<b>A&amp;F   Allende &amp; Ferrante Abogados</b>	Lisandro A. Allende, Emilio Fontana
<b>Aquino Molina Carranza Abogados</b>	Hernán Molina
<b>Baker McKenzie</b>	Luis E. Dates
<b>Beretta Godoy</b>	Juan Sonoda
<b>Brons &amp; Salas</b>	Pablo Daniel Brusco, Sebastian Alvarez
<b>BRYA Abogados</b>	Gabriel Bouzat
<b>Busso &amp; Fariña Abogados</b>	Carlos Fariña
<b>Capparelli D'Angelo &amp; Caputo Abogados</b>	Santiago Capparelli
<b>Cerolini &amp; Ferrari Abogados</b>	Matias Ferrari
<b>Dla Piper Argentina</b>	Alberto Rubio, Guillermo Cabanellas, Florencia Fabio
<b>Estudio Bunge – Bunge, Smith &amp; Luchía Puig</b>	Nicolás José Repila, Diego C. Bunge, Eduardo P. Luchía Puig
<b>Estudio O'Farrell</b>	Francisco Astolfi, Jorge Muratorio, María Agustina Fanelli
<b>García Pullés &amp; Calatrava</b>	Daniel Calatrava
<b>Mitrani Caballero &amp; Ruiz Moreno</b>	Cristian Krüger
<b>Ortiz &amp; Asociados</b>	Carlos Ignacio Guaia
<b>Richards, Cardinal, Tützer, Zabala &amp; Zaefferer</b>	Pablo Richards, Bernardo Iriberry, Calixto M. Zabala
<b>Zang, Bergel &amp; Viñes Abogados</b>	Rodrigo Bustingorry, Carlos Ángel Ferrario





## COMPETITION / ANTITRUST & INVESTIGATIONS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Marval, O'Farrell & Mairal	Miguel del Pino, Santiago del Rio
<b>EXCELLENT</b>	
1 Allende & Brea	Julian Peña
Beccar Varela	Agustin Waisman, Augusto Vechio
Bomchil	Marcelo Den Toom
Pérez Alati, Grondona, Benites & Arntsen	Luis Barry, Carolina Abdelnabe
<b>HIGHLY RECOMMENDED</b>	
2 Baker McKenzie	Esteban Ropolo
Bruchou & Funes de Rioja	Estanislao Olmos H., Gabriel Lozano
Estudio O'Farrell	Agustin Siboldi
Mitrani Caballero & Ruiz Moreno Abogados	Aixa Sureda, Cristian Mitrani
<b>RECOMMENDED</b>	
BRYA Abogados	Gabriel Bouzat, Virginia del Águila
Krause Abogados	Maximiliano Krause
Quevedo Abogados	Maria Viviana Guadagni
Tanoira Cassagne Abogados	Bernardo Cassagne
Abeledo Gottheil Abogados	Javier Fernando Gelis
Brons & Salas	Maria José Rodríguez M.
Estudio Bunge – Bunge, Smith & Luchía Puig	Cristian Lacoste, Carlos Nogueira
Nicholson y Cano Abogados	Maria Fraguas, Marcela Anchava
Wiener, Soto, Caparrós (WSC)	Mariela del Carmen Caparrós



## BANKRUPTCY LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>EXCELLENT</b>	
<b>Alegria, Buey Fernández, Fissore &amp; Montemerlo</b>	Pablo Andrés Buey Fernandez, Gabriel Fissore, Javier Alegria
<b>Marval, O'Farrell &amp; Mairal</b>	Julio Cesar Rivera, Martin Campbell
<b>HIGHLY RECOMMENDED</b>	
<b>Aguirre Saravia &amp; Gebhardt</b>	Marcelo Gebhardt, Raul Daniel Aguirre
<b>Beccar Varela</b>	Martin Gastaldi, Federico Sosa
<b>Bomchil</b>	Tomas M. Araya, Martín Torres Girotti
<b>Bruchou &amp; Funes de Rioja</b>	Martín Beretervide, Ignacio Minorini, Carlos Rotman
<b>Lorente &amp; López</b>	Ariel Di Bártolo, Javier Lorente, Mariana Russo
<b>Mitrani Caballero &amp; Ruiz Moreno Abogados</b>	Julio Martinez, Horacio Ruiz Moreno
<b>Naveira Truffat Martinez Abogados</b>	Felipe Martinez, Daniel Truffat
<b>Pérez Alati, Grondona, Benites &amp; Arntsen</b>	Lautaro Ferro
<b>Richards, Cardinal, Tützer, Zabala &amp; Zaefferer</b>	Jorge Tützer, Calixto M. Zabala, Guido Barbarosch
<b>RECOMMENDED</b>	
<b>Bullo Abogados</b>	Esteban Gramblicka, Gustavo Torassa
<b>Estudio Bunge – Bunge, Smith &amp; Luchía Puig</b>	Eduardo Luchía Puig, Carlos A. Nogueira Martearena, Nicolas J. Repila, Juan Cornejo
<b>Zang, Bergel &amp; Viñes Abogados</b>	Francisco Roggero

## ARBITRATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bomchil</b>	Federico Campolieti, María Ines Corrá, Francisco Gutiérrez
<b>Dechamps International Law</b>	Jean Paul Dechamps, Gustavo Topalian
<b>Martínez de Hoz &amp; Rueda (MHR)</b>	Francisco Amallo, José Martínez de Hoz, Jimena Vega Olmos
<b>EXCELLENT</b>	
<b>1 Beccar Varela</b>	Gonzalo Garcia Delatour
<b>Marval O' Farrell &amp; Mairal</b>	Ricardo A. Ostrower, Julio Cesar Rivera, Santiago Soria, Julio César (h) Rivera
<b>2 Abeledo Gottheil Abogados</b>	Luis Alberto Erize, Hernan Martin Oriolo
<b>Bruchou &amp; Funes de Rioja</b>	Carlos Maria Rotman, Ignacio Minorini
<b>Curtis, Mallet-Prevost, Colt &amp; Mosle</b>	Fernando Andrés Tupa
<b>Pérez Alati, Grondona, Benites &amp; Arntsen</b>	Guillermo Quiñoa, Lautaro D. Ferro, Luis Incera, Arnaldo Cisilino
<b>HIGHLY RECOMMENDED</b>	
<b>Allende &amp; Brea</b>	Enrique Cristian Fox, David Gurfinkel
<b>Brons &amp; Salas</b>	Sebastian Alvarez, Joaquin Vallebella
<b>Capparelli D'Angelo &amp; Caputo Abogados</b>	Santiago Capparelli, Leandro Caputo
<b>Giatti, Alonso, Michel &amp; Cáceres Abogados</b>	Gustavo Javier Giatti
<b>Nicholson y Cano Abogados</b>	Santiago Mollard
<b>RECOMMENDED</b>	
<b>A&amp;F   Allende &amp; Ferrante Abogados</b>	Lisandro Allende
<b>Baker McKenzie</b>	Luis E. Dates
<b>Barreiro. Oliva. De Luca. Jaca. Nicastro</b>	Juan Pablo De Luca, Ricardo Barreiro-Deymonnaz
<b>Beretta Godoy</b>	Juan Sonoda, Federico Godoy
<b>Cappellini Asociados</b>	Maria Laura Velazco
<b>Cerolini &amp; Ferrari Abogados</b>	Matias Ferrari
<b>Estudio Bunge – Bunge, Smith &amp; Luchía Puig</b>	Diego Cesar Bunge, Carlos Nogueira, Nicolás Repila, Eduardo Luchía Puig
<b>Estudio O'Farrell</b>	Uriel O'Farrell
<b>Estudio Rovira</b>	Alfredo Rovira, Nicolas Zaballa
<b>Fiorito Murray &amp; Diaz Cordero</b>	Ezequiel Diaz Cordero
<b>Hope Duggan &amp; Silva</b>	Hugo Maciel
<b>Llerena &amp; Asociados Abogados</b>	Alejandro Pérez, Segundo Pinto, Felipe Llerena
<b>Ortiz &amp; Asociados</b>	Carlos Ignacio Guaia
<b>Richards, Cardinal, Tützer, Zabala &amp; Zaefferer</b>	Pablo Richards, Bernardo Iriberry, Guido Barbarosch
<b>Salaverri, Burgio, Wetzler &amp; Malbrán</b>	Germán Wetzler Malbrán, Damián Burgio
<b>Zang, Bergel &amp; Viñes Abogados</b>	Rodrigo Bustingorry



## ARBITRATORS

### Best Arbitrators

In each tier, the arbitrators are ordered alphabetically

#### LEADING

Guido Santiago Tawil (Sole Practitioner)

Horacio Grigera Naon (Sole Practitioner)

José Martínez de Hoz (MHR | Martínez de Hoz & Rueda)

Julio César Rivera (Marval, O'Farrell & Mairal)

Roque Caivano (Sole Practitioner)

#### EXCELLENT

Alfredo Rovira (Estudio Rovira)

Carlos Ignacio Guaia (Ortiz Almonacid & Asociados)

Carlos Vanasco (Hope, Duggan & Silva)

Federico Campolieti (Bomchil)

Gonzalo E. Cáceres (Sole Practitioner)

Gustavo Parodi (Sole Practitioner)

Héctor A. Mairal (Marval, O'Farrell & Mairal)

Ignacio Suarez Anzorena (Suarez Anzorena)

Luis Alberto Erize (Abeledo Gottheil Abogados)

Marcelo Kohen (Professor)

Maximo Luis Bomchil (Bomchil)

Noiana Marigo (Freshfields Bruckhaus Deringer)

Raúl E. Vinuesa (Professor)

Uriel F O'Farrell (Estudio O'Farrell)

Valeria Galíndez (Galíndez Arb)

Veronica Sandler (Professor)

#### HIGHLY RECOMMENDED

Francisco Amallo (MHR | Martínez de Hoz & Rueda)

Fernando Tupa (Curtis, Mallet-Prevost, Colt & Mosle)

Maria Laura Velazco (Cappellini Asociados)

Oswaldo J Marzorati (Litvin Marzorati Legales)

Raúl A. Etcheverry (Professor)

Silvia Marchili (White & Case)

# BOLIVIA

## DISPUTE RESOLUTION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Dentons Guevara & Gutiérrez	Rodrigo Rivera, Zoya Galarza, Primitivo Gutiérrez
Moreno Baldivieso	Andrés Moreno, Ramiro Moreno Baldivieso
Wayar & Von Borries Abogados	Bernardo A. Wayar Caballero, Bernardo A. Wayar Ocampo, Iver Von Borries
<b>EXCELLENT</b>	
C.R. & F. Rojas – Abogados	Manfredo Kempff, Roberto López
Indacochea & Asociados	Alonso Indacochea, Marcelo Longaric
Lima & Asociados	Juan José Lima, Daniel Galdo, Juan Pablo Alvarez
PPO	Alejandro Pemintel
Serrate Paz & Asociados	José Mario Serrate
<b>HIGHLY RECOMMENDED</b>	
Becerra de la Roca Donoso & Asociados	Mauricio Becerra de la Roca, Darío Martínez Leyes
Bufete Aguirre, Quintanilla, Soria & Nishizawa (BAQSN)	Fernando Aguirre, Santiago A. Nishizawa Takano, Sergio M. Antelo Callisperis
Gumucio & Abogados	Daniel Gumucio, Ximena Gumucio
Lazo de la Vega Abogados	Marco Lazo de la Vega Durán
Ontier	Efrain Suarez
Sanjinés & Asociados	Raúl Sanjinés
Von Borries Blanco Estudio de Abogados	Fernando Krutzfeldt Monasterio

### MORENO BALDIVIESO ABOGADOS: LEADING DISPUTE RESOLUTION TEAM



Andrés Moreno

Key figure(s): Ramiro Moreno Baldivieso and Andrés Moreno  
Established: 1931

**Track record:** MB is an internationally recognized commercial and investment arbitration firm, whose dispute resolution team-members are experts in ICSID, ICC, UNCITRAL and CIAC arbitration rules. The firm specializes in investment arbitration, emergency arbitration and international commercial arbitration. Zurich Insurance Group, Air BP, Exterran, Munich Re, AON, Archer Daniel Midland, Samsung Engineering are clients.

**Team & differentiation:** The international arbitration practice is headed by Andrés Moreno, who has extensive experience serving in different investment treaty arbitrations. He represented the interests of private investors in the largest investment arbitration in Bolivian history (\$1.5 billion claim). The firm's client portfolio is made up of telecoms and oil & gas multinationals, foreign financial institutions and mining companies.



## BRAZIL

## ECONOMICS

## Best Litigation Support &amp; Expert Witnesses

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Athena – Dispute Support Services</b>	Normann Kestenbaum, Tiago Barros, Alfonso Gallardo
<b>LCA Consultores</b>	Bernardo Gouthier Macedo
<b>Simonaggio Certeza Técnica</b>	Silvio Simonaggio
<b>Tendências Consultoria Integrada</b>	Ernesto M. Guedes Filho, Gustavo Loyola, Nathan Blanche, Denise de Pasqual, Mailson da Nóbrega
<b>EXCELLENT</b>	
<b>FTI Consulting</b>	Leonardo Florencio
<b>HIGHLY RECOMMENDED</b>	
<b>EDAP Edgard Pereira &amp; Associados</b>	Edgard Pereira, João Paulo Garcia Leal
<b>Exato Assessoria</b>	Eliás de Matos Brito, Ronaldo dos Santos Machado, Anderson dos Santos Amorim
<b>Ferres Economia</b>	Juan Pérez Ferrés
<b>GO Associados</b>	Gesner Oliveira, Pedro Sczufca
<b>MB Associados</b>	José Roberto Mendonça de Barros
<b>Porto &amp; Reis, Freire e Gorrão</b>	Felipe Reis, Renato Porto, Eliana Freire, Aline Gorrão
<b>RECOMMENDED</b>	
<b>Alvarez &amp; Marsal</b>	Luis de Lucio
<b>Charles River Associates</b>	Tiago Duarte-Silva
<b>Grant Thornton</b>	Raphael Alho
<b>McKinsey &amp; Company</b>	Rami Goldfajn
<b>Terrafirma Consultoria</b>	Marcos Pinto, Guilherme Salem Gattaz
<b>Vallya</b>	Adriano Kim

### SIMONAGGIO CERTEZA TÉCNICA: BRAZILIAN BENCHMARK



Silvio Simonaggio

Key figure(s): Silvio Simonaggio  
Established: 1975

**Track record:** With almost 50 years' experience, Simonaggio Certeza Técnica is one of the most renowned litigation support and expert witness firm in Brazil, considered a benchmark in the local market. The Sao Paulo-based company provides forensic accounting, valuation, and tax and economic reports for legal claims and arbitrations, amongst other services.

**Team & differentiation:** The team is well prepared to deal with different claims, such as corporate, post-M&A, and other, protecting their client's business from legal, financial and operational risks. Managing partner, Silvio Simonaggio, has an impressive academic background and an outstanding record in court and during arbitration.

### TENDÊNCIAS CONSULTORIA INTEGRADA: CORPORATE FINANCE CONSULTANTS



Ernesto M. Guedes Filho

Key figure(s): Ernesto M. Guedes Filho, Gustavo Loyola, Nathan Blanche, Denise de Pasqual and Mailson da Nóbrega  
Established: 1996

**Track record:** Tendências Consultoria Integrada is an economic consulting firm that conducts research and analysis, and provides forecasting to high level clients in different industries. With more than 25 years in the Brazilian market, the company also provides litigation support in financial and economic disputes, public policy studies and corporate finance consultancy.

**Team & differentiation:** Registering consistent growing in the market, Tendências has made a number of interesting new hires with solid academic credentials and has crossed the 80-employee threshold. The employees have financial institutions, post-M&A litigation, concessions and arbitration experience. Mailson da Nóbrega is a former Brazilian Minister of Finance and has served on the boards of FMI and IDB.

### EDAP – EDGARD PEREIRA & ASSOCIADOS: ECONOMICS SPECIALISTS



Edgard Pereira

Key figure(s): Edgard Pereira and João Paulo Garcia Leal  
Established: 1991

**Track record:** Renowned economic consulting team retained for its forensics expertise and stellar track-record in arbitration, antidumping, antitrust and microeconomics matters. It advises leading national and international companies in complex judicial and administrative proceedings. Singled out for its econometrics and statics proficiency that ensure the precision of its opinions.

**Team & differentiation:** São Paulo-based EDAP has worked on over 1,500 cases and assisted 450 clients over the years. Edgard Pereira and João Paulo Garcia Leal boast decades of experience in the market. Pereira, the firm's founding partner, holds postgraduate degrees from Universidade Federal do Rio de Janeiro, and has been an advisor to the World Bank and the Inter-American Development Bank.



BRAZIL

## ACCOUNTING

### Best Litigation Support & Expert Witnesses

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 <b>Simonaggio Certeza Técnica</b>	Silvio Simonaggio
2 <b>Actual Contabilidade e Perícias</b>	Luiz Alexandre Tumolo, Mauro Stacchini Jr., Rodrigo Leme
<b>Porto &amp; Reis, Freire, Gorrão - Perícia, Consultoria, Arbitragem</b>	Felipe Reis, Renato Porto, Eliana Freire, Aline Gorrão
<b>EXCELLENT</b>	
<b>Cadenas Perícia e Arbitragem</b>	Maurício Cadenas
<b>Cronus Empresas</b>	Ricardo Salomão, Leonardo Gomes Santos Ferreira
<b>Exato Assessoria Contábil</b>	Elias de Matos Brito
<b>PP&amp;C Auditores Independentes</b>	Eduardo Camillo Pachikoski
<b>Sacchi &amp; Romero Perícias e Assessoria Contábil</b>	Jubray Sacchi, Eliane Queiroz, Marco Stella, Mauricio Novak
<b>HIGHLY RECOMMENDED</b>	
<b>Abordin</b>	Antonio Carlos Bordin, Clovis de Abreu
<b>ATR Perícias Contábeis</b>	Alfredo Torrecillas Ramos
<b>Figueiredo &amp; Associados - Perícias, Avaliações e Ambiental</b>	Flavio Figueiredo
<b>KPMG</b>	Marcelo Gomes, Thais Silva, Tamara Oliveira
<b>LFS Consultoria Perícia e Assistência Técnica</b>	Luiz Felipe Salomão Filho
<b>M/Legate</b>	João Carlos Castilho Garcia
<b>PWC</b>	Bruno Monteiro
<b>Ribas Secco Escritório de Perícias</b>	Alessandra Ribas Secco, Luis Fernando Freitas, Elisabete Anastacia Santos
<b>RECOMMENDED</b>	
<b>Alvarez &amp; Marsal</b>	Luis de Lucio, Vinicius Daher
<b>EY</b>	Antonio Vaz
<b>Grant Thornton</b>	Raphael Alho, Felipe Rocha
<b>IPRU - Instituto Professor Rainoldo Uessler</b>	Daniela Zilli, Diego Dias Abraham
<b>IRPE - Perícia e Consultoria Contábil</b>	Ivam Ricardo Peleias, Fabíola D'Agostini Peleias
<b>Licks Associados</b>	Gustavo Licks, Christofer Cunha
<b>Scanduzzi Soluções Contábeis</b>	Fabiana Scanduzzi Borba Franco
<b>VALUABLE PRACTICE</b>	
<b>ADJ Perícias</b>	Alexandre Dib Junior
<b>EDAP - Edgard Pereira &amp; Associados</b>	Edgard Pereira
<b>Fipecafi</b>	Guillermo Braunbeck, Eliseu Martins
<b>Hect Consultoria</b>	Guilherme Campos
<b>Pedrosa Consultores Associados</b>	Frederico Ferreira Pedrosa
<b>SWOT Global Consulting</b>	Mauricio Guimarães

#### ACTUAL CONTABILIDADE E PERÍCIAS: ADMIRE ACCOUNTING LITIGATION SUPPORT



Mauro Stacchini Jr.

**Key figure(s):** Luiz Alexandre Tumolo, Mauro Stacchini Jr., Fernando Viana de Oliveira Filho and Rodrigo Leme

**Established:** 2009

**Track record:** Important Sao Paulo-based firm that works on major cases in the Brazilian market in a variety of industries, such as pharmaceutical, food & beverage and oil & gas. The firm teams up with key full-service law firms when handling sophisticated cases. Actual also provides due diligence, BPO, tax and labor consultancy and auditing services.

**Team & differentiation:** With its interdisciplinary and highly skilled team, Actual offers an exclusive service adapted to each client's profile, focusing primarily on dispute resolution, investigations and valuations. The managing partners have over 40 years' experience as expert witnesses and providers of litigation support, working with arbitrators and judges or nominated by the prosecutor or defendant.

#### PORTO & REIS, FREIRE, GORRÃO: LEADING ACCOUNTING FIRM



Eliana Freire

**Key figure(s):** Felipe Reis, Renato Porto, Eliana Freire and Aline Gorrão

**Established:** 2009

**Track record:** Porto & Reis is a benchmark in forensics accounting and litigation support, both in judicial dispute resolution and arbitration. The company works beside some of the main law firms in the Brazilian market, assisting clients from different sectors, such as healthcare, pharmaceuticals, retail, oil & gas, financial institutions and infrastructure.

**Team & differentiation:** The team grows year-to-year and has multidisciplinary talents with academic backgrounds focused on law, economics, technology, and accountancy. The partners work side by side with clients to reach a deep understanding of the matter at hand and present detailed reports. Some employees have more than 40 years' experience in tax and accountancy.



## ENGINEERING

### Best Litigation Support & Expert Witnesses

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Aequitas - Mediação e Consultoria	Luiz Fernando Alongi, Fernando Manetta Gomes de Sá
Alvarez & Marsal	Marcos Eduardo Ganut
CGUEDES Engenharia & Consultoria	Claudio Guedes
HECT Consultoria	Geovane Mendes Martins, Luis Roman, Patrick Carvalho, Guilherme Campos
Vaz de Mello Consultoria em Avaliações e Perícias	Eduardo Vaz de Mello
<b>EXCELLENT</b>	
<b>1</b> Clémenceau Chiabi & Engenheiros Associados	Clémenceau Chiabi
Cronus Empresas	Ricardo Salomão
Deloitte	Rafael Gonçalves Monteiro, Carlos Ortega, Aldo Dorea Mattos
IDEAC - Instituto para o Desenvolvimento da Engenharia Aplicada à Controvérsias	Cláudio Amaury Dall'Acqua, André S. Gertsenchtein
<b>2</b> Amaral d'Avila - Engenharia de Avaliação	Celso Amaral
Contacto Consultores Associados	Octavio Galvão Neto
Exxata – Tecnologia E Engenharia De Contratos	João Almeida, Vitor Melo, Ricardo Antinarelli, Igor Fontes
Verum Partners	David Elio, Henrique Takemoto
<b>HIGHLY RECOMMENDED</b>	
Embhel – Engenharia & Direito Caminhando Juntos	Edson Garcia Bernardes
Figueiredo & Associados	Flavio Figueiredo
LFS Consultoria Perícia e Assistência Técnica	Luiz Felipe Salomão Filho
Mercatto Assessoria e Avaliações	Osório Accioly Gatto
Precisão Consultoria	Francisco Maia Neto, Paulo de Faria Júnior
SWOT Global Consulting	Marcello Guimarães, Hilton Junior, Marcello Fialho
Tarobá Engenharia	Luis Otavio Rosa, Beatriz Xavier da Silveira Rosa
<b>RECOMMENDED</b>	
AVANTEC Engenharia e Consultores Associados	Mário Cunha, Sandro Cunha
Ética Serviços de Engenharia	Marcelo Corrêa Mendonça, João Mendonça
Gilberto Vaz Engenheiros Associados	Gilberto José Vaz, Evandro Lucas Brites Queiroz Dinis
Gacel Engenharia	Gloria Alcantara, Isabelle Serrado, Pedro Fagundes
Grant Thornton	Alexandre Cocchetti Moreira, Gabriel Cavacini
Leomil Consultores e Associados	Roberto Leomil
<b>VALUABLE PRACTICE</b>	
Athena – Dispute Support Services	Tiago Barros
Acheo Engenheiros Associados	Flávia Pujadas
Celano Engenharia de Avaliações e Perícias	Mário Luis Celano
Conexig	Mauro Bellelli
FDTE - Fundação para o Desenvolvimento Tecnológico da Engenharia	José Roberto Piqueira



## Our analysis

### DELOITTE: INTERNATIONAL STANDARDS



Rafael Monteiro

**Key figure(s):** Rafael Monteiro, Carlos Ortega and Aldo Dorea Mattos  
**Established:** 1845

**Track record:** Deloitte has been active in the Brazilian market since 1900, and has long been one of the main players in the country, one sought out by the biggest companies for its global reach. The disputes team works in close proximity to clients, supporting them in intellectual property, accountancy, corporate and construction related matters, amongst others.

**Team & differentiation:** With more than 6,500 professional working in Brazil, offices across the country and a great technology center supporting its operations, Deloitte is prepared to deal with the biggest auditing, litigation support, data privacy, transaction advisory and corporate investigation cases.

### ÉTICA SERVIÇOS DE ENGENHARIA: DISTINGUISHED ENGINEERING FIRM



Marcelo Corrêa Mendonça

**Key figure(s):** Marcelo Corrêa Mendonça and João Mendonça  
**Established:** 1989

**Track record:** With more than 30 years in the market, Ética Serviços de Engenharia has broad experience with litigation support, arbitration, asset valuation, land management and claims. Known for consistently excellent results, the Belo Horizonte headquartered firm has numerous major domestic and international companies in its portfolio.

**Team & differentiation:** Managing director and funding partner Marcelo Corrêa Mendonça is an engineer and has acted as an expert witness since 1979. He leads a multidisciplinary team composed of more than 30 professionals with expertise in different fields of engineering, such as civil, mechanical and environmental, a group that contains geographers and professional surveyors.

### SWOT GLOBAL CONSULTING: GREAT MULTIDISCIPLINARY TEAM



Marcello Guimarães

**Key figure(s):** Marcello Guimarães, Hilton Junior, Augusto Barros de Figueiredo and Marcello Fialho  
**Established:** 2020

**Track record:** SWOT Global is a consulting firm specializing in engineering, financial, economic and accounting litigation support. The company has expertise in industrial engineering and heavy construction, working closely clients from sectors like infrastructure, energy, mining, technology and oil & gas.

**Team & differentiation:** The team has multidisciplinary profile and experience in technical matters related to expert witness and legal reports. Its members focus on achieving business friendly results and resource optimization, taking an ethical approach with all parties to a case. The professionals dedicated to each project are carefully chosen according to the specific requirements of the matter, which helps guarantee fast and reliable results.

### HECT CONSULTORIA: LEADING ENGINEERING EXPERT WITNESSES



Geovane Mendes Martins

**Key figure(s):** Geovane Mendes Martins, Luis Roman, Patrick Carvalho, Guilherme Campos and André Martins  
**Established:** 2004

**Track record:** With a distinguished engineering litigation support department, Hect Consultoria handles a high volume of cases in Brazil and abroad. The firm has registered consistent growth every year, and has offices in Belo Horizonte and Sao Paulo, and Atlanta and Panama, to deal with international claims. Its acts in claims initiated by power, airports, oil & gas and mining companies, amongst others.

**Team & differentiation:** Hect's team is made up of more than 60 highly qualified employees, who play a leading part in major cases, providing consistent technical opinions for legal teams and in arbitration. The company's practice is considered number one in Brazil by a range of clients, such as construction companies and law firms.

### IDEAC: SOPHISTICATED SUPPORT FOR HIGH COMPLEX CLAIMS



Cláudio Amaury Dall'Acqua

**Key figure(s):** André S. Gertschtein and Cláudio Amaury Dall'Acqua  
**Established:** 2015

**Track record:** Ideac provides litigation support on engineering projects of high complexity, utilizing advanced technical resources to deal with large scale data issues. The firm works with infrastructure, oil & gas and engineering companies, both judicially and in arbitration. It also provides forensic accounting, technical report and environmental impact analysis services.

**Team & differentiation:** Cláudio Amaury Dall'Acqua is considered one of the greatest engineering expert witnesses in the Brazilian market. His team provides clients comprehensive and accurate technical reports, working to strict deadlines during a judicial dispute or arbitration. Ideac has more than 30 dedicated professionals.





## REAL ESTATE VALUATION

### Best Expert Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Amaral D'Avila	Celso Amaral
Contacto Consultores Associados	Octavio Neto Galvão
JLL	Magno Stipkovic
Mercatto - Assessoria e Avaliações	Osório Gatto
Vaz de Mello Consultoria	Eduardo Vaz de Mello
<b>EXCELLENT</b>	
CBRE	Walter Cardoso
Colliers	Fabio Sodeyama
Cushman & Wakefield	Rogério Cerreti
Dantas Engenharia de Avaliação	Rubens Alves Dantas
Precisão Consultoria	Francisco Maia
<b>HIGHLY RECOMMENDED</b>	
CTA	Antonio Liporoni
Figueiredo & Associados	Flávio Figueiredo
Kroll	Luis Maluf
Kruk	Pedro Augusto Kruk
Newmark	Amália Guimarães, Marina Cury, Marcos Degolação
UHY	Carlos Bernardo Gonçalves
Valle Consult	Valdelino Daniel Bomfim Costa
<b>RECOMMENDED</b>	
APS	Luiz Alberto Santiago, Luiz Felipe Santiago
Binswanger	Isabela Monastersky, Nilton Molina Neto
Bolsa de Imóveis do Rio	José D'avila
Correia Lima Imóveis	Frederico Correia Lima
Engeval Avaliações	Jabor Descio Sobrino; Maria Clotilde Machado
Investor	Rodrigo Garcia, Rodrigo Oliveira
Setape	Roberto Zanuella
Validar Engenharia de Avaliações	Marcos Mansur



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**CONTACT:** Zô Stark - [zstark@leadersleague.com](mailto:zstark@leadersleague.com)



LEADERS LEAGUE



## GLOBAL MOBILITY

### Best Consulting firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Deloitte</b>	Fernando Azar, Ana Letícia Godoy, Aline Vieira
<b>Drummond Advisors</b>	Fabiana Guerra, Ana Gabriela Francelli, Pedro Drummond
<b>EY</b>	Marcelo Godinho, Oliver Kamakura, Tatiana Ponte
<b>Fragomen, Del Rey, Bersen &amp; Loewy</b>	Diana Quintas, Diogo Kloper, Gustavo Kanashiro, Paloma Mendonça
<b>KPMG</b>	Janine Goulart
<b>Newland Chase</b>	Debora Venancio, Daniela Lima, Daniela Cardoso
<b>EXCELLENT</b>	
<b>BR-Visa Immigration Solutions</b>	Marta Mitico, Juliana Mitico
<b>Sirva BGRS</b>	Marcelo Fonsi
<b>Vialto Partners</b>	Carolina Carnaúba, Flávia Fernandes
<b>HIGHLY RECOMMENDED</b>	
<b>Emdoc</b>	João Marques
<b>Gabe Expat</b>	Erwina Blunk, Denis Silva
<b>Grant Thornton</b>	Sabrina Lawder
<b>Personal Tax</b>	Roberto Terra, Fabio Cabral
<b>PP&amp;C</b>	Marcus Vinicius Montanari; Marcos Vinicius Freitas Gutierrez; Andrea Lo Buiro Copola
<b>RECOMMENDED</b>	
<b>Andrea Sebben Treinamento Intercultural</b>	Andrea Sebben
<b>Differãnce</b>	Mariana de Oliveira Barros
<b>K2 Corporate Mobility</b>	Patricia Maria Neia Tavares
<b>PFM Associados</b>	Paulo Fernando Melo
<b>Unique Relocation</b>	Lais Drabavicius, Carolina Monteiro

## HR CONSULTING

### Best Consulting firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 Korn Ferry	Vinicius De Luca
2 Across RH	Regina Helena Azzi Camargo
Fox Human Capital	Filippe Apolo
<b>EXCELLENT</b>	
Bold HR	Maria Eduarda Silveira
CIA de Talentos/CIA de Experts	Paula Esteves, Carla Esteves
Flow Executive Finders	Luiz Gustavo Mariano
Mercer Consultoria	Marisabel Ribeiro, Jorge João Sobrinho
MLEGATE	Enôr Assis
<b>HIGHLY RECOMMENDED</b>	
Bórea	Mario Esequiel
FRST Falconi	Juliana Scarpa
Kantar IBOPE Media	Melissa Vogel
Mereo	Marconi Rocha, Ivan Cruz, Athila Machado
Mesa Corporate Governance	Luiz Marcatti
Movidaria Aprendizagem	Leonardo Zagotta



## LEGAL TRANSLATION SERVICES

### Best Consulting firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Aliança Traduções	Cristina Gonzales
Korn Traduções	Célia Korn
<b>EXCELLENT</b>	
Bretton Woods	Robert Chanda
Descomplicando o Inglês Jurídico	Bruna Marchi
Just Traduções	Sandra Rudzit
<b>HIGHLY RECOMMENDED</b>	
Fidelity Translations	Deepak Aildasani
Flow Translations	Cláudia Fonterrada, Juliana Kurasawa
Inside Language Solutions	Paulo Guimarães
Lionbridge	Savio Levi
TransPerfect	Phil Shawe, Roy B. Trujillo, Jin Lee
<b>RECOMMENDED</b>	
BTS - Business Translation Services	Luiz Fernando Doin
The Spanish Group	Salvador Ordorica

## LITIGATION FUNDING

### Best Funds Managers

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Jive Investments	Pedro Mota
Prisma Capital	João Mendes de Oliveira Castro
Vinci Partners	Tomás Jatobá
<b>EXCELLENT</b>	
Algarve Capital	Daniel Cardoso, David Norgren
MGC Holding	Eduardo Martins, Jarbas Todeschini
Strata Capital	Leonardo Viveiros de Castro
<b>HIGHLY RECOMMENDED</b>	
Burford Capital	Andrew Cohen, Greg McPolin, David Perla
Qanlex	Fernando José Folgheiro; Yago Zavalía Gahan; Federico Muradas; Juan Ignacio Colombo
Quadra Capital	Guilherme Scaff, Bruna Salim, Fernando Teixeira

## CIVIL & COMMERCIAL LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> <b>Ferro, Castro Neves, Daltro &amp; Gomide Advogados</b>	Marcelo Roberto Ferro, José Roberto de Castro Neves, Eduardo Pecoraro, Karina Goldberg Britto
<b>Sergio Bermudes Advogados</b>	Marcio Vieira Souto Costa Ferreira, Fabiano Robalinho Cavalcanti, Caetano Berenguer, Guilherme Valdetaro Mathias, Ricardo Loretto, Marcelo Cesar de Oliveira
<b>2</b>	
<b>Demarest Advogados</b>	Celso Xavier, Marcelo Inglez de Souza, Rafael Gagliardi, Camila Biral
<b>Mattos Filho</b>	André Chateaubriand Martins, Arthur Gonzalez Cronemberger Parente, Eduardo Damião Gonçalves, Flávio Pereira Lima
<b>Pinheiro Neto Advogados</b>	Celso Cintra Mori, Gilberto Giusti, Rodrigo M. Carneiro de Oliveira, Diógenes Gonçalves, Rodrigo Persone P. Camargo
<b>EXCELLENT</b>	
<b>BMA - Barbosa, Müssnich, Aragão</b>	Luiz Fernando Fraga, André Abbud, Mario Felipe de Lemos Gelli, Pedro Costa
<b>Dinamarco, Rossi, Beraldo &amp; Bedaque Advocacia</b>	Cândido Rangel Dinamarco, Pedro da Silva Dinamarco, Maurício Giannico
<b>Machado Meyer Advogados</b>	Eliane Cristina Carvalho, Gláucia Mara Coelho, Eduardo Perazza de Medeiros, Marcos Costa
<b>Mannheimer, Perez e Lyra Advogados - MPL</b>	Sergio Mannheimer, Tomaz Tavares de Lyra, Pedro Henrique Perez, Marcela Levy
<b>Tepedino, Berezowski e Poppa Advogados</b>	Ricardo Tepedino, Aluisio Berezowski, Bruno Poppa
<b>TozziniFreire Advogados</b>	Fernando Serec, Luiz Virgílio Pimenta Penteadó Manente, Mônica Mendonça Costa, Elias Marques de Medeiros Neto
<b>HIGHLY RECOMMENDED</b>	
<b>Arruda Alvim &amp; Thereza Alvim Advocacia e Consultoria Jurídica</b>	Eduardo Arruda Alvim, Fernando Crespo Queiroz Neves, Fernando Anselmo Rodrigues
<b>Cescon, Barriou, Flesch &amp; Barreto Advogados</b>	Carlos Braga, Gabriel Seijo, Fábio Rosas
<b>Correia, Fleury, Gama e Silva Advogados</b>	Rodrigo Ribeiro Fleury, Luis Antonio da Gama e Silva Neto
<b>Huck Otranto Camargo</b>	Rogério Carmona Bianco, Rodolfo da Costa Manso Real Amedeo, Luiz Felipe Pereira Gomes Lopes
<b>Lefosse Advogados</b>	Pedro Maciel, Raphael Nehin Corrêa, Diogo Ciuffo Carneiro
<b>LUC Advogados   Contencioso &amp; Arbitragem</b>	Luciano de Souza Godoy, Ricardo Zamariola Junior, Leonardo Dib Freire
<b>Stocche Forbes Advogados</b>	Rafael de Carvalho Passaro, Luis Guilherme Bondioli, Guilherme Gaspari Coelho
<b>Souto Correa Advogados</b>	Guilherme Rizzo Amaral, Jorge Cesa Ferreira Silva, Carlos Fernando Souto
<b>Tauil &amp; Chequer Advogados</b>	Gustavo Fernandes de Andrade, Fabio Peixinho, Mauro Pedroso Gonçalves
<b>Trench Rossi Watanabe</b>	Marcio de Souza Polto, Andrea Brick, Gledson Campos
<b>VPBG - Vella Pugliese Buosi e Guidoni Advogados</b>	Antonio Celso Fonseca Pugliese, Carolina Mansur, Nahima Müller
<b>Wald, Antunes, Vita, Longo e Blattner Advogados</b>	Arnoldo de Paula Wald, Alexandre de Mendonça Wald, Mariana Tavares Antunes
<b>Warde Advogados</b>	Walfrido Jorge Warde Júnior, Rudi Alberto Lehmann Júnior, Alfredo Sérgio Lazzareschi Neto





## RECOMMENDED

<b>1</b>	<b>E. Munhoz Advogados</b>	Eduardo Secchi Munhoz
	<b>Fux Advogados</b>	Rodrigo Fux, Daniel Coelho, Guilherme França Barros
	<b>Graça Couto, Sequerra, Levitinas, Bicudo, Leal &amp; Abby Advogados</b>	Marcelo Levitinas, Alexandre Abby
	<b>Justen, Pereira, Oliveira &amp; Talamini</b>	Eduardo Talamini, André Guskow Cardoso
	<b>LDCM Advogados</b>	Leonardo de Campos Melo, Márcio Opromolla, Marco Antonio Rodrigues
	<b>Veirano Advogados</b>	Luiz Guilherme Migliora, Rosângela Soares Delgado Barreto, José Carlos Wahle
<b>2</b>	<b>ASBZ Advogados</b>	Alfredo Zucca, Aitan Canuto Cosenza Portela, João Biazzo Filho
	<b>Bichara Advogados</b>	Adriana Astuto, André Gondinho, Pedro Werner
	<b>Dourado &amp; Cambraia Advogados</b>	Ruy Dourado, Rubens Pieroni Cambraia
	<b>Licks Attorneys</b>	Otto Licks, Rodrigo Souto Maior, Carlos Aboim
	<b>Lobo &amp; Lira Advogados</b>	José-Ricardo Pereira Lira, Sérgio Vieira Miranda da Silva, Frederico Kastrop de Faro
	<b>Lobo de Rizzo Advogados</b>	Luis Fernando Guerrero, Hugo Tubone Yamashita, Paula Abi-Chahine Perim
	<b>Monteiro de Castro, Setoguti Advogados</b>	Guilherme Setoguti, Cláudia Gruppi Costa, Débora Carrara
	<b>Padis Mattar Advogados</b>	Eduardo Augusto Mattar, Renata Machado Veloso, Jaili Quinta Cunha
	<b>Silveiro Advogados</b>	Ricardo Ranzolin, Igor Bimkowski Rossoni, Ricardo Leal de Moraes
	<b>SiqueiraCastro</b>	Carlos Roberto Siqueira Castro, Daniela Soares Domingues, André Frossard de Albuquerque
	<b>Vilas Boas Lopes Frattari Advogados</b>	Daniel Vilas Boas, Leonardo Wykrota

## VALUABLE PRACTICE

	<b>Azevedo Sette Advogados</b>	Ricardo Azevedo Sette
	<b>Basilio Advogados</b>	Ana Tereza Basilio
	<b>Brandão Couto, Wigderowitz &amp; Pessoa Advogados</b>	Walter Wigderowitz Neto, Paulo Rogério Brandão Couto
	<b>Duarte Garcia, Serra Netto e Terra</b>	Wilson de Toledo Silva Junior, Daniel Gustavo Magnane Sanfins
	<b>Fialho Salles Advogados</b>	Leonardo Canabrava
	<b>Forbes, Kozan e Gasparetti Advogados</b>	Carlos Forbes, Cristiano Kozan
	<b>Gustavo Tepedino Advogados</b>	Gustavo Tepedino, Milena Donato Oliveira
	<b>Humberto Theodoro Júnior Sociedade de Advogados</b>	Humberto Theodoro Júnior, Juliana Cordeiro de Faria
	<b>Leite, Tosto e Barros Advogados</b>	Paulo Guilherme de Mendonça Lopes, Ricardo Tosto
	<b>Migliore Watanabe e Figueira Advogados</b>	Alfredo Migliore, Kedma Fernanda de Moraes Watanabe
	<b>Pinheiro Guimarães Advogados</b>	Roberto Thedim Duarte Cancelli, Gustavo Mota Guedes
	<b>Tolentino Advogados</b>	Augusto Tolentino, Cláudia Ferraz
	<b>TWK Advogados</b>	Ivo Waisberg, Ricardo Pomeranc Matsumoto

**BRAZIL**

<b>Vieira Rezende Advogados</b>	Paulo Albert Weyland Vieira, Claudio Roberto Pieruccetti Marques
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<b>Wongtschowski Kleiman Advogados</b>	Vânia Wongtschowski Kleiman, Marília Canto Gusso
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<b>Schmidt, Lourenço, Kingston - Advogados Associados</b>	Gustavo da Rocha Schmidt, Alexandre Kingston
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**NOTABLE PRACTICE**

<b>1 Andrade Maia Advogados</b>	Júlio Cesar Goulart Lanes
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<b>BFBM - Barroso Fontelles, Barcellos, Mendonça Advogados</b>	Rafael Barroso Fontelles
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<b>CMT - Carvalho, Machado e Timm Advogados</b>	Luciano Benetti Timm
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<b>Costa Tavares Paes Advogados</b>	Antonio Tavares Paes Jr.
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<b>De Vivo, Castro, Cunha e Whitaker Advogados</b>	Gustavo Lorenzi de Castro
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<b>Galdino &amp; Coelho, Pimenta, Takemi, Ayoub Advogados</b>	Flavio Galdino
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<b>Gasparini, Nogueira de Lima e Barbosa Advogados</b>	Pedro Paulo Wendel Gasparini
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<b>L.O. Baptista Advogados</b>	André Camerlingo Alves
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<b>Marchini Botelho Caselta Advogados</b>	Aurélio Marchini
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<b>MJ Alves e Burtle Advogados e Consultores</b>	Marcos Joaquim Gonçalves Alves
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<b>Rolim, Viotti, Goulart, Cardoso Advogados</b>	Helvécio Franco Maia Júnior
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<b>Siqueira, Bottrel, Almeida e Silva Advogados Associados</b>	Antonio Cesar Siqueira
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<b>Terra Tavares Ferrari Elias Rosa Advogados</b>	Sérgio Machado Terra
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<b>2 Bocater Advogados</b>	Bruno Carriello
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<b>Braz, Coelho, Campos, Veras, Lessa e Bueno Advogados</b>	Leonardo Coelho
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<b>Campos Mello Advogados</b>	Felipe Hermann
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<b>Castro, Barros, Sobral, Gomes Advogados</b>	José Augusto Leal
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<b>Chediak Advogados</b>	Carlos Eduardo da Costa Pires Steiner
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<b>Deccache Advogados</b>	Waldemar Deccache
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<b>KLA Advogados</b>	Tiago Cortez, Taísa Olivera
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<b>Leal Cotrim Janssem Advogados</b>	Márcio Leal
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<b>Levy &amp; Salomão Advogados</b>	Angela Di Franco
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<b>Lollato Lopes Rangel Ribeiro Advogados</b>	Tiago Lopes, Beatriz Valente Felitte
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<b>LRI Advogados - Lautenschlager Romeiro e Iwamizu Advogados</b>	Eduardo Romeiro
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<b>Peixoto &amp; Cury Advogados</b>	José Alcides Montes Filho
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<b>Salusse, Marangoni, Parente e Jabur Advogados</b>	Eduardo de Albuquerque Parente
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<b>Ulhoa Canto Advogados</b>	Marcelo Beltrão da Fonseca
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BRAZIL

## Our analysis

**ARRUDA ALVIM & THERESA ALVIM ADVOCACIA E CONSULTORIA JURÍDICA: LITIGATION SPECIALISTS**

**Fernando Anselmo Rodrigues**

**Key figure(s):** Fernando Anselmo Rodrigues, Fernando Crespo Queiroz Neves and Eduardo Arruda Alvim  
**Established:** 1960

**Track record:** Highly specialized litigation boutique which stands out for its successful performance advising leading names from the finance, telecoms and automotive sectors on complex legal proceedings before all levels of the judiciary. Frequently retained for its superior legal opinions, as well as for the academic pedigree of its professionals.

**Team & differentiation:** With offices in São Paulo, Rio de Janeiro, Porto Alegre and Brasília, Arruda Alvim & Thereza Alvim Advocacia is widely recognized as one of Brazil's go-to names for litigation mandates. The long-standing boutique consists of 20 partners and over 40 associates who capably advise clients in high-profile proceedings, including class actions, banking, environmental, anti-dumping, family law and real estate disputes.

**ASBZ ADVOGADOS: DYNAMIC LITIGATION TEAM**

**Alfredo Zucca Neto**

**Key figure(s):** Alfredo Zucca Neto, Aitan Canuto Consenza Portela and Christian Garcia Vieira and João Biazzo Filho  
**Established:** 2011

**Track record:** Distinguished litigation, prevention and dispute resolution team well-known for its outstanding track record advising key names from the power, finance and retail sectors. Frequently retained to advise on sophisticated corporate, civil, regulatory and labor litigation mandates before all levels of the judiciary. Its impressive client portfolio includes Cielo, Carrefour and Santander.

**Team & differentiation:** Founded in 2011, /asbz has offices in São Paulo and Brasília, as well as seven partners and 36 associates all dedicated to dispute resolution mandates. The highly specialized team has an outstanding track record leading strategic corporate disputes, as well as higher court litigation due to its partnership with Brasília-based firm Nilson Naves Advogados. Seasoned managing partner Alfredo Zucca Neto leads the team, and has almost three decades of experience in the market.

**LICKS ATTORNEYS: TECH LITIGATION POWERHOUSE**

**Otto Licks**

**Key figure(s):** Otto Licks, Rodrigo Maior and Eduardo Hallack  
**Established:** 2011

**Track record:** Rio-based dispute resolution practice group singled out for its proficient counsel on sophisticated disputes involving complex intellectual property, technology and life sciences issues. Highly valued for its superior performance representing heavy-hitters from the technology, telecoms and pharma sectors in precedent-setting regulatory, IP and patent litigation mandates.

**Team & differentiation:** Licks Attorney's litigation practice consists of nine partners and 43 associates and is captained by seasoned founding partners Otto Licks, Rodrigo Maior, Eduardo Hallack and Carlos Aboim. Of late, the department has been bolstered by the promotion of Ciro Albuquerque and Rodolgo Barreto to partner. The firm is widely considered a top-tier one-stop-shop for intellectual property matters.

**BOCATER ADVOGADOS: TRUSTED BY HEAVYWEIGHTS**

**Bruno Carriello**

**Key figure(s):** Bruno Carriello, Maria Isabel Bocater and Flavio Martins Rodrigues  
**Established:** 1999

**Track record:** Established dispute resolution practice group actively sought out by shareholders, investors and major companies from the banking and power sectors for its expert counsel on complex judicial cases before federal and state courts. Trusted by Petrobrás, Embraer and Oi for its outstanding performance on high stakes commercial, administrative and regulatory disputes. Additionally noted for its arbitration expertise.

**Team & differentiation:** The firm has offices in São Paulo and Rio de Janeiro and a litigation department that consists of five partners and 16 associates. The department is captained by seasoned partner Bruno Carriello, who has over 25 years' experience in the market. Bocater Advogados is also widely admired for its capital markets and tax proficiency.

**SCHMIDT, LOURENÇO, KINGSTON – ADVOGADOS ASSOCIADOS: STRATEGIC LITIGATORS**

**Gustavo da Rocha Schmidt**

**Key figure(s):** Gustavo da Rocha Schmidt and Alexandre Kingston  
**Established:** 2007

**Track record:** Well-regarded dispute resolution practice group widely recognized for its skillful representation of key companies from the infrastructure, maritime and finance sectors in sophisticated litigation proceedings before Brazil's State and Federal courts. Frequently retained for its preventive and pre-litigation expertise, as well as for its distinguished counsel in arbitration and mediation mandates.

**Team & differentiation:** Over the past decade and a half, Rio de Janeiro-headquartered SLK has built up nation-wide dispute resolution practice composed of nine partners and 19 associates. The team, which is capably led by seasoned founding partners Gustavo da Rocha Schmidt and Alexandre Kingston, is noted for its deep knowledge of private and public law and innovative legal solutions.

## CARTEL DAMAGE CLAIMS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Araújo e Policastro Advogados</b>	Bruno Lanna Peixoto
<b>Bruno Maggi Advogados</b>	Bruno Oliveira Maggi
<b>2 Cescon, Barriau, Flesch &amp; Barreto Advogados</b>	Helena Najjar Abdo, Joyce Midori Honda, Ricardo Lara Gaillard, Edison Freitas
<b>Yarshell Advogados</b>	Flávio Yarshell, Gustavo Pacífico
<b>EXCELLENT</b>	
<b>Grinberg Cordovil Advogados</b>	Mauro Grinberg, Karen Ruback, Ricardo Motta
<b>Machado Meyer Advogados</b>	Eliane Carvalho, Tito Amaral de Andrade, Maria Eugênia Novis, Marcos Paulo Veríssimo
<b>Manassero Campello Advogados</b>	Willi Sebastian Künzli, Caio Campello de Menezes
<b>Tepedino, Berezowski e Poppa Advogados</b>	Ricardo Tepedino
<b>TozziniFreire Advogados</b>	Marcelo Calliari, Guilherme Ribas, Marcel Medon Santos, Tatiana Lins Cruz
<b>Wald, Antunes, Vita, Longo e Blattner Advogados</b>	Mariana Tavares Antunes, Marcus Vinicius Vita Ferreira, Bernardo Cavalcanti Freire, Antonio Alberto Cury,
<b>HIGHLY RECOMMENDED</b>	
<b>Dinamarco, Rossi, Beraldo &amp; Bedaque Advocacia</b>	Cândido Rangel Dinamarco, Stefania Lutti Hummel
<b>Humberto Theodoro Júnior Sociedade de Advogados</b>	Humberto Theodoro Júnior
<b>Magalhães e Dias Advocacia</b>	Carlos Francisco De Magalhães, Gabriel Nogueira Dias, Fábio Nusdeo
<b>Marchini Botelho Caselta Advogados</b>	Aurélio Marchini Santos, Daniel Costa Caselta, Ricardo Botelho
<b>Mattos Filho</b>	Michelle Marques Machado
<b>Pinheiro Neto Advogados</b>	Cristianne Zarzur, José Alexandre Buaiz Neto, Leonardo Peres da Rocha e Silva
<b>Trench Rossi Watanabe</b>	Heloisa Uelze, Bruno Corrêa Burini, Paulo Casagrande
<b>RECOMMENDED</b>	
<b>Demarest Advogados</b>	Bruno Drago, Daniel Andreoli
<b>Mudrovitsch Advogados</b>	Victor Rufino

### ARAÚJO E POLICASTRO ADVOGADOS: LEADING CARTEL LITIGATORS



Bruno Lanna Peixoto

Key figure(s): Bruno Lanna Peixoto  
Established: 1962

**Track record:** Pioneer team respected for its outstanding track record advising foreign and domestic heavyweights from the consumer electronics, construction and banking sectors on private antitrust enforcement and cartel damage claims. Highlighted for its in-depth understanding conducting antitrust investigations, unilateral conduct cases and administrative disputes before the Administrative Council for Economic Defense (CADE).

**Team & differentiation:** Headquartered in São Paulo, Araújo e Policastro's leading cartel damage claims practice is led by august partner Bruno Lanna Peixoto, who enjoys considerable recognition in the market for his in-depth experience coordinating global strategies for recovering damages in cross-border cases that involve several jurisdictions. Of late, the firm has been investing to strengthen its international reach.



## ARBITRATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> <b>Ferro, Castro Neves, Daltro &amp; Gomide Advogados</b>	Marcelo Roberto Ferro, José Roberto de Castro Neves, Alice Moreira Franco, Eduardo Pecoraro, Gustavo Birenbaum, Paula Miralles de Araujo
<b>Sergio Bermudes Advogados</b>	Fabiano Robalinho Cavalcanti, Marcio Vieira Souto Costa Ferreira, Caetano Berenguer, Marcelo Lamego Carpenter, Rafaella Fucci, Rodrigo Tannuri
<b>2</b> <b>Demarest Advogados</b>	Celso Xavier, Rafael Gagliardi, Carlo Verona, Marcelo Inglez de Souza, Camila Biral
<b>Mattos Filho</b>	Flávio Pereira Lima, Eduardo Damião Gonçalves, Flávio Spaccaquerche, Arthur Parente, André Chateaubriand
<b>Pinheiro Neto Advogados</b>	Celso Cintra Mori, Gilberto Giusti, Rodrigo Carneiro, Marcello Alfredo Bernardes, Júlio César Bueno
<b>EXCELLENT</b>	
<b>1</b> <b>BMA - Barbosa, Müssnich, Aragão</b>	André Abbud, Francisco Müssnich, Luiz Fernando Fraga, Paulo Cezar Aragão
<b>Correia, Fleury, Gama e Silva Advogados</b>	André de Luiz Correia, Leticia Barbosa e Silva Abdalla
<b>Lefosse Advogados</b>	Pedro Soares Maciel, Diogo Ciuffo, Raphael Nehin Correa, Julio Neves
<b>MAMG Advogados</b>	Bruno Panarella, Fernando Marcondes, Ligia Veronese, Mariana Lombardi Moreto
<b>Souto Correa Advogados</b>	Guilherme Rizzo Amaral, Marcelo Gandelman, Jorge Cesa Ferreira, Luís Alberto Salton Peretti
<b>Tauil &amp; Chequer Advogados</b>	Gustavo de Andrade Fernandes, Fábio Peixinho Gomes Corrêa, Gustavo Scheffer da Silveira
<b>TozziniFreire Advogados</b>	Fernando Eduardo Serec, Luis Renato Ferreira da Silva, Antonio Marzagão Barbuto Neto, Guilherme Carneiro Monteiro Nitschke
<b>2</b> <b>Machado Meyer Advogados</b>	Eliane Carvalho, Gisela Ferreira Mation
<b>Mannheimer, Perez e Lyra Advogados</b>	Sergio Mannheimer, Tomaz Lyra
<b>Trench Rossi Watanabe</b>	Joaquim de Paiva Muniz, Luis Henrique Borghi
<b>Wald, Antunes, Vita, Longo e Blattner Advogados</b>	Arnoldo Wald, Mariana Tavares Antunes, Marina Gaensly Blattner, Riccardo Giuliano Figueira Torre
<b>HIGHLY RECOMMENDED</b>	
<b>Cescon, Barrieu, Fleisch &amp; Barreto Advogados</b>	Carlos Braga, Gabriel Seijo Leal de Figueiredo, Helena Najjar Abdo
<b>Justen, Pereira, Oliveira &amp; Talamini</b>	Cesar Pereira, Eduardo Talamini
<b>LDCM Advogados</b>	Leonardo de Campos Melo, Marcio Opromolla, Marco Antônio Rodrigues
<b>Huck Otranto Camargo</b>	Hermes Marcelo Huck, Rogério Carmona Bianco, Guilherme Gomes Pereira
<b>Modesto Carvalhosa Advogados</b>	Modesto Carvalhosa, Fernando Kuyven, Felipe Ronco
<b>Muriel Advogados</b>	Marcelo Muriel, Danilo Orenge
<b>Padis Mattar Advogados</b>	Eduardo Augusto Mattar, Jaili I. S. Quinta Cunha
<b>Stocche Forbes Advogados</b>	Rafael de Carvalho Passaro, Luis Guilherme Aidar Bondioli, Guilherme Gaspari Coelho
<b>Tepedino, Berezowski e Poppa Advogados</b>	Ricardo Tepedino
<b>VPBG - Vella Pugliese Buosi e Guidoni Advogados</b>	Antonio Celso Pugliese, Carolina Mansur, Erik Sernik
<b>Warde Advogados</b>	Walfrido Jorge Warde Jr., Alfredo Sérgio Lazzareschi Neto, Renato Polillo
<b>RECOMMENDED</b>	
<b>E. Munhoz Advogados</b>	Eduardo Secchi Munhoz
<b>Forbes, Kozan e Gasparetti Advogados</b>	Carlos Forbes, Marco Gasparetti
<b>Fux Advogados</b>	Rodrigo Fux, Daniel Coelho
<b>LUC Advogados   Contencioso &amp; Arbitragem</b>	Luciano de Souza Godoy, Ricardo Zamariola Junior, Leonardo Dib Freire
<b>Monteiro de Castro, Setoguti Advogados</b>	Guilherme Setoguti, Cláudia Gruppi Costa, Débora Carrara
<b>Toledo Marchetti Advogados</b>	Leonardo Toledo da Silva, Ricardo Medina Salla, Adriana Regina Sarra de Deus





## VALUABLE PRACTICE

<b>Baraldi Mariani Advogados</b>	Eliana Baraldi, Rômulo Greff Mariani
<b>CMT - Carvalho, Machado e Timm Advogados</b>	Luciano Benetti Timm, Tiago Faganello
<b>Costa Tavares Paes Sociedade de Advogados</b>	Vamilson José Costa, Antonio Tavares Paes Jr, Carolina Xavier da Silveira Moreira
<b>Dinamarco, Rossi, Beraldo &amp; Bedaque</b>	Julio César Fernandes, Maurício Giannico
<b>Dourado &amp; Cambraia Advogados</b>	Ruy Dourado, Rubens Pieroni Cambraia
<b>Fialho Salles Advogados</b>	Leonardo Canabrava
<b>L.O. Baptista Advogados</b>	André Camerlingo Alves, André Mendes Espírito Santo, Silvia Rodrigues Pachikoski
<b>M Nasser Advocacia Estratégica</b>	Paulo Magalhães Nasser, Camila Rezende Martins
<b>Migliore Watanabe Figueira Advogados</b>	Alfredo Migliore, Kedma Moraes Watanabe
<b>MVGA - Madeira, Valentim &amp; Gallardo Advogados</b>	Victor Madeira Filho
<b>Salusse, Marangoni, Parente e Jabur Advogados</b>	Eduardo de Albuquerque Parente, Erik Guedes Navrocky
<b>Thomaz Bastos, Waisberg e Kurzweil Advogados</b>	Ivo Waisberg, Ricardo P. Matsumoto
<b>Tolentino Advogados</b>	Augusto Tolentino, Cláudia Ferraz, Daniel Bento
<b>Veirano Advogados</b>	Ricardo Gama, Mateus Aimoré Carreteiro
<b>Vieira Rezende Advogados</b>	Paulo Vieira, Claudio Pieruccetti
<b>Wongtschowski Kleiman Advogados</b>	Vânia Wongtschowski Kleiman, Marília Canto Gusso, Juliana Brotto de Barros Milaré

## NOTABLE PRACTICE

<b>1 Bichara Advogados</b>	Adriana Astuto, Pedro Werner
<b>Brandão Couto, Wigderowitz &amp; Pessoa Advogados</b>	Walter Wigderowitz, Paulo Rogério Brandão Couto
<b>Eleonora Coelho Advogados</b>	Eleonora Coelho, Fabiana de Cerqueira Leite
<b>Franco Leutewiler Henriques Advogados</b>	Aline Dias
<b>Graça Couto, Sequerra, Levitinas, Bicudo, Leal &amp; Abby Advogados</b>	Marcelo Levitinas, Alexandre Abby
<b>Leite, Tosto e Barros Advogados</b>	Paulo Guilherme de Mendonça Lopes, Alexandre Paranhos
<b>Lobo de Rizzo Advogados</b>	Luis Fernando Guerrero
<b>Portugal Vilela Advogados</b>	Marcelo Dias Gonçalves Vilela, Bruno Veloso Lago
<b>2 Azevedo Sette Advogados</b>	Felipe Moraes
<b>Braz, Coelho, Campos, Veras, Lessa e Bueno Advogados</b>	Christian Carbajal Valenzuela
<b>Chediak, Lopes da Costa, Cristofaro, Menezes Côrtes, Simões – Advogados</b>	Pedro Paulo Cristofaro
<b>Felsberg Advogados</b>	Marcus Alexandre Matteucci Gomes
<b>Flávia Mange Advogados</b>	Flavia Foz Mange
<b>Gustavo Tepedino Advogados</b>	Gustavo Tepedino
<b>Madrona Advogados</b>	João Carlos Toledo
<b>Manassero Campello Advogados</b>	Caio Campello de Menezes
<b>Marques Rosado, Toledo Cesar &amp; Carmona Advogados</b>	Carlos Alberto Carmona
<b>Mattos Engelberg Echenique Advogados</b>	Fernando Medici Junior
<b>Rennó Penteado Sampaio Advogados</b>	Octavio Fragata M. de Barros
<b>Rodrigues e Bettega Advogados Associados</b>	Flávio Ribeiro Bettega
<b>SABZ Advogados</b>	Paulo Doron Rehder de Araujo



BRAZIL

Our analysis

**FERRO, CASTRO NEVES, DALTRO & GOMIDE ADVOGADOS: REDOUBTABLE ARBITRATION EXPERTS**



Marcelo Roberto Ferro

**Key figure(s):** Marcelo Roberto Ferro, José Roberto de Castro Neves, Alice Moreira Franco, Eduardo Pecoraro, Gustavo Birenbaum and Paula Miralles de Araujo  
**Established:** 2005

**Track record:** Top-tier dispute resolution firm with extensive experience handling high-stakes arbitration and litigation proceedings in the commercial, construction, infrastructure and power industries. Well-equipped to counsel on international arbitration proceedings involving shareholder disputes, alongside top overseas law firms. Trusted by leading foreign and domestic companies such as Ambev, Eletrobras and Heineken.

**Team & differentiation:** Rio de Janeiro based practice with branch offices in São Paulo and Brasília. FCDG has 33 partners and 27 associates all geared toward dispute resolution matters. The arbitration team is led by founding partners Marcelo Ferro, Jose Roberto de Castro Neves, Daltro de Campos Borges Filho and Luiz Bernardo Rocha Gomide, who are consistently involved in some of the most emblematic arbitration cases in Brazil.

**CORREIA, FLEURY, GAMA E SILVA ADVOGADOS: EXCELLENT ARBITRATION TEAM**



André de Luiz Correia

**Key figure(s):** André de Luiz Correia, Leticia Barbosa and Silva Abdalla  
**Established:** 2015

**Track record:** Renowned arbitration boutique valued for its superior performances representing domestic and foreign heavy hitters from the construction, retail, private equity, oil and gas and M&A sectors on highly complex disputes. Noted for the academic pedigree of its partners, as well as for an impressive portfolio of cases worth a combined 10 billion reais. Clients include the likes of Andrade Gutierrez, Odebrecht and GP Investments.

**Team & differentiation:** Headquartered in São Paulo, the boutique has 15 associates and four partners and is led by founding partner André de Luiz Correia, who oversees the arbitration practice and is trusted by some of the largest construction companies and financial institutions in Brazil, in addition to many of the world's largest private equity firms and sovereign wealth funds. Pedro de Moura A. de Oliveira was a notable arrival in 2022.

**WONGTSCHOWSKI KLEIMAN ADVOGADOS: VALUABLE ARBITRATION TEAM**



Vânia Wongtschowski Kleiman

**Key figure(s):** Vânia Wongtschowski Kleiman, Marília Canto Gusso and Juliana Brotto de Barros Milare  
**Established:** 2006

**Track record:** Established dispute resolution team frequently retained for its excellent track record assisting key names from the banking, construction, finance, tech and clean-power sectors. Highlighted for the strong academic bent of its professionals, as well as for its litigation prevention strategies. Trusted by the likes of Cargill, Cielo and BTG Pactual.

**Team & differentiation:** Headquartered in São Paulo, WK Advogados' 31 highly qualified attorneys are capably led by founding partner Vânia Wongtschowski Kleiman, a big name in the dispute resolution field. She recently joined the Chamber of Conciliation, Mediation and Arbitration of the São Paulo Bar Association (OAB/SP) as an arbitrator. The firm recently added two new associates, Caroline Cury and Julia Godeghesi.

**MADEIRA, VALENTIM E GALLARDO ADVOGADOS: ILLUSTRIOUS ARBITRATION PRACTICE**



Victor Madeira Filho

**Key figure(s):** Victor Madeira Filho  
**Established:** 2011

**Track record:** Well-regarded arbitration firm with extensive experience in complex disputes in the construction, energy, mining, technology, transport, sanitation, real estate and insurance sectors. It has developed its own model of rendering customized legal services in the corporate, tax and civil areas.

**Team & differentiation:** Founded in 2011 in São Paulo, Madeira Valentim E Gallardo Advogados has a team of four partners and 37 associates led by the distinguished Victor Madeira Filho, managing partner of the arbitration and strategic litigation department. He has more than 20 years' experience in infrastructure and construction industry cases.

**MARQUES ROSADO, TOLEDO CESAR & CARMONA ADVOGADOS: NOTABLE ARBITRATION PRACTICE**



Carlos Alberto Carmona

**Key figure(s):** Carlos Alberto Carmona and José Augusto Bitencourt Machado Filho  
**Established:** 1995

**Track record:** Distinguished São Paulo-based firm admired for its outstanding track record assisting domestic and foreign clients on sophisticated dispute resolution mandates. Noted for its in-depth knowledge of the construction, pharmaceutical and payment solutions sectors, as well as the excellence of its legal opinions. Frequently sought out for the stellar academic pedigree of its professionals.

**Team & differentiation:** Bases in São Paulo, Marques Rosado, Toledo Cesar & Carmona Advogados has a team of five partners and 16 associates. Founding partner Carlos Alberto Carmona is widely regarded as a key figure in Brazil's arbitration sector. The firm is also noted for its tax, corporate and real estate proficiency.

## DISPUTE RESOLUTION: CENTER-WEST

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Advocacia Bettiol</b>	Luiz Antonio Bettiol
<b>Caputo Bastos e Fruet Advogados</b>	Carlos Eduardo Caputo Bastos, Beatriz Donaire de Mello e Oliveira, Ana Carolina Caputo Bastos
<b>EXCELLENT</b>	
<b>Ayres Britto Consultoria Jurídica e Advocacia</b>	Carlos Augusto Ayres de Freitas Britto, Saul Tourinho Leal
<b>Advocacia Velloso</b>	Carlos Mário da Silva Velloso, Carlos Mário da Silva Velloso Filho, Erico Carvalho
<b>Caputo, Bastos e Serra Advogados</b>	Gustavo Henrique Caputo Bastos, Francisco Queiroz Caputo Neto, Fernanda Peres Toscano Dantas, Ademir Coelho Araújo
<b>Eduardo Ferrão Advogados Associados</b>	Eduardo Ferrão
<b>Gordilho, Pavie e Aguiar Advogados</b>	Pedro Gordilho, Alberto Pavie Ribeiro
<b>Pinheiro Neto Advogados</b>	Vicente Coelho Araujo
<b>Ribeiro &amp; Ribeiro Advogados</b>	Eduardo Ribeiro, Marcelo Ribeiro
<b>Sergio Bermudes Advogados</b>	André Silveira, Guiomar Feitosa Mendes, Flavio Jardim, Guilherme Coelho
<b>HIGHLY RECOMMENDED</b>	
<b>ASJ Advogados Associados</b>	Alde da Costa Santos Júnior
<b>Carneiros e Dipp Advogados</b>	Rafael Araripe Carneiro, Mariana Albuquerque Rabelo, Felipe Santos Correa
<b>Dutra e Associados Advocacia</b>	José Cardoso Dutra Júnior
<b>Mudrovitsch Advogados</b>	Rodrigo Mudrovitsch, Victor Rufino e Felipe Carvalho
<b>Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados</b>	Marici Giannico
<b>Piquet, Magaldi &amp; Guedes Advogados</b>	Arthur Lima Guedes e Antonio Henrique Medeiros Coutinho
<b>Sepúlveda Pertence Sociedade de Advogados</b>	José Paulo Sepúlveda Pertence, Evandro Pertence
<b>RECOMMENDED</b>	
<b>BFBM - Barroso Fontelles, Barcellos, Mendonça Advogados</b>	Renata Saraiva de Oliveira Verano, Eduardo Mendonça
<b>Justen, Pereira, Oliveira &amp; Talamini</b>	Eduardo Talamini e André Guskow Cardoso
<b>Machado Meyer Advogados</b>	Cristiane Romano, João Vitor Luke Reis
<b>Trindade &amp; Reis</b>	Anna Maria da Trindade dos Reis



## DISPUTE RESOLUTION: NORTHEAST

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Queiroz Cavalcanti Advocacia	Bruno Cavalcanti, Carlos Antônio Harten Filho, Leonardo Coцентino
<b>EXCELLENT</b>	
Didier, Sodré & Rosa Advocacia e Consultoria	Fredie Didier Jr.
MMC & ZARIF Advogados	Marcelo Cintra Zarif
Urbano Vitalino Advogados	Urbano Vitalino Neto, Germano Alves, Delmar Siqueira, Luiz Mário Guerra
<b>HIGHLY RECOMMENDED</b>	
Advocacia Caio Druso	Caio Druso
Cescon, Barrieu, Flesch & Barreto Advogados	Gabriel Seijo Leal de Figueiredo
Da Fonte Advogados	Rogério Da Fonte, Simony Braga Miranda Nogueira, Francisco Arthur de Siqueira Muniz
Jairo Aquino Advogados	Sérgio Aquino
Martorelli Advogados	Dóris Castelo Branco
Matos Advogados	Carlos Gustavo Rodrigues de Matos
Mello Pimentel Advocacia	Roberto Pimentel Teixeira
Pessoa & Pessoa Advogados Associados	Valton Pessoa, Roberto Pessoa, Juliane Facó
Rego, Nolasco & Lins Advogados	André Monteiro do Rego
SiqueiraCastro	Adriana Caribé, Fabiana Galdino Cotias, Gabriel Silva Pinto
<b>RECOMMENDED</b>	
Cleto Gomes - Advogados Associados	Antônio Cleto Gomes
Fraga e Trigo Advogados	Eduardo Fraga
RMS Advogados - Rocha, Marinho e Sales	Tiago Asfor Rocha Lima
Valença & Associados	André Parente, Marcio Rafael Gazzineo
<b>VALUABLE PRACTICE</b>	
Cahu Beltrão Advogados	Rodrigo Beltrão
Calmon & Mazzei Advogados	Antonio Luiz Calmon Navarro Teixeira da Silva Filho
Castro Oliveira Advogados	Fabricio de Castro Oliveira
Carneiro da Cunha Advogados	Leonardo Carneiro da Cunha
Cruz Campos Lobo Advogados	Leonardo Mendes Cruz
Coelho & Dalle Advogados	Amanda Figueirôa
Rueda & Rueda advogados	José Roberto Rueda
Serur Advogados	João Loyo de Meira Lins

ROCHA MARINHO E SALES ADVOGADOS:  
RECOMMENDED DISPUTE RESOLUTION FIRM

Tiago Asfor Rocha Lima

Key figure(s): Tiago Asfor Rocha Lima  
Established: 2012

**Track record:** Distinguished boutique actively sought out for its proficient representation of the largest corporations operating in Brazil from the banking, telecoms, healthcare, real estate, education and retail segments. Noted for its successful performance in complex litigation mandates, as well as for its wide-ranging capabilities. The firm is currently handling over 250,000 proceedings throughout Brazil.

**Team & differentiation:** RMS Advogados is spearheaded by seasoned partners Anastacio Marinho, Caio Cesar Rocha, Deborah Sales, Tiago Asfor Rocha Lima and Wilson Sales Belchior, who stand out for their expertise representing clients in some of Northeast's most emblematic cases. The firm has offices in Brasília, Fortaleza, Goiânia, João Pessoa, Manaus, Natal, Recife, Salvador, São Luís and Teresina.

QUEIROZ CAVALCANTI ADVOGADOS:  
ADMIRER NORTHEAST LITIGATORS

Bruno Cavalcanti

Key figure(s): Bruno Cavalcanti, Carlos Antônio Harten Filho and Leonardo Coцентino  
Established: 1998

**Track record:** Recife-based team widely recognized for the quality of its performance in high-stakes dispute resolution cases. Particularly noted for its successful representation of financial institutions, as well as insurance, power, telecoms and construction companies, and for its vast civil contractual liability expertise. Additionally admired for its consumer law and the proficiency of its ADR solutions.

**Team & differentiation:** Celebrating 25 years in business, Queiroz Cavalcanti Advogados is a Northeast firm of high standing in the market. Its dispute resolution team is spearheaded by seasoned partners Bruno Cavalcanti, Carlos Antônio Harten, Leonardo Coцентino, Maria Helena Baccillon and Silvio Latache. The firm is additionally valued for its labor, tax and environmental law capabilities.

## DISPUTE RESOLUTION: SOUTHEAST

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Humberto Theodoro Júnior Sociedade de Advogados</b>	Humberto Theodoro Júnior, Juliana Cordeiro, Humberto Theodoro Neto
<b>Fialho Salles Advogados</b>	Érico Andrade, Gustavo Magalhães, Leonardo Birchal, Leonardo Canabrava
<b>Tolentino Advogados</b>	Augusto Tolentino, Cláudia Ferraz, Markos Wendell, Daniel Bento
<b>Vilas Boas Lopes Frattari Advogados</b>	Daniel Vilas Boas, Christian Sahb Batista Lopes, Leonardo Wykrota
<b>EXCELLENT</b>	
<b>Grebler Advogados</b>	Eduardo Grebler, Eduardo Mohallem, Filipe Greco, Leonardo Grebler
<b>HIGHLY RECOMMENDED</b>	
<b>Azevedo Sette Advogados</b>	João Capanema, Leonardo Farinha Goulart, Felipe Moraes
<b>Cescon, Barrieu, Flesch &amp; Barreto Advogados</b>	Luiz Philipe Nardy Nascimento
<b>Freitas Ferraz Capuruço Braichi Riccio Advogados</b>	Guilherme Capuruço
<b>Gilberto José Vaz Advogados</b>	Gilberto José Vaz, Renata Faria Silva Lima
<b>Rolim, Viotti, Goulart, Cardoso Advogados</b>	Helvécio Franco Maia Júnior
<b>Portugal Vilela - Direito de Negócios</b>	Marcelo Dias Gonçalves Vilela

## DISPUTE RESOLUTION: SOUTH

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Souto Correa Advogados</b>	Guilherme Rizzo Amaral, Jorge Cesa Ferreira da Silva, Carlos Fernando Souto, Roberta Feiten Silva, Ricardo Quass Duarte, Diogo Squeff Fries
<b>EXCELLENT</b>	
<b>Justen, Pereira, Oliveira &amp; Talamini</b>	Eduardo Talamini, André Guskow Cardoso
<b>Silveiro Advogados</b>	Ricardo Ranzolin, Vitor de Paula Ramos, Fábio de Albuquerque Silva, Ricardo Leal de Moraes, Igor Bimkowski Rossoni, Ricardo Fortes
<b>TozziniFreire Advogados</b>	Eduardo Mariotti, Luis Renato Ferreira da Silva, Vinícius de Oliveira Berni, Gabriela Vitiello Wink, Guilherme Carneiro Monteiro Nitschke
<b>HIGHLY RECOMMENDED</b>	
<b>CMT – Carvalho, Machado e Timm Advogados</b>	Tiago Faganello, George Rodrigues de Oliveira, Danilo Brum de Magalhães Júnior
<b>Matter, Boettcher, Zanini e Souza Advogados</b>	Carlos Klein Zanini, Ricardo Valmor Boettcher
<b>RECOMMENDED</b>	
<b>Andrade Maia Advogados</b>	Júlio Cesar Goulart Lanes, Carolina de Azevedo Altafini
<b>Arruda Alvim, Aragão, Lins &amp; Sato Advogados</b>	Teresa Arruda Alvim, Evaristo Aragão Santos, Maria Lúcia Lins Conceição, Priscila Kei Sato
<b>Braz, Coelho, Campos, Veras, Lessa e Bueno Advogados</b>	Felipe Henrique Braz, Diego Campos
<b>Hapner Kroetz Advogados</b>	Carlos Eduardo M. Hapner, Tarcisio Araújo Kroetz
<b>Lippert Advogados</b>	Francisco Rosito
<b>Mosimann-Horn Advogados</b>	Rafael Horn, Douglas Dal Monte
<b>Veirano Advogados</b>	Filipe Scherer Oliveira
<b>Vernalha Pereira Advogados</b>	Luiz Fernando Casagrande Pereira, Bruno Marzullo Zaroni
<b>VALUABLE PRACTICE</b>	
<b>Araúz Advogados</b>	Fernando José Breda Pessoa, Paulo Nalin
<b>Berger, Simões, Plastina e Zouvi Advogados</b>	Pablo Berger
<b>Carpena Advogados Associados</b>	Márcio Louzada Carpena
<b>Costabeber, Filippelli e Papadopol Advogados Associados</b>	Marcel Davidman Papadopol
<b>Gerson Branco Advogados</b>	Gerson Branco
<b>Martinelli Advogados</b>	Patrícia Mendlowicz
<b>Lollato Lopes Rangel Ribeiro Advogados</b>	Felipe Lollato, Aguinaldo Ribeiro Jr.
<b>NOTABLE PRACTICE</b>	
<b>Dotti Advogados</b>	Rogéria Dotti, Francisco Zardo, Gustavo Scandelari
<b>Menezes Niebuhr Sociedade de Advogados</b>	Joel Niebuhr





BRAZIL

## Our analysis

**ARRUDA ALVIM, ARAGÃO, LINS & SATO ADVOGADOS: THRIVING SOUTHERN TEAM**

Teresa Arruda Alvim

**Key figure(s):** Teresa Arruda Alvim, Evaristo Aragão Santos, Maria Lúcia Lins Conceição and Priscila Kei Sato

**Established:** 1997

**Track record:** Curitiba-based team that regularly advises key clients in the automotive, infrastructure, banking and chemical industries on must-win litigation proceedings. Stands out for its superior performance before Brazil's Higher Courts and for its large-scale credit recovery capabilities. Additionally retained for a strategic and technological approach which allows the firm to provide singular legal services.

**Team & differentiation:** Captained by seasoned partner Teresa Arruda Alvim and established in Curitiba, Arruda Alvim, Aragão, Lins & Sato Advogados has 10 partners and 44 associates all geared towards dispute resolution mandates. The long-standing firm maintains links with counterparts all over the country as a way of extending its tailor-made services throughout Brazil.

**BRAZ, COELHO, CAMPOS, VERAS, LESSA E BUENO ADVOGADOS: ADMIRER SOUTHERN BOUTIQUE**

Felipe Henrique Braz

**Key figure(s):** Felipe Henrique Braz, Christian Armando Carbajal Valenzuela, Bruno Guimarães Bianchi, Diego Campos and Pedro Schelbauer

**Established:** 2018

**Track record:** Admired practice singled out for its superior performance representing major corporations from the power, construction, oil and gas and infrastructure sectors in high-stakes dispute resolution cases. Appreciated for its vast expertise in public law, as well as for its extensive experience acting in proceedings before Brazil's Higher Courts. Additionally noted for its dispute boards and arbitration with the public administration capabilities.

**Team & differentiation:** Braz, Coelho, Campos, Vera, Lessa e Bueno's dispute resolution team consists of six partners and 18 associates. With offices in Curitiba, Rio de Janeiro and São Paulo, on top of branches in Washington, Mexico City and Vienna, the firm's highly qualified professionals are well-equipped to advise domestic and foreign clients on high stakes litigation proceedings. The firm recently welcomed a new partner, the experienced Daniel Borda.

**SOUTO CORREA ADVOGADOS: TOP-TIER DISPUTE RESOLUTION TEAM**

Guilherme Rizzo Amaral

**Key figure(s):** Guilherme Rizzo Amaral, Jorge Cesa Ferreira da Silva, Otávio Augusto Dal Molin Domit, Rafael Abreu, Diogo Fries and Roberta Feiten

**Established:** 2013

**Track record:** Leading South-based firm which stands out for its stellar track record representing market-leading companies such as Adama, Braskem and Apple on sophisticated dispute resolution mandates. Frequently retained for the deep understanding of the business implications of litigation. Specializes in consumer, environmental, power, civil liability, infrastructure, corporate, contracts and public concession cases.

**Team & differentiation:** Souto Correa's Porto Alegre-based office has eight partners and 41 associates dedicated to a myriad of dispute resolution matters. With branches in São Paulo, Rio de Janeiro and Brasília, the firm is led by respected founding partner Guilherme Rizzo Amaral, who has over two decades' experience in the market and is frequently retained as an arbitrator.

**MOSIMANN-HORN: RECOMMENDED SOUTHERN TEAM**

Rafael Horn

**Key figure(s):** Rafael Horn and Douglas Dal Monte

**Established:** 1999

**Track record:** Florianópolis-based firm highlighted for its consistently excellence performance in complex matters involving heavyweight names from water and sanitation, retail, aviation, road and other areas, with results of fundamental importance to the economic development of the State of Santa Catarina.

**Team & differentiation:** This important southern law firm was founded by partners Oswaldo Horn and his son Rafael and consists of 21 partners and 34 associates. With over 50 years' experience, Oswaldo has acquired recognized expertise in the resolution of legal disputes, especially in claims involving family and succession law and matters related to state social security.

# ARBITRATION CENTERS

## Best Arbitration Centers

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
CAM-CCBC	Eleonora Coelho, Patrícia Kobayashi
<b>EXCELLENT</b>	
<b>1</b> CAMARB - Câmara de Mediação e Arbitragem Empresarial - Brasil	Flavia Neves Bittar, Victoria Sbruzzi, Izabella Nogueira, Ingrid Freitas
ICC International Court of Arbitration	Claudia Salomon, Alexander G. Fessas
<b>2</b>	
AMCHAM Brasil	Luiz Pretti
Câmara de Arbitragem do Mercado (CAM)	Roberto Teixeira da Costa, Grasiela Cerbino
Câmara FGV de Mediação e Arbitragem	Carlos Ivan Simonsen Leal, Juliana Loss de Andrade, Julian Alfonso Magalhães Chacel, Marcus Faver
CBMA - Centro Brasileiro de Mediação e Arbitragem	Daniel Brantes Ferreira, Alice Kopke Unsonst, Gleiciane Ramos
CMA CIESP/FIESP	Sydney Sanches, Ellen Gracie Northfleet
<b>3</b>	
ARBITAC – Câmara de Mediação e Arbitragem da Associação Comercial do Paraná	Henrique Bogus Pereira, Rodrigo Deliberador Sabino
CAESP – Conselho Arbitral do Estado de São Paulo	Cássio Telles Ferreira Netto, Ana Claudia Pastore
CAMFIEP - Câmara de Arbitragem e Mediação da FIEP	Rafael Munhoz de Mello, Isabella Moreira de Andrade Vosgerau

### CAMARB: SUPERIOR ARBITRATION & MEDIATION SERVICES



Flávia Bittar

Key figure(s): Flávia Bittar and Victoria Sbruzzi  
Established: 1998

**Track record:** Minas-based arbitration chamber well-regarded for its track record in high-stakes arbitral, mediation and boardroom dispute proceedings. Expertly leads cases in the infrastructure, corporate law, power, public law and agribusiness sectors. Among its market-leading arbitrators and mediators are Adriana Braghetta, Hermes Marcelo Huck and José Emilio Nunes Pinto.

**Team & differentiation:** Celebrating a quarter of a century in business in 2023, CAMARB boasts a truly nation-wide reach, with offices in Belo Horizonte, São Paulo, Rio de Janeiro, Recife, Brasília, Salvador, Goiânia, in addition to one in Lisbon (Portugal). Notable arbitration expert Flávia Bittar heads the current board of directors and has over two decades' experience in the market. The chamber is currently managing over 100 arbitration proceedings.

### CENTRO BRASILEIRO DE MEDIAÇÃO E ARBITRAGEM – CBMA: EXCELLENT ARBITRATION CENTER



Daniel Brantes Ferreira

Key figure(s): Daniel Brantes Ferreira, Alice Kopke Unsonst and Gleiciane Ramos  
Established: 2002

**Track record:** CBMA stands out for its deft management of a wide range of arbitrations, especially in the commercial and infrastructure areas. It hosts corporate, construction, oil & gas, energy, sports, and social security arbitrations, in addition to conflicts involving the Public Administration.

**Team & differentiation:** Located in Rio de Janeiro and São Paulo, CBMA is composed of seasoned professionals, ready to provide the highest levels of service and prompt, efficient and reliable administrative support, safeguarding the integrity and confidentiality of the arbitration procedure.



## ARBITRATORS

### Best Arbitrators

In each tier, the firms are ordered alphabetically

KEY FIGURE(S)	FIRM
<b>LEADING</b>	
<b>1</b>	
<b>Carlos Alberto Carmona</b>	Marques Rosado, Toledo Cesar & Carmona Advogados
<b>Eleonora Coelho</b>	Eleonora Coelho Advogados
<b>Hermes Marcelo Huck</b>	Huck Otranto Camargo
<b>João Bosco Lee</b>	Lee Taube Gabardo Sociedade de Advogados
<b>José Emilio Nunes Pinto</b>	José Emilio Nunes Pinto Advogados
<b>Pedro A. Batista Martins</b>	Batista Martins Advogados
<b>Selma Ferreira Lemes</b>	Selma Lemes Advogados
<b>2</b>	
<b>Adriana Braghetta</b>	Adriana Braghetta Advogados
<b>Cristiano de Sousa Zanetti</b>	Cristiano Zanetti Advogados
<b>Giovanni Ettore Nanni</b>	Nanni Advogados
<b>Paula Forgioni</b>	Universidade de São Paulo - USP
<b>Rodrigo Garcia da Fonseca</b>	Fonseca e Salles Lima Advogados Associados
<b>EXCELLENT</b>	
<b>Carlos Eduardo Stefen Elias</b>	Carlos Elias Arbitragem
<b>Flávia Bittar</b>	Flávia Bittar Advocacia
<b>Lauro Gama Jr.</b>	Lauro Gama Advogados Associados
<b>Maurício Almeida Prado</b>	MAP Negotiation and Arbitration
<b>Ricardo de Carvalho Aprigliano</b>	Aprigliano Advogados
<b>Valeria Galíndez</b>	Galíndez Arb
<b>HIGHLY RECOMMENDED</b>	
<b>Carlos Suplicy de Figueiredo Forbes</b>	Forbes, Kozan e Gasparetti Advogados
<b>Debora Visconte</b>	Visconte Advogados
<b>Flávia Mange</b>	Flávia Mange Advogados
<b>Gustavo Tepedino</b>	Gustavo Tepedino Advogados
<b>Juliana Krueger Pela</b>	Advocacia Krueger Pela
<b>Marcelo von Adamek</b>	Advocacia von Adamek
<b>Mariana Conti Craveiro</b>	ContiCraveiro Advogados
<b>Rodrigo Octávio Broglia Mendes</b>	Rodrigo Mendes Advogados
<b>Sheila Nader</b>	Universidade de São Paulo - USP
<b>RECOMMENDED</b>	
<b>Adriana Noemi Pucci</b>	Adriana Noemi Pucci Sociedade de Advogados
<b>Anderson Schreiber</b>	Schreiber Advogados
<b>André de A. Cavalcanti Abbud</b>	BMA - Barbosa, Müssnich, Aragão
<b>Augusto Tolentino</b>	Tolentino Advogados
<b>Carlos Ari Sundfeld</b>	Sundfeld Advogados
<b>Eduardo Damião Gonçalves</b>	Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados
<b>Eduardo Grebler</b>	Grebler Advogados
<b>Fernando Marcondes</b>	MAMG Advogados
<b>Francisco Marino</b>	Francisco Marino Advogados
<b>Judith Martins-Costa</b>	Judith Martins-Costa Advogados
<b>Luis Fernando Guerrero</b>	Lobo de Rizzo Advogados
<b>Marcelo Roberto Ferro</b>	Ferro, Castro Neves, Daltró & Gomide Advogados
<b>Marcelo Trindade</b>	Trindade Sociedade de Advogados
<b>Nadia de Araujo</b>	Nadia de Araujo Advogados
<b>Nelson Eizirik</b>	Eizirik Advogados
<b>Thiago Marinho Nunes</b>	IBMEC-SP
<b>VALUABLE PRACTICE</b>	
<b>Ana Carolina Beneti</b>	Beneti Advocacia
<b>Caio Campello de Menezes</b>	Manassero Campello Advogados
<b>Cesar Augusto Guimarães Pereira</b>	Justen, Pereira, Oliveira & Talamini
<b>Christian Sahb Lopes</b>	Vilas Boas Lopes Frattari
<b>Cristina Mastrobuono</b>	Cristina Mastrobuono Adv
<b>Fabiano Robalinho Cavalcanti</b>	Sergio Bermudes Advogados
<b>Fábio Peixinho Gomes Correa</b>	Tauil & Chequer Advogados
<b>Fernando Eduardo Serec</b>	TozziniFreire Advogados
<b>Fernando Kuyven</b>	Modesto Carvalhosa Advogados
<b>Giovana Benetti</b>	Judith Martins-Costa Advogados
<b>Guilherme Rizzo Amaral</b>	Souto Correa Advogados
<b>Luciano de Souza Godoy</b>	LUC Advogados
<b>Maria Claudia Procopiak</b>	Procopiak Arbitration
<b>Maurício Gomm</b>	GST LLP
<b>Pedro Ribeiro</b>	Advocacia Pedro Ribeiro



BRAZIL

## MEDIATORS

### Best Mediators

In each tier, the firms are ordered alphabetically

KEY FIGURE(S)	FIRM
<b>LEADING</b>	
1 <b>Diego Faleck</b>	Faleck & Associados
2 <b>Daniela Gabbay</b>	Daniela Gabbay Resolução de Conflitos
<b>EXCELLENT</b>	
<b>Andrea Maia Brayer</b>	Mediar360
<b>Adolfo Braga Neto</b>	IMAB - Instituto de Mediação e Arbitragem do Brasil
<b>Fernanda Rocha Lourenço Levy</b>	Instituto D'accord
<b>Gary Birnberg</b>	CAM-CCBC
<b>Juliana Loss de Andrade</b>	FGV Câmara
<b>Leandro Rennó</b>	CamCMR
<b>Pedro Ribeiro de Oliveira</b>	Advocacia Pedro Ribeiro - Dispute Resolution Services
<b>Mariana Freitas de Souza</b>	PVS Advogados
<b>Marcelo Perlman</b>	Perlman Mediação e Estratégias Jurídicas
<b>Tania Almeida</b>	Mediare
<b>Vera Cecilia Monteiro de Barros</b>	Selma Lemes Advogados
<b>HIGHLY RECOMMENDED</b>	
<b>Ana Luiza Isoldi</b>	Algi Mediação
<b>Dulce Nascimento</b>	Dulce Nascimento .Online
<b>Fernanda Tartuce</b>	Tartuce Consultoria Jurídica
<b>Hermes Marcelo Huck</b>	Huck Otranto Camargo
<b>Nathalia Mazzone</b>	Mommaw - Müller Mazzone
<b>Patricia Freitas Fuoco</b>	Freitas Fuoco Advogados

## LEGAL OPINIONS

### Best Experts

In each tier, the firms are ordered alphabetically

KEY FIGURE(S)	FIRM
<b>LEADING</b>	
1 <b>Judith Martins-Costa</b>	Judith Martins-Costa Advogados
2 <b>Cristiano de Sousa Zanetti</b>	Cristiano Zanetti Advogados
<b>Floriano de Azevedo Marques Neto</b>	Manesco, Ramires, Perez, Azevedo Marques Sociedade de Advogados
<b>Francisco Paulo de Crescenzo Marino</b>	Francisco Marino Advogados
<b>Paula Forgioni</b>	Universidade de São Paulo - USP
<b>Nelson Nery Jr.</b>	Nery Advogados
<b>EXCELLENT</b>	
<b>Carlos Alberto Carmona</b>	Marques Rosado, Toledo Cesar & Carmona Advogados
<b>Carlos Ari Sundfeld</b>	Sundfeld Advogados
<b>Cândido Rangel Dinamarco</b>	Dinamarco, Rossi, Beraldo & Bedaque Advocacia
<b>Fábio Ulhoa Coelho</b>	Fábio Ulhoa Coelho – Advogados Associados
<b>Gustavo Tepedino</b>	Gustavo Tepedino Advogados
<b>Humberto Theodoro Júnior</b>	Humberto Theodoro Júnior Sociedade de Advogados
<b>José Rogério Cruz e Tucci</b>	Tucci Advogados Associados
<b>Marçal Justen Filho</b>	Justen, Pereira, Oliveira & Talamini
<b>Marcelo von Adamek</b>	Advocacia Von Adamek
<b>Nelson Eizirik</b>	Eizirik Advogados
<b>HIGHLY RECOMMENDED</b>	
<b>Anderson Schreiber</b>	Schreiber Advogados
<b>Arnoldo de Paula Wald</b>	Wald, Antunes, Vita, Longo e Blattner Advogados
<b>Carlos Ayres Britto</b>	Ayres Britto Consultoria Jurídica e Advocacia
<b>Cássio Scarpinella Bueno</b>	Scarpinella Bueno Consultoria Jurídica
<b>Flavio Luiz Yarshell</b>	Yarshell Advogados
<b>Francisco Rezek</b>	Francisco Rezek Sociedade de Advogados
<b>Erasmus Valladão Azevedo e Novaes França</b>	Universidade de São Paulo - USP
<b>José Alexandre Tavares Guerreiro</b>	Tavares Guerreiro Advogados
<b>Marcelo Trindade</b>	Trindade Sociedade de Advogados



## CONSUMER LAW

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 <b>Pinheiro Neto Advogados</b>	Sérgio Pinheiro Marçal, Maximilian Fierro Paschoal, Rodrigo Persone Prestes de Carmargo, Bianca Pumar, Pedro Barradas Barata
2 <b>Machado Meyer Advogados</b>	Gláucia Coelho, Thais Matallo Cordeiro Gomes, Eduardo Perazza, Daniel Guariento
<b>Mattos Filho</b>	Fabio Teixeira Ozi, Fernando Dantas Motta Neustein, Maricé Giannico, Ricardo Junqueira de Andrade, Nicole de Barros Moreira Reis
<b>EXCELLENT</b>	
<b>Demarest Advogados</b>	Celso Xavier, Maria Helena Bragaglia
<b>Magalhães e Dias Advocacia</b>	Lucia Ancona Lopez de Magalhães Dias, Cristiano Rodrigo Del Debbio
<b>TozziniFreire Advogados</b>	Luiz Virgílio Pimenta Penteado Manente, Patrícia Helena Marta Martins, Luciana Bazan e Nicolas Eric Medeiros
<b>HIGHLY RECOMMENDED</b>	
<b>Goulart Penteado Advogados</b>	Luciana Goulart Penteado, Bruna Monique Vaccarelli Garlo, Mauro Conte Filho
<b>IWRCF - Inglês, Werneck, Ramos, Cury e Françolin Advogados</b>	Renato José Cury, Caroline Lerner Castro
<b>Meira Breseghello Advogados</b>	Fabiola Meira de Almeida Breseghello
<b>SiqueiraCastro</b>	Gustavo Gonçalves Gomes
<b>Souto Correa Advogados</b>	Roberta Feiten, Julia Klarmann, Marcela Joelsons, Matheus Senna
<b>Veirano Advogados</b>	Luiz Guilherme Migliora, Priscila Sansone, Livia Miné
<b>RECOMMENDED</b>	
<b>ASBZ Advogados</b>	Guilherme Amaral, João Biazzo
<b>Brandão Couto, Wigderowitz &amp; Pessoa Advogados</b>	Paulo Rogério Brandão Couto, Walter Wigderowitz Neto
<b>CMT - Carvalho, Machado e Timm Advogados</b>	Luciano Benetti Timm, Tiago Faganello
<b>Innocenti Advogados</b>	Laura Morganti
<b>Morais Andrade Advogados</b>	Vitor Moraes Andrade
<b>Rolim, Viotti, Goulart, Cardoso Advogados</b>	Helvécio Franco Maia Júnior, Ticiane Moraes Franco
<b>Trench Rossi Watanabe</b>	Renata Campetti Amaral





# LARGE-SCALE CONSUMER LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Chalfin, Goldberg, Vainboim Advogados</b>	Paulo Maximilian Schonblum, Mirela Saár Câmara, Antonio Gaspar, Carlos Renato Godoy dos Santos
<b>Ernesto Borges Advogados</b>	Bernardo Rodrigues de Oliveira Castro, Walberto Oliveira Filho, Daniel Feitosa Naruto, Ana Carolina Cunha de Figueiredo Jurgielewicz, Camila Henrique Leite
<b>SiqueiraCastro</b>	Gustavo Gonçalves Gomes, Hugo Filardi Pereira
<b>Urbano Vitalino Advogados</b>	Antônio Dourado Neto, Hugo Neves, Vinícius Oliveira, André Granja e Roberta Maroja
<b>EXCELLENT</b>	
<b>1 Fragata e Antunes Advogados</b>	Marcelo Bortolini, Mariana Barros Mendonça, Mario Barz, Fabiano Costa
<b>Lee, Brock, Camargo Advogados</b>	Fernando Torre, Gustavo César Terra Teixeira, Jayme Barbosa Lima Netto, Solano de Camargo
<b>Marcelo Tostes Advogados</b>	Maria Elisa Pinto Coelho Reis, Bernardo José Drumond Gonçalves, Mariana Filgueiras Portugal, Thiago Henrique Soares da Silva
<b>Queiroz Cavalcanti Advocacia</b>	Bruno Novaes B. Cavalcanti, Carlos Harten
<b>TozziniFreire Advogados</b>	Gabriela Vitiello Wink, Luiz Virgílio Pimenta Penteadado Manente
<b>2 Andrade Maia Advogados</b>	Júlio C. Goulart Lanes, Carolina A. Altafini Brody, Maria Teresa B. Palmeiro, Fabrício C. Pozatti
<b>CMARTINS Advogados</b>	Rodrigo Ayres Martins de Oliveira, Renato Ayres Martins de Oliveira, Rogério W. Barboza Oliveira, Nelson Monteiro de Carvalho Neto
<b>Gondim Albuquerque Negreiros Advogados</b>	João Gondim
<b>Goulart Penteadado Advogados</b>	Luciana Goulart Penteadado, Bruna Monique Vaccarelli Garlo, Mauro Conte Filho e Victor Hanna
<b>Villemor Amaral Advogados</b>	Gustavo Paixão, Patricia Alpande Samanez, Fernanda Branco e Camila Santiago
<b>Viseu Advogados</b>	Luis Gustavo Leão e Carlos Nei Barreto
<b>HIGHLY RECOMMENDED</b>	
<b>Cabanellos Schuh Advocacia</b>	Reinaldo Mirico Aronis, Marcelo Lima Bertuol, Rafael Campos
<b>Dannemann Siemsen Advogados</b>	Catarina Costa, Marcelo Neumann, Patricia Shima
<b>Ferreira e Chagas Advogados</b>	Daniela Marques, Fernando Fraga, Hebert Chemicatti
<b>JBM Advogados</b>	Reinaldo Mandaliti
<b>MV Costa Advogados</b>	Analurdes Martinez, Wagner Oliveira de Carvalho
<b>Nelson Wilians Advogados</b>	Fernando Ferreira da Silva Parro, Bruno Forli Freiria, Ariane Rodrigues Vanço
<b>Reis Advogados</b>	Luiz Felipe Perrone dos Reis, Maria Elisa Perrone dos Reis Toler e Paulo Roberto Joaquim dos Reis
<b>RMS Advogados - Rocha, Marinho e Sales</b>	Wilson Sales Belchior
<b>RECOMMENDED</b>	
<b>Azevedo Sette Advogados</b>	Marcos Augusto Leonardo Ribeiro, Ricardo Azevedo Sette
<b>ASBZ Advogados</b>	João Biazzo Filho
<b>Brasil Salomão e Matthes Advogados</b>	Francis Ted Fernandes, Ricardo Sordi Marchi, Fabiana Barbassa Luciano
<b>PG Advogados</b>	Ellen Cristina Gonçalves Pires, Ventura Alonso Pires
<b>Sette Câmara, Corrêa e Bastos Advogados Associados</b>	Felipe Gazola Vieira Marques

### CABANELLOS ADVOCACIA: DISTINGUISHED LARGE-SCALE CONSUMER FIRM



Luiz Henrique Cabanellos Schuh

Key figure(s): Luiz Henrique Cabanellos Schuh, Reinaldo Mirico Aronis, Marcelo Lima Bertuol, Rafael Campos and Luiz Assi

Established: 2001

**Track record:** Notable consumer litigation team routinely sought out by key companies from the technology, consumer goods and pharmaceutical industries for its in-depth sector-specific knowledge and operational intelligence. Noted for its preventive legal advice, as well as for outstanding performance before all levels of the judiciary. Its impressive client portfolio includes the likes of Getnet, Banrisul and Dell.

**Team & differentiation:** Cabanellos has a robust team that consists of 22 partners and 96 associates, led by admired founding partner Luiz Henrique Cabanellos Schuh. With offices in Porto Alegre, Florianópolis, Curitiba and São Paulo, the firm is well-equipped with state-of-the-art technology, allowing it to monitor large consumer-litigation portfolios spread across the country.

### ERNESTO BORGES ADVOGADOS: LARGE-SCALE CONSUMER LITIGATION SPECIALISTS



Ernesto Borges Neto

Key figure(s): Bernardo Rodrigues de Oliveira Castro, Walberto Oliveira Filho, Daniel Feitosa Naruto and Eva Beatriz Blasco Xavier

Established: 1951

**Track record:** Top-tier large-scale consumer litigation boutique which routinely assists leading domestic companies such as Itaú Unibanco, Banco Bradesco, Energisa and Via Varejo. Noted for its proficiency in banking, retail, telecoms, power and construction. Additionally respected for its innovative operating systems, which integrate cutting-edge business intelligence, automation and data management tools.

**Team & differentiation:** With offices in Campo Grande, Cuiabá, Goiânia, Palmas, Brasília, Porto Alegre and São Paulo, Ernesto Borges' robust large-scale litigation department consists of 26 partners and 145 associates. Seasoned partner Bernardo Rodrigues de Oliveira Castro spearheads the practice, bolstered by 15 years' experience in the legal market. The team recently hired four new associates to further strengthen its practice.



## LARGE-SCALE CREDIT RECOVERY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM KEY FIGURE(S)

**LEADING**

**Reis Advogados** Luiz Felipe Perrone dos Reis, Maria Elisa Perrone dos Reis Toler

**EXCELLENT**

**Ernesto Borges Advogados** Priscila Ziada Camargo Fernandes, Paulo Renato Martins De Oliveira, Natalia Honostorio, Henrique Pedroza

**HIGHLY RECOMMENDED**

**1 Araúz Advogados** Rafael Comar Alencar, Marco Juliano Felizardo

**Arruda Alvim, Aragão, Lins & Sato Advogados** Teresa Arruda Alvim, Evaristo Aragão Santos, Maria Lúcia Lins Conceição

**2 Andrade Maia Advogados** Júlio Cesar Goulart Lanes, Carolina de Azevedo Altafini, Bianca Burlamarque Engelman

**SiqueiraCastro** Gustavo Gonçalves Gomes, Mano Fornaciari Alencar, Patrícia Hiromi Yafuso Chan

**RECOMMENDED**

**Advocacia Bellinati Perez S/C** Flaviano Bellinati Garcia Perez, Cristiane Bellinati Garcia Lopes

**Fragata e Antunes Advogados** Luis Carlos Laureção

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## BRAZIL'S LEGAL SUMMIT

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- ◆ 2 conferences

- ◆ Awards celebrating the best practice areas in the market

- ◆ Networking

**CONTACT:** Zô Stark - [zstark@leadersleague.com](mailto:zstark@leadersleague.com)



LEADERS LEAGUE



## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Mallet Advogados	Estêvão Mallet, Olinda Maria Moreira Alves de Oliveira Mallet, Renato Noriyuki Dote, Marcos Guilherme Ciccarino Fantinato, Tatiana de Oliveira Silva Modenesi
Machado Meyer Advogados	Rodrigo Seizo Takano, Caroline Marchi, Andrea Giamondo Massei, Daniel Alves dos Santos, Daniel Dias
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	Cleber Venditti da Silva, Domingos Fortunato, Sólton Cunha, Vilma Toshie Kutomi
<b>2</b> Mannrich e Vasconcelos Advogados	Nelson Mannrich, Celso Goulart Mannrich, Roberto Aguirre Rossetti, Fábio Tadeu de Lima, Alessandra Barichello Boskovic
TozziniFreire Advogados	Alexandre de Almeida Cardoso, André Fittipaldi, Fernanda Bianco Pimentel, Mihoko Sirley Kimura, Gabriela Lima
<b>EXCELLENT</b>	
Granadeiro Guimarães Advogados	Gustavo Granadeiro Guimarães, Filipe Gustavo Potzmann Pereira, Carlos Evandro Righetti
Pinheiro Neto Advogados	Luís Antônio Ferraz Mendes, Thais Galo, Maurício Fróes Guidi, Manuela Mendes Prata
Robortella e Peres Advogados	Luiz Carlos Amorim Robortella, Antonio Galvão Peres, Juliana Scalissi Martins Gaspar
Veirano Advogados	José Carlos Wahle, Luiz Antonio dos Santos Junior, Luiz Guilherme Migliora
<b>HIGHLY RECOMMENDED</b>	
BMA - Barbosa, Müssnich, Aragão	Cibelle Linero Goldfarb, Luiz Marcelo Góis
Demarest Advogados	Cássia Fernanda Pizzotti, Renato Canizares, Mauricio Rodrigo Tavares Levy, Eduardo Alcantara
Peixoto & Cury Advogados	Luiz Vicente de Carvalho, Antonio Carlos Aguiar, Marcel Tadeu Alves da Silva
Soto Frugis Advogados	Eduardo Soto, Antonio Carlos Frugis, Graziela Vicari Mellis
Trench Rossi Watanabe	Leticia Ribeiro C. Figueiredo, Tricia Maria Sá P. Oliveira, Priscila Kirchoff
<b>RECOMMENDED</b>	
Andrade Maia Advogados	Tonia Russomano Machado, Daniella Barbosa Barreto
ASBZ Advogados	Rodrigo Shiromoto, Bráulio Dias Lopes de Almeida
Baraldi Mélega Advogados	Geraldo Baraldi Junior, Mauricio Greca Consentino
Bichara Advogados	Christiana Fontenelle, João Pedro Póvoa
Cescon, Barrieu, Fleisch & Barreto Advogados	Gisela da Silva Freire, Dario Abrahão Rabay
Lefosse Advogados	Aloizio Ribeiro Lima
Moro & Scalamandrê Advocacia	Luís Carlos Moro
Paixão Côrtes e Advogados Associados	Osmar Mendes Paixão Côrtes
Pessoa Advogados	Maurício Pessoa, Stella Castro, Mona Hamad
SiqueiraCastro	Adriana Caribé, André de Souza Santos
Souto Correa Advogados	Patricia Mota Alves, Paulo Roberto Souto, Joel Heinrich Gallo
Tauil & Chequer Advogados	Aline Fidelis
Tenório da Veiga Advogados	Luiz Felipe Tenório da Veiga



BRAZIL

## VALUABLE PRACTICE

<b>1</b>	<b>Advocacia Maciel</b>	José Alberto Couto Maciel
	<b>Bosisio Advogados</b>	Cristóvão Macedo Soares, João Marcos Guimarães Siqueira
	<b>CGM Advogados</b>	Patricia Medeiros Barboza, Maury Lobo
	<b>Chalfin, Goldberg &amp; Vainboim Advogados Associados</b>	Priscila Fichtner, Bárbara Silveira
	<b>Chiode Minicucci Advogados</b>	Daniel Domingues Chiode, Marília Nascimento Minicucci
	<b>Franco Leutewiler Henriques Advogados</b>	Aldo Augusto Martinez Neto
	<b>Mesquita Barros Advogados</b>	Ana Paula Paiva de Mesquita Barros, Marcia Regina Pozelli
	<b>Pipek, Penteadó e Paes Manso Advogados Associados</b>	Arnaldo Pipek
	<b>Rayes &amp; Fagundes Advogados Associados</b>	Paula Corina Santone, Roberto Ferreira Ferlis

<b>2</b>	<b>Autuori Burmann Sociedade de Advogados</b>	Maria Helena Villela Autuori
	<b>Bracks Advogados Associados</b>	Juliana Bracks
	<b>Cahen &amp; Mingrone Advogados Associados</b>	Arthur Cahen, Marcus Mingrone
	<b>CMT - Carvalho, Machado e Timm Advogados</b>	Natalia Serro Mies
	<b>DDSA - De Luca, Derenusson, Schuttoff Advogados</b>	Leila Pigozzi Alves
	<b>Focaccia, Amaral e Lamanonica Advogados - FAS Advogados</b>	Luiz Eduardo Amaral de Mendonça
	<b>Felsberg Advogados</b>	Mauricio Pepe de Lion
	<b>Ferreira Rodrigues Sociedade de Advogados</b>	Wolnei Tadeu Ferreira
	<b>Gasparini, Nogueira de Lima e Barbosa Advogados</b>	Ricardo Christophe da Rocha Freire
	<b>L.O. Baptista Advogados</b>	Fabio Chong de Lima
	<b>Tocantins &amp; Pacheco Advogados</b>	Bruno Tocantins

## NOTABLE PRACTICE

	<b>Campos Mello Advogados</b>	Mauricio Tanabe
	<b>Dias Carneiro Advogados</b>	André de Melo Ribeiro
	<b>Herrlein e Lopes Advogados</b>	Bruno Herrlein
	<b>Silveiro Advogados</b>	Guilherme Guimarães
	<b>Stocche Forbes Advogados</b>	Daniela Yuassa





## LARGE-SCALE LABOR LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 SiqueiraCastro	Fabricio Zipperer, Adriana Caribé, André de Souza Santos, Francisco De Assis Brito Vaz
2 Advocacia Maciel	Márcia Maria Guimarães de Sousa, Paula Machado Colela Maciel
Autuori Burmann Sociedade de Advogados	Marcia Sanz Burmann, Maria Helena Villela Autuori
Chalfin, Goldberg & Vainboim Advogados Associados	Priscila Fichtner, Bárbara Silveira, Carlos Artur Giannini Domingues, Marcos Fonseca, Pamella Abreu
Lee, Brock, Camargo Advogados	Tais Carmona, Tereza Cristina Oliveira Ribeiro, Manuela Tavares
Urbano Vitalino Advogados	Carla Ferreira, Daniella Barrêto, Lorena Tavares, Rennan Gouveia
<b>EXCELLENT</b>	
Andrade Maia Advogados	Tonia Russomano Machado, Daniella Barbosa Barreto, Leandro Castro, Renata Pereira Zanardi
Pipek, Penteadó e Paes Manso Advogados Associados	Arnaldo Pipek
<b>HIGHLY RECOMMENDED</b>	
Cahen & Mingrone Advogados	Arthur Cahen, Marcus Mingrone
Ernesto Borges Advogados	Renata Gonçalves Tognini Favalli, Douglas Siqueira Artigas, Janaina Bono De Oliveira Martini
Marcelo Tostes Advogados	Rafael Neves
Mattos Engelberg Echenique Advogados	Leonardo Santini Echenique, Alessandro Oliveira
Peixoto & Cury Advogados	Luiz Vicente de Carvalho, Antonio Carlos Aguiar
Queiroz Cavalcanti Advocacia	Anna Carolina Cabral
Trigueiro Fontes Advogados	Daniela Moreira Sampaio Ribeiro, Juliana Oliveira de Lima Rocha, Paula Regina de Carvalho Argenton
<b>RECOMMENDED</b>	
Bosisio Advogados	Rodrigo Meireles Bosisio
Carpina Advogados	Márcio Louzada Carpena
Gouvêa Vieira Advogados	Maria Cristina Palhares dos Anjos Tellechea
Leite, Tosto e Barros Advogados	Luciana Arduin Fonseca
Mascaro Nascimento Advocacia Trabalhista	Marcelo Costa Mascaro Nascimento, Neuza Costa Nascimento
Nelson Wilians Advogados	Lana Carli da Silva Lima, Renata Cristina Silva Mourão
Pessoa Advogados	Maurício Pessoa, Stella Castro, Mona Hamad
Sette Câmara, Corrêa e Bastos Advogados Associados	Luiz Flávio Bastos

## LABOR: ADVISORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Machado Meyer Advogados</b>	Rodrigo Seizo Takano, Caroline Marchi, Andrea Giamondo Massei, Daniel Alves dos Santos, Daniel Dias
<b>Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados</b>	Vilma Toshie Kutomi, Sólton Cunha, Cleber Venditti, Domingos Antonio Fortunato Netto, Rafael de Filippis
<b>2 Mallet Advogados</b>	Estêvão Mallet, Olinda Maria Moreira Alves de Oliveira Mallet, Renato Noriyuki Dote, Marcos Guilherme Ciccarino Fantinato, Tatiana de Oliveira Silva Modenesi
<b>EXCELLENT</b>	
<b>Demarest Advogados</b>	Cássia Fernanda Pizzotti, Renato Canizares, Mauricio Levy, Eduardo Alcântara
<b>Pinheiro Neto Advogados</b>	Luís Antônio Ferraz Mendes, Thais Galo, Maurício Fróes Guidi
<b>TozziniFreire Advogados</b>	Alexandre de Almeida Cardoso, Mihoko Sirley Kimura, Gabriela Lima, André Fittipaldi
<b>HIGHLY RECOMMENDED</b>	
<b>BMA - Barbosa, Müssnich, Aragão</b>	Cibelle Linero, Luiz Marcelo Góis
<b>Cescon, Barrieu, Fleisch &amp; Barreto Advogados</b>	Gisela da Silva Freire, Dario Abrahão Rabay
<b>Granadeiro Guimarães Advogados</b>	Gustavo Granadeiro Guimarães, Roberto Baronian, Aparecida Tokumi Hashimoto
<b>Mannrich e Vasconcelos Advogados</b>	Nelson Mannrich, Alessandra Barichello Boskovic
<b>Robortella e Peres Advogados</b>	Luiz Carlos Amorim Robortella, Antonio Galvão Peres, Juliana Scalissi Martins Gaspar
<b>Trench Rossi Watanabe</b>	Leticia Ribeiro C. Figueiredo, Trícia Maria Sá P. Oliveira, Priscila Novis Kirchhoff
<b>Veirano Advogados</b>	José Carlos Wahle, Luiz Antonio dos Santos Junior, Luiz Guilherme Migliora
<b>RECOMMENDED</b>	
<b>Baraldi Mélega Advogados</b>	Geraldo Baraldi Junior, Antonio Carlos Vianna de Barros
<b>Peixoto &amp; Cury Advogados</b>	Luiz Vicente de Carvalho, Antonio Carlos Aguiar
<b>Soto Frugis Advogados</b>	Eduardo Soto, Antonio Carlos Frugis
<b>Tauil &amp; Chequer Advogados</b>	Aline Fidelis
<b>Tenório da Veiga Advogados</b>	Luiz Felipe Tenório da Veiga, Denise Valente
<b>VALUABLE PRACTICE</b>	
<b>1 ASBZ Advogados</b>	Rodrigo Shiromoto, Bráulio Almeida
<b>Bichara Advogados</b>	Christiana Fontenelle, João Pedro Póvoa
<b>Campos Mello Advogados</b>	Mauricio Tanabe, Marcio Meira de Vasconcellos
<b>CGM Advogados</b>	Patricia Medeiros Barboza, Maury Lobo de Athayde
<b>Lefosse Advogados</b>	Aloizio Ribeiro Lima
<b>Felsberg Advogados</b>	Maurício Pepe de Lion
<b>SiqueiraCastro</b>	Otavio Pinto e Silva, André de Souza Santos
<b>2 Advocacia Maciel</b>	José Alberto Couto Maciel
<b>Cahen &amp; Mingrone Advogados Associados</b>	Arthur Cahen, Marcus Vinícius P. Mingrone
<b>Chiode Minicucci Advogados</b>	Daniel Domingues Chiode, Marília Nascimento Minicucci
<b>DDSA - De Luca, Derenusson, Schuttoff Advogados</b>	Leila Pigozzi Alves
<b>Dias Carneiro Advogados</b>	André de Melo Ribeiro, Cynthia Fernandes Guidotti
<b>Ferreira, Rodrigues Sociedade de Advogados</b>	Wolnei Tadeu Ferreira
<b>Filhorini Advogados Associados</b>	Flavia Filhorini Lepique
<b>Franco Leutewiler Henriques Advogados</b>	Aldo Augusto Martinez Neto
<b>Lobo de Rizzo Advogados</b>	Fabio Medeiros, Mauricio Reis
<b>Pipek, Penteadó e Paes Manso Advogados Associados</b>	Arnaldo Pipek
<b>NOTABLE PRACTICE</b>	
<b>1 Gasparini, Nogueira de Lima e Barbosa Advogados</b>	Ricardo Christophe Freire
<b>Giamundo Neto Advogados</b>	Luiz Fernando Plens de Quevedo
<b>Souto Correa Advogados</b>	Patricia Mota Alves
<b>2 Azevedo Sette Advogados</b>	Leila Azevedo Sette
<b>Bosisio Advogados</b>	Cristóvão Tavares Guimarães
<b>KLA Advogados</b>	Alexandre Pessoa
<b>L.O. Baptista Advogados</b>	Fabio Chong de Lima
<b>Mattos Engelberg Echenique Advogados</b>	Leonardo Santini Echenique

## CHILE

## DISPUTE RESOLUTION

## Best Strategists

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bofill Escobar Silva Abogados</b>	Jorge Bofill
<b>EXCELLENT</b>	
<b>Albagli Zaliasnik</b>	Gabriel Zaliasnik
<b>Claro &amp; Cia</b>	Cristóbal Eyzaguirre
<b>Donoso / Bonillarenas Abogados</b>	Samuel Donoso
<b>Insunza Abogados</b>	Matías Insunza Tagle
<b>HIGHLY RECOMMENDED</b>	
<b>Balmaceda Cox &amp; Piña Abogados</b>	Juan Ignacio Piña
<b>López Escobar Del Río Leiva</b>	Julián López
<b>Tavolari Abogados</b>	Raúl Tavolari

# CIVIL & COMMERCIAL LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Claro &amp; Cia</b>	Felipe Ossa, Nicolás Luco, Cristóbal Eyzaguirre, Jose Miguel Huerta
<b>Gutiérrez, Waugh, Jimeno &amp; Asenjo Abogados</b>	Pedro Pablo Gutiérrez Philippi
<b>Jana &amp; Gil Dispute Resolution</b>	Andrés Jana, Rodrigo Gil, Karen Werner
<b>EXCELLENT</b>	
<b>Bulnes Urrutia &amp; Bustamante</b>	Jose Manuel Bustamante, Enrique Urrutia P., Felipe Bulnes
<b>Carey</b>	Aldo Molinari, Gonzalo Fernández, Ricardo Reveco, Juan Carlos Riesco
<b>Cariola Diez Pérez-Cotapos</b>	Florencio Bernales
<b>Órtúzar Vergara &amp; Boetsch Abogados</b>	Álvaro Ortúzar, Nicolás Vergara, Cristián Boetsch
<b>Rodríguez Vergara &amp; Cía Abogados</b>	Pablo Rodríguez Grez, Pedro Pablo Vergara Varas
<b>Vergara, Labarca &amp; Cía</b>	Raimundo Labarca, Alejandro Parodi
<b>HIGHLY RECOMMENDED</b>	
<b>Albagli Zaliasnik</b>	Ariela Agosin
<b>Bofill Escobar Silva Abogados</b>	Jorge Bofill, Francisco Aninat, Sebastian Yanine
<b>Correa Squella</b>	Jorge Sepúlveda, Juan Ignacio Correa
<b>Gandarillas Montt Del Río</b>	Paulo Montt, Cristian Gandarillas, Gabriel Del Rio
<b>Grupo Vial Abogados</b>	Rodrigo Guzman K., Cristobal Leighton
<b>López Escobar Del Rio Leiva</b>	Felipe Leiva, Jorge Del Río Pérez
<b>Ovalle &amp; Bulnes</b>	José Tomás Bulnes, Esteban Ovalle
<b>Pellegrini &amp; Rencoret</b>	Julio Pellegrini, Pedro Rencoret, Fernando Zuñiga, Diego Ramos
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uria</b>	Jorge Vial
<b>Yrarrázaval Ruiz-Tagle Ovalle Salas &amp; Vial</b>	Gerardo Ovalle, Fernando Salas, Aníbal Vial
<b>RECOMMENDED</b>	
<b>1 Alcaino Abogados</b>	Alfredo Alcaino, Marcelo Giovanazzi
<b>Barros &amp; Errázuriz</b>	Luis Eduardo Toro
<b>Garnham Abogados</b>	Simón Zañartu
<b>Garrigues Chile</b>	Mónica Van Der Schraft Greve, Cristobal Sarralde
<b>Gonzalez &amp; Rioseco</b>	Francisco Gonzalez, Andrés Rioseco
<b>Guerrero Olivos</b>	Sergio Yávar, Benjamin Ferrada
<b>Marinovic &amp; Alcalde</b>	Enrique Alcalde, Iván Marinovic, Benjamín García, Nicolás Marinovic, Tomás Ruiz-Tagle
<b>Molina Ríos</b>	Carlos Molina, Rachid Ruiz
<b>Morales &amp; Besa</b>	Gonzalo Cordero
<b>Parraguez &amp; Marin</b>	Gustavo Parraguez
<b>2 Abogabir Miranda</b>	Diego Abogabir, Nicolás Miranda, Nicolás Vassallo
<b>Alessandri</b>	Raúl Montero
<b>Baraona &amp; Cía</b>	Jorge Baraona Correa, Jorge Baraona González
<b>Cisternas Y Cía Abogados</b>	Gonzalo Cisternas, Katherine Hyde, Luis Masferrer, Domingo Hernández, Alfredo Larreta
<b>Colombara Estrategia Legal</b>	Aldo Díaz
<b>Del Río Izquierdo</b>	Francisco Bañados, Eduardo Izquierdo
<b>Dentons Larrain Rencoret</b>	Gonzalo Nieto Valdés, Pauline Chiffelle, Marcelo Alarcón, Santiago Ried
<b>Fleischmann &amp; Román</b>	Hernán Fleischmann Chadwick, Paulo Román Reyes
<b>Honorato Delaveau</b>	José Luis Honorato
<b>Loy Letelier Campora</b>	Juan Pablo Letelier, Francesco Campora
<b>Mendoza Luksic &amp; Valencia</b>	José Manuel Valencia
<b>Pereira Jano Abogados</b>	Carlos Pereira Jadue, Paulina Jano Majluf
<b>Pfeffer &amp; Asociados</b>	Germán Pfeffer Urquiaga, Francisco Pfeffer Urquiaga, Emilio Pfeffer
<b>Prieto Abogados</b>	Fernando Samaniego
<b>Pumpin, Dorfman, Nasser &amp; Díaz</b>	Marcelo Nasser, Mauricio Dorfman, Ignacio Díaz, Gabriel Pumpin
<b>Riquelme, Silva &amp; Fuentes</b>	Rodrigo Riquelme
<b>Ugarte &amp; Correa</b>	José Joaquín Ugarte, Pablo Correa
<b>Vásquez Urrea Abogados</b>	Ricardo Vásquez
<b>VALUABLE PRACTICE</b>	
<b>1 Abdala &amp; Cia</b>	Michele Daroch Sagredo
<b>Allende Bascuñan y Cia.</b>	José Alberto Allende
<b>Arteaga Gorziglia</b>	María Fernanda Brahm
<b>Baker McKenzie</b>	Rodrigo Diaz de Valdes
<b>Balbontin Linazasoro &amp; Cia</b>	Carlos Balbontin
<b>Bascuñan Barra Awad Contreras Schürmann Abogados</b>	Esteban Barra, Miguel Schürmann
<b>Cáceres Y Cáceres</b>	Carlos Cáceres Burgos, Ziad Mansur, Hector Cáceres Contador, Cristóbal Jara
<b>Claussen &amp; Velasco Abogados</b>	Carlos Claussen Calvo, Felipe Velasco Silva, Lester Maxwell
<b>Coeymans, Edwards, Poblete &amp; Dittborn</b>	Juan Enrique Coeymans, María José Larrain



## CHILE

▶	<b>Concha Zavala Abogados</b>	Germán Concha, Wanira Aris
	<b>Corral &amp; García Abogados</b>	Enrique García
	<b>Coz &amp; Blavi</b>	Francisco Blavi
	<b>Cuatrecasas</b>	Cristián Conejero, Gianfranco Lotito
	<b>Domínguez y Cía Abogados</b>	Ramón Domínguez
	<b>Gamboa Fuenzalida Sanfeliú &amp; Ugarte</b>	Rodolfo Fuenzalida
	<b>Infante Valenzuela Molina</b>	Federico Allendes
	<b>Larrain Y Asociados Abogados</b>	José Pedro Baraona
	<b>Oksenberg Y Arenas Abogados</b>	Daniel Oksenberg, María Fernanda Arenas
	<b>Ossa &amp; Alessandri</b>	Francisco Ossa Santa Cruz
	<b>Ossandón Abogados</b>	Joaquín Montero, Eduardo Spichiger, Viviana Brito
	<b>Ovalle Consejeros Legales</b>	Javier Ovalle, Josefina Escobar
	<b>PAGBAM Schwencke</b>	Juan P. Schwencke
	<b>Quintana Ried Flores</b>	Ignacio Ried, Camila Flores, Rodrigo Quintana
	<b>Slbz Abogados</b>	Jorge Schenke
	<b>Urenda Rencoret Orrego &amp; Dörr</b>	Juan Carlos Dörr Bulnes, Ignacio Urrutia
2	<b>Alcalde &amp; Cía</b>	Carolina Alcalde
	<b>Antolín Ruiz</b>	Felix Antolín
	<b>Apparcel Uriarte Abogados</b>	Benjamín Uriarte
	<b>Briones Sánchez santelices abogados</b>	Ramón Briones, Nicolás Sánchez, Sebastián Sánchez
	<b>Contreras Vellozo</b>	Oscar Contreras Blanco, Alvaro Awad
	<b>Dalgalarrando y Cía Abogados</b>	Alberto Dalgalarrando
	<b>Dla Piper Chile</b>	Ricardo López, Macarena Iturra
	<b>Donoso &amp; Silva</b>	Rodrigo Donoso, Bruno Romo
	<b>Edn Abogados</b>	María Ester Paredes, Víctor Riadi
	<b>Harasic/ Barros Abogados</b>	Ivan Harasic Cerri
	<b>Imad Abogados</b>	Claudio Matute
	<b>Jara Del Favero</b>	Manuel Jimenez, Manuel Bernet
	<b>Kehr Abuid</b>	Juan César Kehr Castillo, Octavio Kehr Castillo
	<b>Labbé Abogados</b>	Alberto Labbé V., René Nuñez, Javier Laso
	<b>Lama Abogados</b>	Nicolas Lama
	<b>Lembeye Abogados</b>	Daniel Praetorius
	<b>NLD Abogados</b>	Ricardo Lopez
	<b>Palma</b>	Alfredo Niklitschek
	<b>Reymond Abogados</b>	Alfonso Reymond, Bernardo Rosenberg
	<b>Russi Eguiguren / Quadrant</b>	Phillipe Soumastre
	<b>Tavolari Abogados</b>	Raúl Tavolari

### EDN ABOGADOS: INVALUABLE ADVICE ON LITIGATION MATTERS



María Ester Paredes

**Key figure(s):** María Ester Paredes  
**Established:** 2016

**Track record:** EDN Abogados is a young boutique firm founded with the intention of bringing law closer to the practical business needs of clients. The team regularly intervenes before judicial, arbitration and administrative courts in contentious matters related to the execution of public works contracts, concessions and private projects, among others. Clients typically come from the construction, investment, insurance and real-estate spheres.

**Team & differentiation:** With more than 30 years' experience, María Ester Paredes leads the judicial recovery activity of the firm related to large companies and individuals in lawsuits with banks, helping collect unpaid debts and syndicated credits, and coordinate and manage banking groups in bankruptcy proceedings. It also participates in the design and development of trial control software and other programs aimed at controlling expenses.

### GRUPO VIAL ABOGADOS: HEIRS TO A LONG LITIGATION TRADITION



Rodrigo Guzmán Karadima

**Key figure(s):** Rodrigo Guzmán Karadima, Manuel José Vial and Cristóbal Leighton  
**Established:** 2005

**Track record:** The firm specializes in the resolution of complex conflicts, both arbitration and litigation related, for prominent members of the Chilean economy. The firm has extensive experience advising companies in litigation and in domestic and international arbitration, particularly under CAM Santiago, ICC and ICDR rules. Clients come from different sectors, such as energy, construction, corporate and real estate.

**Team & differentiation:** The dispute resolution department, headed by Manuel José Vial V., Rodrigo Guzmán K. and Cristóbal Leighton R., has extensive experience in litigation/arbitration, representing companies and individuals in civil, commercial, corporate, construction and telecoms matters, and in antitrust cases. Manuel and Rodrigo are CAM Santiago arbitrators.

### KEHR ABUID ABOGADOS: FLOURISHING WHITE-COLLAR CRIME BOUTIQUE



Omar Abuid

**Key figure(s):** Omar Abuid, Octavio Kehr and Juan César Kehr  
**Established:** 2020

**Track record:** Kehr Abuid Abogados provides dispute prevention and resolution services in civil, criminal and administrative litigation. Clients come from sectors such as real estate, finance, banking, health, fintech and public agencies. Other law firms regularly request the team's services on complex cases requiring specialist advice.

**Team & differentiation:** Made up of three partners in addition to eight associates and consultants, the team's members have impressive academic backgrounds at undergraduate and postgraduate level in some of the best universities in Chile and abroad. This assures that the strategies proposed to clients are innovative and robust, which lets the team provide superior answers and solutions to the needs of each client.



# COMPETITION / ANTITRUST & INVESTIGATIONS

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Claro & Cia	Cristóbal Eyzaguirre, Jose Miguel Huerta
FerradaNehme	Nicole Nehme
Pellegrini & Rencoret	Pedro Rencoret, Julio Pellegrini, Diego Ramos
<b>2</b> Carey	Lorena Pavic, José Pardo
<b>EXCELLENT</b>	
Barros & Errázuriz	Luis Eduardo Toro, Francisco Borquez
Bulnes Urrutia & Bustamante	Jose Manuel Bustamante, Felipe Bulnes, Enrique Urrutia P.
Cariola Diez Pérez-Cotapos	Juan Cristóbal Gumucio
Gana y Gálvez Abogados	José Miguel Gana, Rubén Urrutia
Jana & Gil Dispute Resolution	Rodrigo Gil
Philippi Prietocarrizosa Ferrero DU & Uria	Ignacio Larrain
Prieto Abogados	Benjamín Grebe
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Albagli Zaliasnik	Ariela Agosin, Gabriel Zaliasnik
Bofill Escobar Silva Abogados	Vanessa Facuse, Jorge Bofill
Bordoli Doren	Carla Bordoli, Cristián Doren
Contreras Vellozo	Javier Vellozo
Correa Squella	Jorge Sepúlveda, Juan Ignacio Correa
Dentons Larrain Rencoret SpA	Santiago Ried
Gandarillas Montt Del Río	Paulo Montt, Cristian Gandarillas
Gonzalez & Rioseco	Andrés Rioseco
Morales & Besa	María José Henriquez
Ortúzar Vergara & Boetsch Abogados	Álvaro Ortúzar, Nicolás Vergara, Juan Sebastián Valdes
Ugarte & Correa	Pablo Correa, José Joaquín Ugarte, Liat Tapia
Urenda Rencoret Orrego & Dörr	Gonzalo Rencoret, Nicholas Mocarquer
Yrarrázaval Ruiz-Tagle Ovalle Salas & Vial	Gerardo Ovalle, Anibal Vial, Fernando Salas
<b>2</b> Baker McKenzie	Rodrigo Díaz de Valdés
Coeymans, Edwards, Poblete & Dittborn	Juan Enrique Coeymans, María José Larrain
Estudio Lewin Abogados	Nicolás Lewin, Fernando Araya
Gutiérrez, Waugh, Jimeno & Asenjo Abogados	Pedro Pablo Gutierrez, Alfredo Waugh, Juan Francisco Asenjo
Isabel Diaz & Asociados	Isabel Diaz
<b>RECOMMENDED</b>	
Alessandri	Raúl Montero, Felipe Cousiño
Aninat Abogados	Luis Alberto Aninat, Martín Mois
Balbontin Linazasoro & Cia	Carlos Balbontin
Coz & Blavi	José Coz, Francisco Blavi
Cuatrecasas	Tomás Kubick
Dla Piper Chile	Felipe Bahamondez, Sofia O’Ryan
Garrigues Chile	Mónica Van Der Schrafft Greve, Cristobal Sarralde
Grupo Vial Abogados	Rodrigo Guzman K., Cristobal Leighton
Guerrero Iturra	Rodrigo Iturra, Felix Guerrero
Guerrero Olivos	Sergio Yávar, Benjamin Ferrada, Eduardo Cordero, José Gabriel Undurraga
Honorato Delaveau	Rebeca Zamora, Matias Langevin
Larrain Y Asociados Abogados	José Pedro Baraona
Letelier & Núñez Abogados	Max Letelier, David Nuñez
Ovalle & Bulnes	Esteban Ovalle
Pagbam Schwencke	Sander Van der Voorde
Parraguez & Marin	Marcela Achurra
Pfeffer & Asociados	Francisco Pfeffer Urquiaga
Vergara, Labarca & Cia	Alejandro Parodi, Raimundo Labarca

### PELEGRINI & CÍA: BANKABLE DISPUTE-RESOLUTION EXPERTS



Julio Pellegrini

Key figure(s): Julio Pellegrini, Pedro Rencoret, Fernando Zúñiga and Diego Ramos  
Established: 2013

**Track record:** Pellegrini & Rencoret specializes in competition and antitrust. The boutique differs from peer firms in that it has a team of highly specialized lawyers. The firm’s expertise extends to the prevention and resolution of highly complex disputes, encompassing civil and commercial litigation, national and international arbitration procedures, as well as construction disputes.

**Team & differentiation:** The team is experienced at preventing and resolving highly complex disputes. Julio Pellegrini has vast experience in civil and commercial litigation, construction and project litigation and national and international arbitration, as well as antitrust, anti-dumping and regulated markets. Pedro Rencoret specializes in consumer law and antitrust law.

### JANA & GIL DISPUTE RESOLUTION: DISPUTE RESOLUTION LEADERS



Andrés Jana

Key figure(s): Andrés Jana, Rodrigo Gil and Karen Werner  
Established: 2022

**Track record:** A newly established firm, Jana & Gil Dispute Resolution’s team has extensive experience in energy, mining and construction disputes as well as those related to transportation, finance and international franchises. The firm acts before the ordinary and special courts, the courts of appeal, and the supreme court as well as in CAM Santiago and ad hoc arbitrations.

**Team & differentiation:** Andrés Jana is an arbitrator and international expert adept at resolving commercial, investment and public international law disputes before the International Court of Justice. Rodrigo Gil has extensive experience as lead counsel in numerous investment disputes under ICSID rules. Karen Werner represents clients in shareholder disputes, and in insolvency and reorganization proceedings.



## ARBITRATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Claro & Cia	Felipe Ossa, Nicolás Luco, Cristóbal Eyzaguirre
Gutiérrez, Waugh, Jimeno & Asenjo Abogados	Cristóbal Jimeno, Pedro Pablo Gutierrez
Jana & Gil Dispute Resolution	Andrés Jana, Rodrigo Gil
<b>EXCELLENT</b>	
<b>1</b> Grupo Vial Abogados	Manuel José Vial V., Rodrigo Guzman K., Cristobal Leighton
Pellegrini & Rencoret	Julio Pellegrini, Fernando Zuñiga
<b>2</b> Bulnes Urrutia & Bustamante	Felipe Bulnes, Jose Manuel Bustamante, Enrique Urrutia P.
Carey	Ricardo Reveco, Gonzalo Fernández, Aldo Molinari, Juan Carlos Riesco
Molina Ríos	Carlos Molina, Victor Ríos, Felipe Correa
Ortúzar Vergara & Boetsch Abogados	Álvaro Ortúzar, Nicolás Vergara, Cristián Boetsch, Diego Navarrete, Benjamin Morales
Ovalle & Bulnes	Esteban Ovalle, José Tomás Bulnes
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Barros & Errázuriz	Javier San Martin, David Cadermatori, Luis Eduardo Toro
Bofill Escobar Silva Abogados	Jorge Bofill, Francisco Aninat, Sebastian Yanine
Cuatrecasas	Gianfranco Lotito, Cristián Conejero
Fleischmann & Román	Hernán Fleischmann Chadwick, Paulo Román Reyes, Juan Diego Rabat
Garrigues Chile	Mónica Van Der Schraft Greve, Cristobal Sarralde
Larrain Y Asociados Abogados	Carlos Aravena
Philippi Prietocarrizosa Ferrero DU & Uria	Jorge Vial
Riquelme, Silva & Fuentes	Rodrigo Riquelme
Rodríguez Vergara & Cía Abogados	Pablo Rodríguez Grez, Pedro Pablo Vergara Varas
Yrarrázaval Ruiz-Tagle Ovalle Salas & Vial	Aníbal Vial, Gerardo Ovalle, Fernando Salas
<b>2</b> Cariola Diez Pérez-Cotapos	Fernando Urrutia
Correa Squella	Jorge Sepúlveda, Juan Ignacio Correa
Gonzalez & Rioseco	Francisco Gonzalez
Loy Letelier Campora	Francesco Campora, Juan Pablo Letelier
Parraguez & Marin	Gustavo Parraguez
Ugarte & Correa	Pablo Correa, José Joaquín Ugarte
Vergara, Labarca & Cía	Raimundo Labarca, Alejandro Parodi
<b>RECOMMENDED</b>	
<b>1</b> Albagli Zaliasnik	Ariela Agosin, Gabriel Zaliasnik
Alcalde & Cia	Enrique Alcalde
Coz & Blavi	Francisco Blavi, José Coz
Del Río Izquierdo	Alejandra Aguad, Francisco Bañados
Gandarillas Montt Del Río	Gabriel Del Río, Cristian Gandarillas, Paulo Montt
López Escobar Del Río Leiva	Felipe Leiva, Jorge Del Río Pérez
Marinovic & Alcalde	Enrique Alcalde
Morales & Besa	Gonzalo Cordero

<b>2</b>	<b>Abogabir Miranda</b>	Diego Abogabir, Nicolás Miranda, Nicolás Vassallo
	<b>Alessandri</b>	Raúl Montero, Arturo Alessandri, Felipe Cousiño
	<b>Baker McKenzie</b>	Rodrigo Díaz de Valdes
	<b>Contreras Vellozo</b>	Alvaro Awad, Oscar Contreras Blanco
	<b>Guerrero Olivos</b>	Sergio Yávar, Benjamin Ferrada
	<b>Jara Del Favero</b>	Manuel Jimenez
	<b>Mendoza Luksic &amp; Valencia</b>	José Manuel Valencia
	<b>Ossandón Abogados</b>	Joaquín Montero, Eduardo Spichiger, Viviana Brito
	<b>Prieto Abogados</b>	Alberto González V.
	<b>Slbz Abogados</b>	Jorge Schenke, Ricardo Brancoli, Hipolito Zañartu
	<b>Urenda Rencoret Orrego &amp; Dörr</b>	Juan Carlos Dörr Bulnes, Juan Carlos Dörr Zegers
<b>VALUABLE PRACTICE</b>		
	<b>Alcaino Abogados</b>	Alfredo Alcaino, Marcelo Giovanazzi
	<b>Antolín Ruiz</b>	Felix Antolín
	<b>Apparcel Uriarte Abogados</b>	Benjamín Uriarte
	<b>Arteaga Gorziglia</b>	María Fernanda Brahm, Ignacio Arteaga
	<b>Baraona &amp; Cia</b>	Jorge Baraona González
	<b>Bascuñan Barra Awad Contreras Schürmann Abogados</b>	Esteban Barra, Miguel Schürmann
	<b>CMS Carey &amp; Allende</b>	Rodrigo Campero, Stephan Lürhmann
	<b>Coeymans, Edwards, Poblete &amp; Dittborn</b>	Juan Enrique Coeymans
	<b>Colombara Estrategia Legal</b>	Ciro Colombara
	<b>Dalgalarando y Cia Abogados</b>	Alberto Dalgalarando
	<b>Dentons Larraín Rencoret</b>	José Manuel Larraín, Gonzalo Nieto Valdés, Pauline Chiffelle, Marcelo Alarcón
	<b>Donoso &amp; Silva</b>	Rodrigo Donoso, Cristián Silva
	<b>Gamboa, Fuenzalida, Sanfeliú &amp; Ugarte</b>	Rodolfo Fuenzalida
	<b>Gana y Galvez</b>	José Miguel Gana, Rubén Urrutia
	<b>Honorato Delaveau</b>	José Luis Honorato
	<b>Labbé Abogados</b>	Alberto Labbé V., René Nuñez, Javier Laso, Claudia Bulnes
	<b>Lama Abogados</b>	Nicolas Lama
	<b>Lembeye Abogados</b>	Daniel Praetorius
	<b>NLD Abogados</b>	Ricardo Lopez
	<b>Ossa &amp; Alessandri</b>	Francisco Ossa Santa Cruz
	<b>PAGBAM Schwencke</b>	Juan P. Schwencke
	<b>Pereira Jano Abogados</b>	Carlos Pereira Jadue, Paulina Jano Majluf
	<b>Pfeffer &amp; Asociados</b>	Germán Pfeffer Urquiaga, Francisco Pfeffer Urquiaga, Emilio Pfeffer
	<b>Urzua Abogados</b>	Cristián Urzua
	<b>Vásquez Urra Abogados</b>	Ricardo Vásquez

## GUTIERREZ WAUGH JIMENO & ASENJO: OUTSTANDING DISPUTE RESOLUTION TEAM



Cristóbal Jimeno

**Key figure(s):** Pedro Pablo Gutiérrez and Cristóbal Jimeno  
**Established:** 2006

**Track record:** Gutiérrez, Waugh, Jimeno & Asenjo was founded by some of the most admired arbitration, litigation and dispute resolution lawyers in the country. It assists major players in the construction industry, one of its main areas of specialization, and also represents national and international clients before civil, special and arbitration courts and in out-of-court negotiations.

**Team & differentiation:** The team stands out for its extensive knowledge of construction, insurance, commercial and civil law. Senior partner Pedro Pablo Gutiérrez is regarded as one of the best dispute resolution lawyers in Chile. His practice focuses on civil and commercial litigation, corporate law and arbitration. Cristóbal Jimeno's practice focuses on civil and commercial litigation, arbitration and dispute resolution in financial, insurance and construction matters.



## ARBITRATORS

### Best Arbitrators

In each tier, the firms are ordered alphabetically

#### KEY FIGURE(S)

#### LEADING

Enrique Barros (Enrique Barros & Compañía)  
 Manuel José Vial Vial (Grupo Vial Abogados)  
 Victor Vial del Rio (Professor)  
 Arturo Yrarrazaval (Yrarrazaval Ruiz Tagle Ovalle Salas Vial)

#### EXCELLENT

Álvaro Ortúzar (Ortúzar Vergara & Boetsch Abogados)  
 (Andrés Cuneo Macchiavello) Cruz Abogados  
 Andrés Jana (Jana & Gil Dispute Resolution)  
 Francisco Ruiz Tagle (Yrarrazaval, Ruiz-Tagle, Ovalle, Salas & Vial)  
 Jorge Granic (Larrain y Asociados)  
 José María Eyzaguirre (Claro & Cia)  
 Luz María Jordan (Jordán, Barahona y Cia)  
 Raúl Tavorari (Tavorari Abogados)  
 Vasco Costa Ramírez (Costa Hrdalo Undurraga & Ureta)

#### HIGHLY RECOMMENDED

Alejandro Romero (Mackay & Cia)  
 Carlos Molina (Molina Ríos)  
 Cristián Conejero (Cuatrecasas)  
 Enrique Alcalde (Marinovic & Alcalde)  
 Esteban Ovalle (Ovalle & Bulnes)  
 Felipe Bulnes (Bulnes Urrutia & Bustamante)  
 Felipe Ossa (Claro & Cia)  
 Jaime Irarrazabal (PPU LEGAL)  
 Julio Pellegrini (Pellegrini & Rencoret)  
 Nicole Nehme (FerradaNehme)  
 Rafael Gómez Balmaceda (RGB & Cia)  
 Roberto Guerrero del Rio (Guerrero Olivos)

#### RECOMMENDED

Alberto Lyon (Lyon Montero & Cia)  
 Enrique Urrutia (Bulnes Urrutia & Bustamante)  
 Francisco Gonzalez (Gonzalez & Rioseco)  
 Hernán Corral (Corral & García Abogados)  
 Jorge Baraona González (Baraona & Cia)  
 Jorge Del Río Pérez (López Escobar Del Río Leiva)  
 Juan Carlos Varela (Varela, Silva & Bascuñan)  
 Juan Eduardo Figueroa (Ei.h.s.)  
 Luis Bezanilla (Estudio Pérez Donoso)  
 Maria Alejandra Aguad (Del Río Izquierdo Abogados)  
 Rodrigo Guzman K. (Grupo Vial Abogados)

#### VALUABLE PRACTICE

Alberto Labbé (Labbé Abogados)  
 Anibal Vial (Yrarrázaval- Ruiz Tagle, Ovalle, Salas & Vial)  
 Claudia Schmidt Hott (Sole Practitioner)  
 Emilio Pfeffer (Pfeffer Y Asociados)  
 Gerardo Ovalle (Yrarrázaval Ruiz-Tagle Ovalle Salas & Vial)  
 Jorge Barahona Sotelo (Jordan Barahona & Cia)  
 Juan Eduardo Palma Jara (Palma)  
 Mónica Van Der Schrafft Greve (Garrigues Chile)  
 Pablo Guerrero Valenzuela (Barros & Errázuriz)

### JUAN EDUARDO FIGUEROA VALDÉS: CONSTRUCTION ARBITRATION MAESTRO



Juan Eduardo Figueroa  
Valdés

Key figure(s): Juan Eduardo  
Figueroa Valdés  
Established: 1998

**Track record:** Juan Eduardo Figueroa is a former justice of the Supreme Court of Chile who has served as an arbitrator on the panel of the Chilean Chamber of Commerce in Santiago since 1998, in more than 50 cases, including public concession works and ad-hoc arbitrations. He has vast international arbitration experience as chairman and co-arbitrator in ICC cases mainly related to construction contracts.

**Team & differentiation:** Juan Eduardo Figueroa's arbitration experience extends to construction, infrastructure and energy litigation in Latin America. Chair of the Law Commission of the Chilean Chamber of Construction, he has a master's degree in international law, international arbitration and investment from Heidelberg University, Germany. A Chartered Institute of Arbitrators Fellow, he is also partner at FIHS Abogados.

## MEDIATION

### Best Mediators

In each tier, the firms are ordered alphabetically

KEY FIGURE(S)
<b>RECOMMENDED</b>
<b>Benjamin Astete (Sole Practitioner)</b>
<b>Cristian Saieh (Puga Ortiz)</b>
<b>Juan Pablo Schaefer (Sole practitioner)</b>
<b>Macarena Figueroa (Montes Olivos Eyzaguirre Aróstegui)</b>
<b>María Soledad Lagos Ochoa (Sole practitioner)</b>
<b>María Teresa Vial (Sole practitioner)</b>
<b>Mónica Ossa (Sole practitioner)</b>
<b>Nicolás Frías Ossandón (Frías &amp; Lagos Abogados)</b>
<b>Rodrigo Bordachar (Bordachar &amp; Meneses Abogados)</b>

## ENVIRONMENTAL LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Ferrada Nehme</b>	Patricio Leyton
<b>Vergara Galindo Correa Abogados</b>	Winston Alburquenque, Javier Vergara, Mario Galindo
<b>EXCELLENT</b>	
<b>Carey</b>	Alberto Cardemil
<b>Claussen &amp; Velasco Abogados</b>	Carlos Claussen Calvo
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uria</b>	Juan José Eyzaguirre
<b>Schultz Carrasco Benitez</b>	Edesio Carrasco, Rodrigo Benítez
<b>HIGHLY RECOMMENDED</b>	
<b>Grupo Evans</b>	Fernando Molina
<b>Guerrero Olivos</b>	Clemente Pérez
<b>Moreno, Sáez &amp; Avilés</b>	José Adolfo Moreno, Sebastián Avilés, Andrés Sáez
<b>Pruzzo Ruscica Brotfeld Abogados</b>	Dino Pruzzo, Francisco Brotfeld, Javier Ruscica
<b>RECOMMENDED</b>	
<b>Aninat Abogados</b>	Iván Poklepovic
<b>Bofill Mir Abogados</b>	Pablo Mir
<b>EELAW</b>	Paulina Riquelme
<b>Estudio Fermandois</b>	Arturo Fermandois
<b>Imad Abogados</b>	Domingo Irarrázaval, Claudio Matute
<b>Jara del favelo abogados</b>	Javier Naranjo
<b>Lawgic Abogados</b>	Sebastián del Campo, Felipe Meneses
<b>Ossa &amp; Alessandri</b>	Francisco Ossa
<b>Urenda Rencoret Orrego &amp; Dörr</b>	Juan Carlos Dörr Bulnes, Ignacio Urrutia

### SCHULTZ CARRASCO BENÍTEZ: EXCELLENT ENVIRONMENTAL CONSULTANCY



Edesio Carrasco

Key figure(s): Edesio Carrasco and Rodrigo Benítez  
Established: 2014

**Track record:** The firm has experience advising on mining, energy, agro-industrial and real estate projects, including environmental audits and project worthiness assessments. The firm also defends clients before the Superintendence of Environment or other authorities regarding inspection and sanction processes, including providing administrative and judicial defense before the relevant instances. Transelec and Conexión are clients.

**Team & differentiation:** The team is known for its high-quality legal advice, strategic approach to problems and tailor-made solutions. Edesio Carrasco specializes in environmental and sectorial authorizations, energy, land use and industrial project development. He also devotes time to dispute resolution and the defense of clients before ordinary and special courts in contentious-administrative matters.

### CLAUSSEN & VELASCO ABOGADOS: MINING, ENVIRONMENTAL AND CORPORATE ADVICE



Carlos Claussen

Key figure(s): Carlos Claussen, Felipe Velasco and Lester Maxwell  
Established: 2017

**Track record:** Claussen & Velasco specializes in mining, environmental and corporate law. Its work encompasses advice on mining projects, from implementation to exploitation, as well as water and surface rights, environmental, community relations and related technical aspects. The firm also advises on proceedings, litigation, transactions or operations, including audits, land use and environmental liability analysis, as well as permits and environmental impact assessments.

**Team & differentiation:** The team supports all aspects relevant to each stage of a company's development, from its creation to insolvency, liquidation or reorganization. Founding partner Carlos Claussen is a corporate advisor to mining companies and lectures in mining law at several universities. He makes regular appearances on the national media to discuss mining issues.





## DISPUTE RESOLUTION: CONSTRUCTION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Claro & Cia	Felipe Ossa, Cristóbal Eyzaguirre, Nicolás Luco
Fleischmann & Román	Hernán Fleischmann Chadwick, Paulo Roman Reyes, Juan Diego Rabat, Orlando Palominos Aravena
Gutiérrez, Waugh, Jimeno & Asenjo Abogados	Cristóbal Jimeno
<b>2</b> Jana & Gil Dispute Resolution	Karen Werner, Rodrigo Gil, Andrés Jana
Molina Ríos	Victor Ríos, Carlos Molina, Felipe Correa, Rachid Ruiz
Riquelme, Silva & Fuentes	Rodrigo Riquelme, Camilo Silva Correa, Diego Fuentes
<b>EXCELLENT</b>	
<b>1</b> Bulnes Urrutia & Bustamante	Jose Manuel Bustamante, Felipe Bulnes, Enrique Urrutia P
Carey	Ricardo Reveco, Gonzalo Fernández, Aldo Molinari, Juan Carlos Riesco
Larrain Y Asociados Abogados	Carlos Aravena, José Pedro Baraona
Ovalle & Bulnes	Esteban Ovalle, José Tomás Bulnes
<b>2</b> Alcalde & Cia	Enrique Alcalde, Carolina Alcalde
Mendoza Luksic Valencia	José Manuel Valencia
Morales & Besa	Gonzalo Cordero
Pellegrini & Rencoret	Julio Pellegrini, Fernando Zuñiga
Yrarrázaval Ruiz-Tagle Ovalle Salas & Vial	Gerardo Ovalle, Fernando Salas, Aníbal Vial
<b>HIGHLY RECOMMENDED</b>	
Barros & Errázuriz	Luis Eduardo Toro, Nicolas Balmaceda
Bofill Escobar Silva Abogados	Sebastian Yanine, Francisco Aninat, Jorge Bofill
Cariola Diez Pérez-Cotapos	Fernando Urrutia
Gandarillas Montt Del Río	Gabriel Del Río, Cristian Gandarillas
Garrigues Chile	Mónica Van Der Schraft Greve, Cristobal Sarralde
Grupo Vial Abogados	Rodrigo Guzman K., Cristobal Leighton
Loy Letelier Campora	Juan Pablo Letelier, Francesco Campora
Parraguez & Marín	Francisco del Río, Gustavo Parraguez
Philippi Prietocarrizosa Ferrero DU & Uria	Jorge Vial
Ugarte & Correa	Pablo Correa, José Joaquín Ugarte
Vergara, Labarca & Cia	Raimundo Labarca, Alejandro Parodi, José Manuel Concha
<b>RECOMMENDED</b>	
Abogabir Miranda	Diego Abogabir, Nicolás Miranda, Nicolás Vassallo
Baker McKenzie	Rodrigo Díaz de Valdés
Bascuñan Barra Awad Contreras Schürmann Abogados	Esteban Barra
Cáceres Y Cáceres	Carlos Cáceres Burgos, Ziad Mansur, Hector Cáceres Contador, Cristóbal Jara
Contreras Veloza	Oscar Contreras Blanco, Alvaro Awad
Coz & Blavi	Francisco Blavi, José Coz
Del Río Izquierdo	Francisco Bañados, Alejandra Aguad
Dentons Larrain Rencoret	José Manuel Larrain, Ignacio Vargas Roco
Figueroa Illanes Huidobro Salamanca	Juan Eduardo Figueroa, Patricio Figueroa V
Gamboa, Fuenzalida, Sanfeliú & Ugarte	Rodolfo Fuenzalida
Gonzalez & Rioseco	Andrés Rioseco, Francisco Gonzalez



## CHILE

<b>Guerrero Olivos</b>	Sergio Yávar, Benjamin Ferrada
<b>Marinovic &amp; Alcalde</b>	Enrique Alcalde, Iván Marinovic, Benjamín García, Nicolás Marinovic, Tomás Ruiz-Tagle
<b>Ortúzar Vergara &amp; Boetsch Abogados</b>	Álvaro Ortúzar, Nicolás Vergara, Cristián Boetsch
<b>Ossa &amp; Alessandri</b>	Francisco Ossa Santa Cruz
<b>Ossandón Abogados</b>	Joaquín Montero
<b>Urzua Abogados</b>	Cristián Urzua
<b>VALUABLE PRACTICE</b>	
<b>Apparcel Uriarte Abogados</b>	Benjamín Uriarte
<b>Coeymans, Edwards, Poblete &amp; Dittborn</b>	Juan Enrique Coeymans, María José Larrain
<b>Imad Abogados</b>	Claudio Matute
<b>Ovalle Consejeros Legales</b>	Josefina Escobar
<b>PAGBAM Schwencke Chile</b>	Juan Pablo Schwencke
<b>Silbz Abogados</b>	Jorge Schenke
<b>Urenda Rencoret Orrego &amp; Dörr</b>	Juan Carlos Dörr Bulnes, Juan Carlos Dörr Zegers
<b>Vásquez Urra Abogados</b>	Ricardo Vásquez

### Our analysis

#### RIQUELME, SILVA & FUENTES: HIGHLY RECOGNIZED CONSTRUCTION LITIGATORS



Rodrigo Riquelme Yáñez

Key figure(s): Rodrigo Riquelme Yáñez  
Established: 2021

**Track record:** Boutique law firm Riquelme, Silva & Fuentes is best known for its complex contractual and litigation-related negotiations involving different departments of the Chilean state. Its areas of expertise include public works concessions, public and private infrastructure related to construction, energy, public health services, project development and financing. Consorcio Embalse Chironta S.A. and Johnson Controls are clients.

**Team & differentiation:** The team is led by three partners with a long track record advising local and foreign clients in arbitration, litigation, mediation and dispute resolution. Riquelme focuses on disputes related to public works concessions, infrastructure and construction and engineering projects. Camilo Silva has experience in engineering, construction and service contracts, while Diego Fuentes is a construction law expert.

#### FLEISCHMANN & ROMÁN ABOGADOS: LEADING CONSTRUCTION LITIGATION OUTFIT



Hernán Fleischmann

Key figure(s): Hernán Fleischmann, Paulo Román, Juan Diego Rabat and Orlando Palominos  
Established: 2016

**Track record:** Fleischmann & Román specializes in construction related dispute resolution and has vast experience advising domestic and foreign companies on infrastructure, construction, public works and mining concessions. The firm handles the negotiation of major construction contracts, managing contractual relationships and resolving disputes related to prison, energy, airport, hospital and road infrastructure, among others.

**Team & differentiation:** Fleischmann & Román's enjoys repeat business from clients thanks to its extensive technical knowledge in the construction domain, representing major players in highly technical disputes. Its total dispute-resolution portfolio exceeds \$1trn. The partners' outstanding capabilities in insolvency matters, position their firm as one of the very best for dealing with difficult financial issues.

#### ABOGABIR MIRANDA: LEGAL SERVICES BASED ON CREATIVE SOLUTIONS



Diego Abogabir

Key figure(s): Diego Abogabir, Nicolás Miranda and Nicolás Vassallo  
Established: 2017

**Track record:** Abogabir Miranda is well versed in the practice of dispute resolution, specifically in litigation, arbitration and ADR. The practice has extensive experience in sectors such as public tenders and contracting, public-private partnerships, infrastructure and concessions, litigation and arbitration in the construction sector, energy and environmental disputes, insurance, and reinsurance litigation.

**Team & differentiation:** Diego Abogabir and Nicolás Miranda have experience working on cross-border, multi-jurisdictional litigation and arbitration. Nicolás Vassallo focuses his practice on litigation and arbitration matters. The team expertly guides clients through each stage of the arbitration process, from defining a strategy that best suits their circumstances, through the arbitration hearing and post-arbitration enforcement.

#### BARAONA Y CÍA ABOGADOS: MUCH RECOMMENDED LITIGATION TEAM



Jorge Baraona Gonzalez

Key figure(s): Jorge Baraona Gonzalez and Jorge Baraona Correa  
Established: 2019

**Track record:** The dispute resolution department is characterized by a high degree of dedication - providing close and prompt legal support to clients - and by the excellence and broad experience of the team, which handles civil and commercial litigation cases, as well as those related to bankruptcy, insurance and administrative litigation and construction dispute resolution. Isolux Ingeniería, Teksa and Servicios Intraholding Manquehue are clients.

**Team & differentiation:** Senior partner Jorge Baraona G. focuses his practice on litigation, domestic and international arbitration, corporate law, corporate governance and compliance, agribusiness disputes, real estate and inheritance law. The team specializes in the prevention and resolution of disputes through counseling, negotiation, litigation and arbitration, specialized reports and other alternative dispute resolution mechanisms.



CHILE

Our analysis

**DEL RIO IZQUIERDO:  
LITIGATION EXCELLENCE AND EFFICIENCY**



Francisco Bañados

**Key figure(s):** Francisco Bañados, Eduardo Izquierdo and Alejandra Aguad  
**Established:** 2007

**Track record:** Del Rio Izquierdo specializes in litigation and dispute resolution, providing legal advisory services in civil, commercial and arbitration matters to clients in the finance, mining, energy, services, construction, real estate, hotel, tourism, retail and technology sectors. The team's dedication and knowledge of the client's business helps it achieve swift, creative solutions.

**Team & differentiation:** The team is composed of three specialized partners who offer clients a complete portfolio of cross-practice legal services. Francisco Bañados has participated in several liquidation proceedings and reorganizations before various courts. Alejandra Aguad excels in complex litigation and arbitration cases, in addition to providing legal advice in corporate and commercial matters.

**MARINOVIC & ALCALDE ABOGADOS:  
SPECIALISTS IN COMPLEX LITIGATION**



Iván Marinovic

**Key figure(s):** Iván Marinovic, Enrique Alcalde, Benjamín García, Nicolás Marinovic and Tomás Ruiz-Tagle  
**Established:** 1985

**Track record:** The team specializes in complex civil litigation and arbitration, including corporate governance, construction and engineering, oil and gas, and M&A. Arbitration related to public infrastructure concessions or large-scale projects; mediations, arbitrations and litigation related to trusts and large estates, and high-net-worth family estates are also a speciality.

**Team & differentiation:** Iván Marinovic provides advice on complex civil litigation/white-collar investigations. His expertise extends to tax, corporate, M&A and regulatory matters. The nine-partner dispute resolution team is led by Enrique Alcalde, a member of the arbitral commission of the Chilean Public Concession System. Clients typically come from the energy, security, construction and natural resources sectors.

**PARRAGUEZ & MARÍN:  
CONSTRUCTION AND TRANSPORT SPECIALISTS**



Gustavo Parraguez

**Key figure(s):** Gustavo Parraguez, Marcela Achurra, Francisco del Rio and Rodrigo Marin  
**Established:** 2016

**Track record:** Parraguez & Marín specializes in delivering optimal resolutions to legal disputes. The team has deep experience in all stages of disputes: strategic analysis and negotiation, conflict prevention and mediation and litigation before ordinary, arbitral and administrative courts. The civil and commercial litigation department participates in highly complex conflicts of great national relevance, involving numerous areas of law.

**Team & differentiation:** The team represents the interests of its clients before ordinary courts and arbitration tribunals, especially related to mining, construction, transportation and the media. The firm's partners hand-pick teams of associates for each case, often blending youth and experience. Arbitration and litigation specialist Gustavo Parraguez places special emphasis on economic, commercial, energy and natural resource matters.

**YRARRÁZAVAL, RUIZ-TAGLE, OVALLE, SALAS & VIAL:  
TAILOR-MADE LITIGATION SOLUTIONS**



Gerardo Ovalle

**Key figure(s):** Gerardo Ovalle, Fernando Salas and Anibal Vial  
**Established:** 2018

**Track record:** Yrarrázaval, Ruiz-Tagle, Ovalle, Salas & Vial specializes in the resolution and prevention of highly complex legal disputes. Its practice focuses on litigation, arbitration (national and international) and antitrust. The firm is very active in construction litigation, unfair competition, post M&A disputes, liquidations and reorganizations, telecommunications, real estate law, insurance law and urbanistic law.

**Team & differentiation:** The firm's reputation for excellent work precedes it, which it maintains via the active and direct participation of its partners. Fernando Salas and Anibal Vial are Chilean referees of considerable note and members of The Cam Santiago Refereeing Corps. Ovalle has extensive experience handling intricate litigation, arbitration and antitrust matters and is also a legal advisor to trade associations and domestic and foreign companies.

**GANDARILLAS MONTT DEL RÍO ABOGADOS:  
EXPERT TRIAL LAWYERS**



Cristián Gandarillas

**Key figure(s):** Cristián Gandarillas, Paulo Montt and Gabriel Del Rio  
**Established:** 2015

**Track record:** The team specializes in the prevention and resolution of conflicts through litigation, arbitration, negotiation and mediation. Its creative defense strategies balance protection of the client's interests with high professional and ethical standards. The firm represented Scotiabank in a class action against the consumer agency, Sernac. Itaú, Siemens and Zurich Insurance Group are clients.

**Team & differentiation:** The team has numerous areas of litigation and arbitration specialization, and can draw upon a network of correspondents in foreign law firms to assist clients in multi-jurisdictional matters. The firm proposes innovative and creative courses of action and defense strategies to the clients of its various practice areas. Cristián Gandarillas has extensive experience in commercial litigation and arbitration.

### OSSANDÓN ABOGADOS: 360° LITIGATION TEAM



Joaquín Montero

**Key figure(s):** Joaquín Montero, Eduardo Spichiger and Viviana Brito  
**Established:** 1981

**Track record:** The firm skillfully navigates contentious, administrative and voluntary judicial proceedings before the civil and arbitration courts. The team has vast experience in executive trials, summary proceedings, partitions, and the exercise of special actions, such as appeals for economic protection. Its expertise extends to ordinary declaratory judgments of rights, damages and litigation related to real estate and construction.

**Team & differentiation:** The team is distinguished from most by the depth of its experience and technical expertise in engineering, construction and real estate matters. Montero is the partner in charge of the litigation and arbitration department, who comes with vast experience in all types of commercial and civil litigation, especially construction, real-estate, urban planning and concessions.

### CISTERNAS Y CÍA ABOGADOS: CONFLICT PREVENTION AND RESOLUTION EXPERTS



Gonzalo Cisternas

**Key figure(s):** Gonzalo Cisternas, Juan Pablo Lorenzini, Katherine Hyde, Domingo Hernández and Alfredo Larreta  
**Established:** 2000

**Track record:** The firm specializes in dispute resolution encompassing civil, commercial, administrative and criminal litigation, anticipating any and all scenarios in the development of litigation and advising lawyers involved in the course of an action, proposing solutions in line with the interests of clients within the framework of the applicable law and the jurisprudence of the highest courts in the field.

**Team & differentiation:** The team is experienced at business risk prevention, designing and administering conflict resolution models, and negotiating solutions. Led by a trio of partners – Gonzalo Cisternas Sobarzo, Juan Pablo Lorenzini Paci and Katherine Hyde – the firm is a member of the Chilean Institute of Rational Business Administration (ICARE) and the Chilean Association of Entrepreneurs (ASECH).

## ADMINISTRATIVE LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>EXCELLENT</b>	
<b>Bofill Mir Abogados</b>	Cristián Franetovic G.
<b>Estudio Fernandois</b>	Arturo Fernandois
<b>Estudio Gómez, Pallavicini &amp; García Abogados</b>	Julio Pallavicini , José Francisco García, Gastón Gómez
<b>FerradaNehme</b>	José Tomás Correa
<b>MOMAG Abogados</b>	Ramiro Mendoza, Matias Mori, Pedro Aguerrea
<b>HIGHLY RECOMMENDED</b>	
<b>Arteaga Gorziglia</b>	María Fernanda Brahm
<b>Colombara Estrategia Legal</b>	Aldo Díaz, Ciro Colombara
<b>Concha Zavala Abogados</b>	Germán Concha
<b>Pereira Jano Abogados</b>	Carlos Pereira Jadue
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uria</b>	Guillermo Zavala
<b>Sarmiento &amp; Walker Abogados</b>	William García Machmar, Elisa Walker Echenique, Claudia Sarmiento Ramírez

### SARMIENTO & WALKER ABOGADOS: PUBLIC-LAW FIRM OF REFERENCE



Claudia Sarmiento Ramírez

**Key figure(s):** Elisa Walker Echenique, Claudia Sarmiento Ramírez and William García Machmar  
**Established:** 2018

**Track record:** Sarmiento & Walker Abogados stands out for its public-sector specialization. It provides services in regulatory design and administrative advice to public institutions and international organizations, as well as measures to safeguard violations of fundamental rights and advice on sanctioning procedures and administrative appeals.

**Team & differentiation:** The firm provides strategic solutions to legal conflicts with an avant-garde and value-added approach. Founding partners Elisa Walker and Claudia Sarmiento, have more than 10 years' experience in public and regulatory law, human rights, diversity, gender and inclusion, among other fields. William Garcia specializes in the organization of public institutions.



## STRATEGIC COMMUNICATION & CRISIS MANAGEMENT

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>RECOMMENDED</b>	
<b>Audentia</b>	Christian Fuenzalida, Ian Badiola
<b>Azerta</b>	Victoria Burr, Daniela Lipari
<b>Cimagen Comunicaciones</b>	Inés Chocano, Alicia Correa
<b>Consulting</b>	Blanca Bulnes
<b>Consiglieri</b>	Claudio Ramirez
<b>Dolce</b>	Gloria Stanley, Paula Valenzuela, Macarena San Martin
<b>Etcheberry Keller</b>	María Elena Etcheberry, Nicole Keller
<b>Extend</b>	Felipe del Solar
<b>Feedback</b>	Martín Rodríguez Sickert
<b>Feedcom</b>	Felipe Risopatrón, Gabriel Sanhueza
<b>Headline</b>	Ana María Matulic
<b>Imaginacion</b>	Claudia Miralles Abarca
<b>Kom</b>	Eugenio Ravinet, Freddy Ponce
<b>Llorente Y Cuenca</b>	Marcos Sepúlveda
<b>Iman Comunicación</b>	José Miguel Izquierdo
<b>Parla</b>	Sebastián Jordana, Francisco Derosas, Rodrigo Frey
<b>Paréntesis Estrategia</b>	Felipe Venegas
<b>Perceptiva</b>	Manuel Cereceda
<b>Puerto C</b>	Christian Von Der Forst
<b>Strategika</b>	Paul Venturino
<b>Tironi</b>	Eugenio Tironi
<b>Vía Central</b>	Gonzalo Gómez, María Irene Chadwick
<b>Zeta Comunicaciones</b>	Carola Zuñiga

### CONSIGLIERI: STRATEGIC CONSULTING



Claudio Ramirez

Key figure(s): Claudio Ramirez  
Established: 2017

**Track record:** The team at Consiglieri is trusted with designing strategies to shield companies, executives and individuals from crisis situations, arising out of media revelations, accidents, natural disasters, conflicts, legal disputes, and problems with products, etc. They also make sure the client's position is crystal clear to all relevant parties and business partners.

**Team & differentiation:** Claudio Ramirez has a 25-year track record in corporate affairs, and reputation and crisis management for executives, companies, guilds and associations, both local and multinational, active in highly regulated industries such as energy, pharmaceuticals, food, finance and infrastructure. His team has obtained proven results in regulations processes, reputational crises and shareholder-activism defense.





## COMPETITION

### Best Expert Witness Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>RECOMMENDED</b>	
<b>Aldo Gonzalez Tissinetti</b>	Sole Practitioner
<b>Butelmann Consultores</b>	Andrea Butelmann
<b>Claudio A Agostini</b>	Sole Practitioner
<b>Compass Lexecon Chile</b>	Fernando Coloma
<b>Econsult</b>	José Ramón Valente, Andrés Osorio
<b>FK Economics</b>	Jorge Fantuzzi, María Valentina Konow, Juan Pablo Philippi, María Victoria Edwards Vial
<b>G Bitrán &amp; Asociados</b>	Gabriel Bitrán
<b>Jorge Tarzijan</b>	Sole Practitioner
<b>Quiroz &amp; Asociados</b>	Jorge Quiroz



## CONSTRUCTION & ENGINEERING

### Best Expert Witness Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Lermanda & Val	Alejandro Val
Sanhueza Ingeniería Contractual	Eduardo Sanhueza
Wagemann	Fernando Landeros, Héctor Zuñiga
<b>EXCELLENT</b>	
Gedd Consultores	Ricardo Fierro F.
ICA Consultant	Thomas Trebilcock, Juan Pablo Trebilcock
J.s. Held	Rodrigo Hernandez
SPG Consultores	Alfredo Serpell
<b>HIGHLY RECOMMENDED</b>	
Buffer Consultores	Aldo Celis
Dictuc	Ramón Schmidt Coke
FTI Consulting	Nelson Gallardo, Glenn Villacorta
Gester S.A	Basilio Espildora
IDIEM	Fernando Yañez, Mauricio Charmin
Radovic & Asociados	Marcela Radovic
Videla & Asociados	Carlos Videla

#### FTI CONSULTING: WORLD-LEADING CONSULTING FIRM



Nelson Gallardo

Key figure(s): Nelson Gallardo and Glenn Villacorta  
Established: 1982

**Track record:** The team serves owners, consultants, contractors, construction managers, insurers, lenders and legal counsel. Their work focuses on improving the execution of construction projects in every corner of the industry and they rely on proven processes and state-of-the-art project management technologies to foster collaboration among project stakeholders and optimize performance.

**Team & differentiation:** Construction delays and quantum expert Nelson Gallardo has two decades of professional experience in project construction, contract management, construction dispute resolution, change-order management and claims management. Construction claims stalwart Glenn Villacorta provides litigation support and consulting services to law firms, large corporations, construction contractors and numerous government agencies.

## FINANCING VALUATION

### Best Expert Witness Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>RECOMMENDED</b>	
<b>Compass Lexecon Chile</b>	Fernando Coloma
<b>Econsult</b>	José Ramón Valente
<b>FK Economics</b>	María Valentina Konow, Jorge Fantuzzi, Juan Pablo Philippi, María Victoria Edwards Vial
<b>FTI Consulting</b>	Nelson Gallardo
<b>G Bitrán &amp; Asociados</b>	Gabriel Bitrán
<b>Gester S.A</b>	Alberto Contesse Becker
<b>GNT Consultoría</b>	Juan Pablo Tejerina, Alejandro Tejerina
<b>Quant Research</b>	Ramón Delpiano
<b>Quiroz &amp; Asociados</b>	Jorge Quiroz

### FK ECONOMICS: SPECIALISTS IN BUSINESS-FOCUSED LITIGATION AND ARBITRATION



María Valentina Konow

**Key figure(s):** María Valentina Konow, Jorge Fantuzzi and Juan Pablo Philippi  
**Established:** 2012

**Track record:** FK Economics' local and international litigation and arbitration services extend to review of legal briefs, analysis of counterpart reports and acting as court experts, as well as drafting compliance programs and assisting with merger processes. Clients come from a diverse range of sectors such as mining, energy, insurance and real estate.

**Team & differentiation:** The team combines the use of rigorous economic and statistical tools with accessible, easy-to-understand analysis. Valentina Konow is an expert in antitrust and competitive strategy, and in the design and implementation of public policies. Juan Pablo Philippi focuses on economic and financial analysis for civil and commercial litigation, while Jorge Fantuzzi focuses on antitrust cases and damage estimation.

# COLOMBIA

## SHAREHOLDER LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Brigard &amp; Urrutia</b>	Irma Isabel Rivera, Tomás Holguín
<b>Dla Piper Martinez Beltrán</b>	José Miguel Mendoza
<b>EXCELLENT</b>	
<b>Nieto Abogados</b>	Juan Antonio Vallejo, Luis Eduardo Nieto, Paula Duarte
<b>Posse Herrera Ruiz</b>	Daniel Posse, Carolina Posada
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Cristina Mejía
<b>Garrigues Colombia</b>	Alberto Acevedo
<b>Gómez-Pinzón</b>	David Ricardo Araque-Quijano, María Isabel Romero-de la Torre
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uría</b>	David Beltrán
<b>Pinilla González &amp; Prieto</b>	Carlos Felipe Pinilla, Oscar Martinez
<b>RECOMMENDED</b>	
<b>Asteri Abogados</b>	Luis Alfredo Barragán Arango
<b>Cuberos Cortés Gutiérrez</b>	Gustavo Cuberos
<b>Esguerra Asesores Jurídicos</b>	Alfonso Miranda Londoño
<b>Lloreda Camacho</b>	Gustavo Tamayo
<b>Muñoz Abogados</b>	Diego Muñoz

## COMPETITION / ANTITRUST & INVESTIGATIONS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Baker McKenzie</b>	María Carolina Pardo Cuéllar
<b>Esguerra Asesores Jurídicos</b>	Andrés Jaramillo Hoyo
<b>IBARRA RIMÓN Abogados</b>	Gabriel Ibarra Pardo, Alejandro Ibarra, Ana Parra
<b>Jaeckel/Montoya Abogados</b>	Jorge Jaeckel Kovács
<b>EXCELLENT</b>	
<b>Archila Abogados</b>	Dionisio de la Cruz Camargo
<b>Brigard &amp; Urrutia</b>	Alejandro García de Brigard
<b>Garrigues Colombia</b>	José Miguel de la Calle, Alejandro Acevedo
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uría</b>	Diego Cardona
<b>Valbuena Abogados</b>	Gustavo Valbuena
<b>HIGHLY RECOMMENDED</b>	
<b>Dla Piper Martínez Beltrán</b>	María Claudia Martínez Beltrán
<b>Ecija Colombia</b>	Pablo Márquez
<b>Gómez-Pinzón</b>	Mauricio Jaramillo
<b>Lloreda Camacho</b>	Enrique Alvarez, Dario Cadena
<b>Olartemoure</b>	Juan Moure, Juan Felipe Acosta, Santiago Lombana, Carlos Olarte, Liliana Galindo, Camilo Andrade
<b>Posse Herrera Ruiz</b>	Jorge De los Ríos
<b>Serrano Martínez S.A.S</b>	Felipe Serrano
<b>RECOMMENDED</b>	
<b>CMS Rodríguez-Azuero</b>	Lorenzo Villegas Carrasquilla
<b>CMM Abogados</b>	Guillermo Cález
<b>Dentons Cárdenas &amp; Cárdenas</b>	Ximena Zuleta
<b>Duarte Garcia Abogados</b>	María del Rosario Gomez
<b>Fabio Humar Abogados</b>	Fabio Humar, Sandra Ramón
<b>GodoyHoyos_GOH</b>	Jaime Moya
<b>Holland &amp; Knight</b>	Danilo Romero Raad
<b>Tobar Romero</b>	Jaime Tobar O., Sebastián Ortegón





## CIVIL & COMMERCIAL LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Baker McKenzie</b>	Claudia Inés, Benavides Galvis
<b>Brigard &amp; Urrutia</b>	Irma Isabel Rivera, Felipe Mutis Téllez
<b>Gómez-Pinzón</b>	David Ricardo Araque-Quijano, Carlos León-Moreno
<b>Posse Herrera Ruiz</b>	Daniel Posse, Carolina Posada, Pablo Sierra, Juan Pablo Bonilla
<b>EXCELLENT</b>	
<b>Botero Salazar Tobón Abogados</b>	Bernardo Salazar, Luis Felipe Botero Aristizábal
<b>Dla Piper Martínez Beltrán</b>	José Miguel Mendoza, Camilo Martínez Beltrán
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uría</b>	Héctor Hernandez, Julio César González
<b>HIGHLY RECOMMENDED</b>	
<b>Dentons Cárdenas &amp; Cárdenas</b>	Andrés Fernández de Soto
<b>Esguerra Asesores Jurídicos</b>	Juan Carlos Esguerra Portocarrero
<b>Garrigues Colombia</b>	Alberto Acevedo
<b>Tobar Romero</b>	Jaime Tobar O., Rafael Romero, Sebastián Ortegón
<b>Vélez Gutiérrez Abogados</b>	Ricardo Vélez Ochoa, Armando Gutiérrez
<b>RECOMMENDED</b>	
<b>Asteri Abogados</b>	Luis Alfredo Barragán Arango
<b>Castro Leiva Rendón Abogados</b>	José Ignacio Leiva, Marcela Castro Pineda
<b>Chemás &amp; Asociados</b>	Jorge Eduardo Chemás Jaramillo, Ingrid Soraya Ortiz Baquero, Sergio Alejandro Chemás Vélez
<b>Cma – Correa Merino Agudelo</b>	Juan David Pérez, Juan Esteban Agudelo
<b>CMS Rodríguez-Aznero</b>	Sergio Rodríguez, Henry Sanabria, Felipe Andrade
<b>Cuberos Cortés Gutiérrez</b>	Gustavo Cuberos, José Gutierrez
<b>CMM Abogados</b>	Guillermo Cáez
<b>Gamboa Abogados</b>	Ernesto Gamboa M.
<b>Gamboa &amp; Chalela</b>	Nicolas Gamboa
<b>Gamboa, García &amp; Cardona Abogados</b>	Juan Ignacio Gamboa, Pedro Hernan Montaña, Juan Felipe Roldán
<b>Garrido Fonseca Abogados</b>	Juan Manuel Garrido, Claudia Fonseca
<b>GodoyHoyos_GOH</b>	Catalina Hoyos
<b>Holland &amp; Knight</b>	José Vicente Zapata
<b>Jimenez Ruiz &amp; Asociados</b>	Marcelo Jimenez Ruiz
<b>Olartemoure</b>	Juan Moure, Juan Felipe Acosta, Santiago Lombana
<b>Pinilla González &amp; Prieto</b>	Carlos Felipe Pinilla, Oscar Martinez
<b>Tamayo Jaramillo &amp; Asociados</b>	Francisco Javier Tamayo Jaramillo
<b>Valbuena Abogados</b>	Gustavo Valbuena
<b>VALUABLE PRACTICE</b>	
<b>Arrieta Mantilla &amp; Asociados</b>	Alvaro Mantilla Padilla
<b>Castro Estudio Jurídico</b>	Wilson Castro
<b>Cuesta Lawyers</b>	Juan Carlos Cuesta
<b>De La Espriella Lawyers Enterprise</b>	Carlos Sánchez
<b>Lloreda Camacho &amp; Co.</b>	Gustavo Tamayo
<b>Muñoz Abogados</b>	Carolina García Silva
<b>Nieto Abogados</b>	Juan Antonio Vallejo
<b>Palacios Lleras</b>	Hugo Palacios Mejía
<b>Parra Quijano &amp; Cuadros Abogados</b>	Jairo Parra Cuadros, Jairo Parra Quijano
<b>Sanclemente Fernández Abogados S.A</b>	José Gabriel Fernández, Diana Sanclemente

### JIMENEZ RUIZ & ASOCIADOS: RIGOROUS ANALYSIS OF LITIGATION ISSUES



Marcelo Jimenez Ruiz

Key figure(s): Marcelo Jimenez Ruiz  
Established: 2016

**Track record:** Jimenez Ruiz & Asociados is a boutique firm dedicated resolving highly complex disputes, negotiations, conciliations and transactions. The firm offers personalized legal strategies and regularly represents clients in proceedings before the judicial branch, administrative authorities and arbitration and conciliation centers. Banco Davivienda and Biomax are clients.

**Team & differentiation:** The team is led by Marcelo Jimenez, who specializes in contract and civil litigation, corporate and financial law. He maintains regular communication with clients providing the information which allows them to make strategic corporate decisions in real time. The firm's tech-savvy roster of lawyers are experienced in dispute resolution, state justice, arbitration and corporate insolvency.

### DLA PIPER MARTÍNEZ BELTRAN: EXPERIENCED FULL-SERVICE FIRM



Camilo Martínez Beltrán

Key figure(s): Camilo Martínez Beltrán and José Miguel Mendoza  
Established: 1996

**Track record:** The two-partner, eleven-lawyer team is the most complete litigation and arbitration outfit in the Colombian market and a leader in matters of civil and commercial law, filing claims before the contentious-administrative jurisdiction and in constitutional actions. It handles corporate governance systems, control of regulatory compliance, crisis management and internal investigations.

**Team & differentiation:** Camilo Martínez is an expert in civil and commercial dispute resolution, local and international arbitration and M&A and shareholder litigation. José Miguel Mendoza is in charge of shareholder dispute resolution, corporate crisis management and D&O litigation. DLA Piper's international arbitration team has more than 150 lawyers located in top arbitration centers in New York and London, and in many emerging markets.

# ARBITRATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Posse Herrera Ruiz Suescun Abogados	Daniel Posse, Carolina Posada Jorge Suescún Melo, Felipe Suescún de Roa
<b>2</b> Baker McKenzie Estudio Zuleta Abogados Gómez-Pinzón	Claudia Inés Benavides Galvis Eduardo Zuleta David Ricardo Araque-Quijano
<b>EXCELLENT</b>	
Botero Salazar Tobón Abogados Brigard & Urrutia Chemás & Asociados Holland & Knight Philippi Prietocarrizosa Ferrero DU & Uría	Bernardo Salazar, Luis Felipe Botero Aristizábal Irma Isabel Rivera, Felipe Mutis Tellez Jorge Eduardo Chemás Jaramillo, Ingrid Soraya Ortiz Baquero, Sergio Alejandro Chemás Vélez José Vicente Zapata Héctor Hernandez, Julio César González
<b>HIGHLY RECOMMENDED</b>	
Adell & Merizalde Dla Piper Martinez Beltrán Esguerra Asesores Jurídicos Gamboa & Chalela Garrigues Colombia Kennedys Tobar Romero Vélez Gutiérrez Abogados	Juan Felipe Merizalde Urdaneta Camilo Martínez Beltrán Juan Carlos Esguerra Portocarrero Nicolas Gamboa Alberto Acevedo Monica Tocarruncho, Mauricio Carvajal Jaime Tobar O., Rafael Romero, Sebastián Ortigón Ricardo Vélez Ochoa, Armando Gutiérrez
<b>RECOMMENDED</b>	
<b>1</b> Arrieta Mantilla & Asociados CMM Abogados CMS Rodriguez-Azuero Gamboa Abogados Lloreda Camacho Valbuena Abogados	Alvaro Mantilla Padilla Guillermo Cádiz Sergio Rodriguez, Felipe Andrade, Henry Sanabria Ernesto Gamboa Morales, Eduardo Gamboa Gustavo Tamayo Arango Gustavo Valbuena
<b>2</b> Asteri Abogados Castro Leiva Rendón Abogados Cuatrecasas Cuberos Cortés Gutiérrez Cuesta Lawyers Dentons Cárdenas & Cárdenas Olatemoure Palacios Lleras Pinilla González & Prieto Talero Rueda & Asociados Zurek Abogados	Luis Alfredo Barragán Arango José Ignacio Leiva Alberto Zuleta Gustavo Cuberos, José Gutierrez Ana María Jaramillo Andrés Fernández de Soto Juan Moure Oscar Gutierrez, Hugo Palacios Carlos Felipe Pinilla, Oscar Martinez Santiago Talero Rueda María Isabel Zúrek

### CHEMÁS & ASOCIADOS: MID-SIZED, FULL-SERVICE FIRM

Key figure(s): Jorge Eduardo Chemás Jaramillo, Ingrid Soraya Ortiz Baquero and Sergio Alejandro Chemás Vélez

Established: 1987

**Track record:** The firm specializes in arbitration proceedings against the State and various governmental organizations, such as the National Infrastructure Agency, and the Special Administrative Unit for Public Services. It represents a broad spectrum of corporations before the contentious administrative jurisdiction, the civil jurisdiction as well as arbitration tribunals and has acted as legal counsel in public procurement adjudications and licensing matters.

**Team & differentiation:** The team provides clients with tailor-made legal services and has a high record of success in litigation and dispute resolution mandates in the transport, energy, telecoms and infrastructure sectors. Jorge Chemás has participated in major national and international arbitrations and those before the Contentious-Administrative Jurisdiction of Colombia.

### SUESCÚN ABOGADOS: LEADING ARBITRATION SPECIALISTS



Jorge Suescún Melo

Key figure(s): Jorge Suescún Melo and Felipe Suescún de Roa

Established: 2013

**Track record:** Suescún Abogados is a leading arbitration and dispute resolution firm active representing local and international clients in complex arbitrations involving a wide variety of disputes in areas as diverse as: banking, concession contracts, construction, corporate, distribution and agency, energy, engineering, infrastructure, insurance and reinsurance, joint ventures, mining and natural resources and real estate. Vepica and Correjón are clients.

**Team & differentiation:** Jorge Suescún has extensive experience in domestic arbitration and regularly participates in international arbitrations, acting as chairman, arbitrator and counsel. Felipe Suescún concentrates his practice on international and domestic arbitrations and dispute resolution. He has acted as lead counsel, arbitrator and tribunal secretary in major international and domestic arbitrations, under ICC and Bogotá Chamber of Commerce rules.



## ARBITRATION

### Best Arbitrators

In each tier, the firms are ordered alphabetically

#### ARBITRATOR

#### LEADING

1 Juan Pablo Cárdenas (Sole Practitioner)

2 Eduardo Silva Romero (Dechert)

Eduardo Zuleta Jaramillo (Zuleta Abogados Asociados)

Fernando Mantilla (Latham & Watkins)

Jorge Suescun (Suescun Abogados)

#### EXCELLENT

Andrés Fernandez De Soto Londoño (Dentons Cárdenas & Cárdenas)

Arturo Solarte Rodríguez (Solarte Asesores Jurídicos)

Carlos Ignacio Jaramillo (Sole Practitioner)

Daniel Posse Velásquez (Posse, Herrera & Ruiz)

Gilberto Peña (Peña Cediél Abogados)

Gustavo Cuberos Gómez (Cuberos Cortés Gutiérrez)

Hernán Gómez Blanco (Sole Practitioner)

Jorge Enrique Ibañez Najar (Sole Practitioner)

Jorge Pinzón Sánchez (Sole Practitioner)

José Armando Bonivento (Bonivento Abogados)

Juan Carlos Esguerra (Esguerra Asesores Jurídicos)

María Cristina Morales De Barrios (Sole Practitioner)

María Teresa Palacio Jaramillo (Palacio Jouve & García)

Nicolás Gamboa (Gamboa & Chalela)

Ramiro Bejarano (Sole Practitioner)

William Namen Vargas (Sole Practitioner)

#### HIGHLY RECOMMENDED

Anne Marie Mürrle Rojas (Sole Practitioner)

Antonio Pabón Santander (Pabón Abogados)

Camila De La Torre (Dac Beachcroft)

Carmenza Mejía (Sole Practitioner)

Catalina Hoyos (Godoy Hoyos)

Diego Muñoz Tamayo (Muñoz Tamayo & Asociados)

Enrique Gómez Pinzón (Holland & Knight)

Ernesto Rengifo García (Rengifo Abogados)

Hernando Parra Nieto (Sole Practitioner)

Hernando Yepes Arcila (Sole Practitioner)

Hugo Palacios Mejía (Palacios Lleras)

Jaime Alberto Arrubla Paucar (Arrubla Devis)

Jaime Humberto Tobar (Tobar & Romero)

Jorge Cubides Camacho (Sole Practitioner)

Juan Carlos Cuesta (Cuesta Lawyers)

Juan Carlos Varón (Silva Varón & Asociados)

Juan Felipe Merizalde (Adell & Merizalde)

Marcela Castro (Sole Practitioner)

Martha Cediél (Peña Cediél Abogados)

Ricardo Vanegas Beltrán (Sole Practitioner)

Samuel Chalela (Chalela & Asociados)

Santiago Talero Rueda (Talero Rueda & Asociados)

Sergio Muñoz (Sole Practitioner)

## ARBITRATION CENTERS

### Best Centers

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>RECOMMENDED</b>	
<b>Centro De Arbitraje Y Conciliación De La Cámara De Comercio De Bogotá</b>	Mauricio González Cuervo
<b>Centro de arbitraje y conciliación de la cámara de comercio de Medellín</b>	María Clara Mejía Gonzalez
<b>Centro De Conciliación, Arbitraje Y Amigable Composición De La Cámara De Comercio De Cali</b>	Luis Fernando Pérez Pérez
<b>Centro De Conciliación Y Arbitraje Empresarial De La Superintendencia De Sociedades</b>	Billy Escobar Pérez

## AMIABLE COMPOSITION

The professionals are ordered alphabetically

KEY FIGURE(S)	EXPERTISE
<b>RECOMMENDED</b>	
<b>Alberto Preciado</b>	Infrastructure
<b>Adriana Polanía</b>	Commercial
<b>Camilo Calderón Rivera</b>	Administrative, commercial, infrastructure
<b>Carolina Silva</b>	Economic, commercial
<b>David Luna Bisbal</b>	Administrative, commercial, infrastructure
<b>Gonzalo Suarez Beltrán</b>	Administrative, infrastructure
<b>Luis Fernando Rincón</b>	Industrial property, copyright
<b>Marcela Romero de Silva</b>	Administrative, infrastructure
<b>Ramiro Saavedra Becerra</b>	Administrative, infrastructure
<b>Saúl Flórez Enciso</b>	Administrative, commercial



## CONSTRUCTION & ENGINEERING

### Best Expert Witness Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>RECOMMENDED</b>	
Arup	Andy Howard
Cal y Mayor Asociados	Jaime Salcedo Castro
CONEXIG COLOMBIA SAS	Raquel Céspedes
Deloitte Colombia	Julio Berrocal
FTI Consulting	Nelson Gallardo, Glenn Villacorta
Global Project Strategy (Gps)	Ricardo Abril, Bernardo Gamboa
HKA	Frank Giunta
Ingetec	Andrés Marulanda, Fabian E. Acuña
J. S. HELD	Hernando Torres, John Wright, Edinson Arias, Jaime Valenciano
Quantum Global Solutions	Carlos Ortega

#### FTI CONSULTING: SOPHISTICATED INTERNATIONAL TEAM



Nelson Gallardo

Key figure(s): Nelson Gallardo and Glenn Villacorta  
Established: 1982

**Track record:** The team serves owners, consultants, contractors, construction managers, insurers, lenders and legal counsel. Its work focuses on improving the execution of projects in all sectors of the construction industry, utilizing proven processes and state-of-the-art project management technologies to facilitate collaboration among project stakeholders and optimize performance.

**Team & differentiation:** Nelson Gallardo is an expert in construction quantum and delay analysis who has over 20 years' experience in construction dispute resolution, change order management, cost control, claims management and contract administration for the construction of building, oil and gas, pulp and paper, biofuel, airport, rail, highway and mining projects.

## FINANCE & ECONOMICS

### Best Expert Witness Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>RECOMMENDED</b>	
CONEXIG COLOMBIA SAS	Raquel Céspedes
Desarrollo Empresarial	Moises Rubinstein
Económica Consultores	Pablo Roda
EY COLOMBIA	Sandra Calderón
FTI Consulting	Jorge del Castillo
Global Project Strategy (Gps)	Carlos Sossa, Ricardo Abril
Jorge Flórez Acosta	Sole Practitioner
MarkUp	José Plata
Néstor Carrasco Pinzón	Sole Practitioner
Risk & Return Valuation	Julio Villareal
Valfinanzas	Camilo Soto Franky



## FORENSICS AND COMPLEX INVESTIGATIONS

### Litigation support

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>EXCELLENT</b>	
Control Risks	Nicolas Letts
EY Colombia	Sandra Calderón
FTI Consulting	Michael Cullen, Carolina Sanchez, Pablo Amaya
KPMG Colombia	Andrés Jiménez
Kroll	Pablo Iragorri
<b>HIGHLY RECOMMENDED</b>	
Adalid	Andrés Guzman Caballero
Cfs Investigaciones Estratégicas	Carlos Fernando Salazar
Deloitte Colombia	César Molano González
Global Project Strategy (Gps)	Carlos E. Sosa, Ricardo Abril, Bernardo Gamboa
PwC Colombia	Ana Milena Villarreal, Jorge Roper
Sag Consulting	Simon Guzmán Guerrero, Mónica Vargas
<b>RECOMMENDED</b>	
Bdo Colombia	Luis Enrique Sánchez Sánchez
Dsa Russell Bedford	Didier Sánchez Reinoso
Ediligence	Bayron Prieto
Estudio Rivas	Jose Rivas
Global Forensic Auditing	Carlos Julio Cortés
Grant Thornton Colombia	Pedro Cruz Daza
Guidepost Solutions	Andrés Otero
Itrust Consulting	Andrés Sandoval
Key Risk & Compliance Consulting	Jenith Linares
Protiviti	Luis Manuel Pineda Monsalve
Ratsel Business Group	Juan David Benavides
Rsm Colombia	Óscar A. Bobadilla

### CFS INVESTIGACIONES ESTRATÉGICAS: WORLD-CLASS TEAM WITH EXPERIENCE IN COMPLEX INVESTIGATIONS



Carlos Fernando Salazar

Key figure(s): Carlos Fernando Salazar  
Established: 2008

**Track record:** The team provides expert opinions on compliance, risk, accounting, financial, economic, IT for cybercrime and digital evidence, architecture, surveying and civil evidence, architecture, topography and civil engineering. It possesses complementary competencies such as graphology, dactyloscopy, acoustics, video and audio analysis. Clients are mainly drawn from the construction civil works, banking, healthcare, pharmaceutical and laboratories sectors.

**Team & differentiation:** The firm's group of experienced consultants includes lawyers, accountants, economists, administrators, engineers, architects, technical experts in investigation, risk, compliance and forensic services, all equipped with the latest technology for analyzing material and physical evidence, which has allowed the team to expand its skill base and accumulate knowledge.

### FTI CONSULTING: GLOBAL BUSINESS CONSULTING FIRM



Michael Cullen

Key figure(s): Michael Cullen, Carolina Sánchez and Pablo Amaya  
Established: 2007

**Track record:** FTI Consulting is a global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve financial, legal, operational, political, regulatory, reputational and transactional conflicts. In the past two decades, the Latin America investigations team has worked on many of the largest corruption, fraud, antitrust, money laundering, human rights and cybersecurity breach cases. Clients mostly come from the infrastructure, finance and energy sectors.

**Team & differentiation:** FTI Consulting's Colombia branch has a multidisciplinary team of more than 60 professionals. Managing Director Michael Cullen has more than 25 years' experience and specializes in complex cross-border investigations, settlements and litigation in Latin America. Cullen helps clients investigate, understand and resolve the region's numerous regulatory, operational, legal, political, social and reputational issues and challenges.

# ECUADOR

## CIVIL & COMMERCIAL LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Carmigniani Pérez Abogados</b>	Hugo Garcia Larriva, Eduardo Carmigniani, Roberto Carmigniani
<b>Coronel &amp; Pérez Abogados</b>	César Coronel Jones, César Coronel Ortega, Félix Reyes, Óscar Del Brutto, Jorge Sicouret Lynch
<b>Pérez Bustamante &amp; Ponce (Pbp)</b>	Juan Manuel Marchán-Maldonado, Rodrigo Jijón-Letort, Edgar Ulloa-Balladares, María Teresa Borja, Patricio Quevedo, Javier Jaramillo
<b>EXCELLENT</b>	
<b>Avl Abogados</b>	Xavier Andrade
<b>Consulegis Abogados SA</b>	Xavier Castro
<b>Corralrosales</b>	Santiago Palacios, Xavier Rosales
<b>Robalino Law</b>	Javier Robalino, Luis Carlos Fernandez, Verónica Arroyo, Cristina Viteri
<b>HIGHLY RECOMMENDED</b>	
<b>1 Bustamante Fabara</b>	Mariana Villagómez, Francisco Alvear Montalvo, María Rosa Fabara Vera
<b>Dentons Paz Horowitz</b>	Jorge Paz, Leyre Suarez
<b>Ecija Gpa</b>	Juan Carlos Montenegro
<b>Noboa, Peña &amp; Torres Abogados</b>	Patricio Peña Romero, Margarita Velez Casanova, Gonzalo Noboa B.
<b>Quevedo &amp; Ponce Estudio Jurídico</b>	Alejandro Ponce
<b>2 Ccb Abogados</b>	Roberto Bilbao Rosati, Daniela Cevallos
<b>Falconi Puig Abogados</b>	Sasha Mandakovic, Jaime Mantilla
<b>Gallegos Valarezo &amp; Neira</b>	Edgar Neira
<b>Lexvalor Abogados</b>	Daniela Irigoyen, Juan Francisco Almeida, Iván Plascencia
<b>Lopez Ribadeneira Mora</b>	Daniel López Suárez, Sebastián Mora, María de Lourdes Maldonado
<b>Pino Elizalde Abogados</b>	Marco (Valentin) Elizalde, Jorge Cedeño
<b>Romero Arteta Ponce</b>	Gustavo Romero, Diego Romero, Patricia del Pozo
<b>RECOMMENDED</b>	
<b>Sperber &amp; Álvarez Law Firm</b>	David Sperber, José E. Álvarez Ñ.
<b>Corral Barriga</b>	Fabián Corral Burbano
<b>Dll Abogados</b>	Leopoldo González, Xavier Sisa Cepeda
<b>Durini &amp; Guerrero</b>	Francisco Guerrero Celi, Juan Francisco Guerrero del Pozo, Emilio Suárez Salazar, Tomás Barrionuevo
<b>Expertise Advisor Abogados</b>	Alberto Peña Moscoso
<b>Gottifredi Pozo Abogados</b>	Paúl Maldonado, Ivan Navas
<b>López Córdova &amp; Guillén Corp Law Abogados</b>	Nicolás Guillén, Gabriel López
<b>Sempertegui Abogados</b>	Leonardo Sempertegui, Santiago Salazar
<b>VALUABLE PRACTICE</b>	
<b>Donoso y Asociados</b>	Esteban Donoso
<b>Flor Bustamante Pizarro Hurtado</b>	Roque Bustamante, Andres Ycaza
<b>Marcelo Bodero &amp; Asociados Cía.</b>	Emilio Gallardo
<b>Meythaler &amp; Zambrano</b>	José Meythaler Baquero, José Sebastián Meythaler
<b>Puente &amp; Asociados</b>	Miguel Angel Puente, Guillermo Cordova
<b>Santos Burbano de Lara</b>	Oswaldo Santos Dávalos

## COMPETITION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 Pérez Bustamante & Ponce (Pbp)	Diego Pérez-Ordoñez, Mario Andrés Navarrete Serrano
2 Bustamante Fabara	María Rosa Fabara, Daniel Castelo, Diego Ramírez, José Rafael Bustamante
Sperber & Álvarez Law Firm	David Sperber, Pablo Lara, Cynthia Andino
<b>EXCELLENT</b>	
Corralrosales	Xavier Rosales, Ana Samudio
Lexvalor Abogados	Luis Marín-Tobar, Ricardo Peñaherrera
<b>HIGHLY RECOMMENDED</b>	
Carmigniani Pérez Abogados	Eduardo Carmigniani
Dentons Paz Horowitz	Eduardo Esparza, Byron Robayo
Robalino Law	Daniel Robalino
<b>RECOMMENDED</b>	
Avl Abogados	Xavier Andrade
Coronel & Pérez Abogados	César Coronel Jones, Jorge Sicouret Lynch
Ecija Gpa	Michael Veintimilla, Bayardo Poveda
Flor Bustamante Pizarro & Hurtado	Gilberto Gutiérrez
Gottifredi Pozo Abogados	Maria del Mar Peña
Pino Elizalde Abogados	Marco (Valentin) Elizalde, Jorge Cedeño, Jessica Medina
Tobar Zvs	Alvaro Sevilla, Bernardo Tobar
<b>VALUABLE PRACTICE</b>	
Falconi Puig Abogados	Carlos Alberto Arroyo del Río, Sasha Mandakovic
Meythaler & Zambrano	José Meythaler Baquero
Procompetencia	Marcelo Marín Sevilla, Nicole Srolis
Santos Burbano de Lara	Oswaldo Santos Dávalos

### ROBALINO: CONSOLIDATED DISPUTE RESOLUTION PRACTICE



Javier Robalino-Orellana

Key figure(s): Javier Robalino-Orellana  
Established: 2015

**Track record:** Robalino has a strong practice in international arbitration and civil, constitutional and administrative litigation. The firm has been involved in some of Ecuador's most complex and sensitive cases, setting important precedents for the country. The firm's list of clients includes major national and international names like Banco Guayaquil, CNH Industrial Brazil and CNHI International, Uber Technologies and Hyundai.

**Team & differentiation:** The team provides high quality legal services to local and multinational companies. Lead partner Javier Robalino-Orellana has more than 20 years' experience representing a wide range of clients in commercial and investment disputes. His high level of specialization in high-impact cases has seen the firm become one of the most important dispute resolution outfits in Ecuador.



## ADMINISTRATIVE LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Lopez Ribadeneira Mora	Daniel López Suárez, Sebastian Mora
Meythaler & Zambrano	Karina Loza, Victoria Beltrán, José Meythaler, Sebastián Meythaler
Pérez Bustamante & Ponce (Pbp)	Edgar Ulloa-Balladares, Édgar Acosta Grijalva, Rodrigo Jijón
<b>EXCELLENT</b>	
Bustamante Fabara	María Rosa Fabara, Mariana Villagómez, José Rafael Bustamante Espinosa
Ccb Abogados	Daniela Cevallos Casals, Roberto Bilbao
Dentons Paz Horowitz	Leyre Suarez
Gallegos Valarezo & Neira	Edgar Neira
Morales & Asociados	Marco Morales Tobar, Marco Morales Andrade, Pablo Morales Andrade
Pino Elizalde Abogados	Marco (Valentin) Elizalde
<b>HIGHLY RECOMMENDED</b>	
Carmigniani Pérez Abogados	Roberto Carmigniani, Hugo Garcia Larriva, Eduardo Carmigniani
Coronel & Pérez Abogados	César Coronel Ortega, Félix Reyes, Óscar Del Brutto
Corralrosales	Ricardo Macheno, Ramón Paz y Miño
Durini & Guerrero	Francisco Guerrero Celi, Juan Francisco Guerrero del Pozo
Gottifredi Pozo Abogados	Francisco A. Gottifredi
Lexvalor Abogados	Daniela Irigoyen, Juan Francisco Almeida
<b>RECOMMENDED</b>	
Cardinal Abogados Y Consultores	Fabian Andrade Narvaéz
Cabezas Wray & Alban	Ernesto Albán Ricaurte
Ecija Gpa	Gonzalo Muñoz, Sebastián López, Byron Sotomayor, Xavier Molina
Falconi Puig Abogados	Sasha Mandakovic, Carlos Alberto Arroyo del Río
Noboa, Peña & Torres Abogados	Margarita Velez Casanova, Gonzalo Noboa

### MORALES & ASOCIADOS: LASER-FOCUSED ON CLIENT SATISFACTION



Marco Morales Tobar

**Key figure(s):** Pablo Morales Andrade, Marco Morales Andrade and Marco Morales Tobar  
**Established:** 2004

**Track record:** The firm is characterized by an ability to provide quality services in complex litigations. It focuses on judicial proceedings in instances such as the National Court of Justice and the Constitutional Court. It has represented clients in breach of contracts, co-ownership and inheritance problems, preparatory proceedings, nullity of agreements and administrative contentious actions.

**Team & differentiation:** Clients consider Morales & Asociados to be a reliable partner. The firm is staffed by a high-level team that, thanks to its broad-ranging experience, has been able to obtain favorable rulings in a host of highly complex litigations. Marco Morales Tobar has been practicing law for over half a century and is an internationally recognized expert in constitutional and administrative law.

### PINO ELIZALDE ABOGADOS: SOPHISTICATED LITIGATION EXPERTS



Marco (Valentin) Elizalde

**Key figure(s):** Marco (Valentin) Elizalde and Daniel Pino  
**Established:** 2017

**Track record:** The firm has a broad range of local and international clients such as Cervecería Nacional (Ecuadorian affiliate of AB InBev), Grupo Liris, Univisa, Holcim Agregados and Naturissimo. It has participated in sophisticated civil and commercial litigation and complex lawsuits against the State, matters of particular relevance to the Ecuadorian market.

**Team & differentiation:** The team has a solid reputation and presence in civil and administrative litigation. Its leader, Marco (Valentin) Elizalde, has experience advising clients on antitrust, constitutional and administrative matters, which has seen him head major cases both in the city of Guayaquil and across Ecuador, obtaining favorable results for clients however complex the case.

### DENTONS PAZ HOROWITZ: STRONG REPUTATION IN DISPUTE RESOLUTION



Jorge Paz

**Key figure(s):** Jorge Paz, Agustín Acosta and Leyre Suárez Dávalos  
**Established:** 1991

**Track record:** The firm has represented major clients such as Titan Minerals, Acon Group, AAV Aviation Adjusters, KLM, Quifatex and Trane Technologies in constitutional, civil and administrative proceedings, in addition to offering alternative conflict-resolution advice. The firm has also participated in commercial and investment arbitrations before local and international courts.

**Team & differentiation:** The team is esteemed for its experience in complex judicial and arbitral disputes. Its leaders, Jorge Paz and Agustín Acosta take a strategic approach to dispute resolution, as well as a preventive path in mediation proceedings, providing effective solutions for clients in sectors such as aviation, construction, energy, mining and pharmaceuticals.

## ARBITRATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Pérez Bustamante &amp; Ponce (Pbp)</b>	Rodrigo Jijón-Letort, Edgar Ulloa-Balladares, Juan Manuel Marchán-Maldonado, Javier Jaramillo, María Teresa Borja
<b>2 Carmigniani Pérez Abogados</b>	Eduardo Carmigniani, Hugo Garcia Larriva, Alvaro Galindo
<b>Coronel &amp; Pérez Abogados</b>	César Coronel Jones, César Coronel Ortega
<b>EXCELLENT</b>	
<b>Avl Abogados</b>	Xavier Andrade
<b>Robalino Law</b>	Javier Robalino, Cristina Viteri, Luis Carlos Fernandez, Verónica Arroyo, Munia El Harti Alonso
<b>Corralrosales</b>	Santiago Palacios, Xavier Rosales
<b>HIGHLY RECOMMENDED</b>	
<b>1 Dentons Paz Horowitz</b>	Agustín Acosta, Jorge Paz, Leyre Suarez
<b>Ecija Gpa</b>	Bayardo Poveda, Blanca Gómez de la Torre, Gonzalo González Galarza
<b>Falconi Puig Abogados</b>	Sasha Mandakovic
<b>Gallegos Valarezo &amp; Neira</b>	Edgar Neira
<b>Lexvalor Abogados</b>	Daniela Irigoyen, Juan Francisco Almeida
<b>Noboa, Peña &amp; Torres Abogados</b>	Patricio Peña Romero, Gonzalo Noboa Baquerizo, Margarita Vélez Casanova
<b>Quevedo &amp; Ponce Estudio Jurídico</b>	Alejandro Ponce
<b>2 Pino Elizalde Abogados</b>	Marco Elizalde Jalil
<b>Romero Arteta Ponce</b>	Diego Romero, Gabriela Villagómez, Patricia del Pozo
<b>Tadir Dispute Resolution</b>	David Toscano
<b>RECOMMENDED</b>	
<b>Bustamante Fabara</b>	Maria Rosa Fabara, Jose Rafael Bustamante
<b>Corral Barriga</b>	Elena Barriga, Fabián Corral Burbano
<b>Cabezas Wray &amp; Alban</b>	Marisol Romero, Ernesto Albán Ricaurte
<b>DII Abogados</b>	Leopoldo González, Xavier Sisa Cepeda
<b>Donoso y Asociados</b>	Esteban Donoso
<b>Expertise Advisor Abogados</b>	Alberto Peña Moscoso
<b>Tobar Zvs</b>	Oscar Vela
<b>VALUABLE PRACTICE</b>	
<b>Ccb Abogados</b>	Daniela Cevallos, Roberto Bilbao
<b>Flor Bustamante Pizarro &amp; Hurtado</b>	Roque Bustamante, Mario Flor, Andres Ycaza
<b>Morales &amp; Asociados</b>	Marco Morales Tobar, Marco Morales Andrade, Pablo Morales Andrade
<b>Santos Burbano de Lara</b>	Oswaldo Santos

## ARBITRATION CENTERS

In each tier, the centers are ordered alphabetically

CENTER	KEY FIGURE(S)
<b>HIGHLY RECOMMENDED</b>	
<b>Centro de Arbitraje y Conciliación de la Cámara de Comercio de Guayaquil</b>	Juan Carlos Díaz-Granados Martínez
<b>Centro De Arbitraje Y Mediación Amcham</b>	Patricia Vera Nieto
<b>Centro de Arbitraje y Mediación de la Cámara de Comercio de Quito (CAM)</b>	Emilia Grijalva
<b>Centro Internacional De Arbitraje Y Mediación (Ciam)</b>	Pablo Zambrano Albuja
<b>RECOMMENDED</b>	
<b>Cámara de Comercio de Cuenca</b>	Luis Alberto Monsalve





## ARBITRATORS

### Best Arbitrators

In each tier, the firms are ordered alphabetically

#### ARBITRATOR

#### LEADING

1

Armando Serrano Puig (Falconi Puig)

Edgar Neira (Ilp Global - Gallegos, Valarezo & Neira)

José María Pérez (Bredin Prat)

Rodrigo Jijón (Pérez Bustamante & Ponce (PBP))

2

Ernesto Albán (Cabezas Wray & Alban)

Fabián Jaramillo Terán (Jaramillo Dávila Abogados)

Juan Manuel Marchan (Pérez Bustamante & Ponce (PBP))

#### EXCELLENT

Alejandro Ponce Martínez (Quevedo & Ponce Estudio Jurídico)

Armando Serrano Carrión (Serrano & Asociados)

Blanca Gómez De La Torre (Ecija Gpa)

Corina Navarrete Luque (Professor)

César Coronel (Coronel & Perez Abogados)

César Drouet Candel (Sole Practitioner)

César Zumarraga (Tobar Zvs)

Jorge Alvear (Alvear Macías Asesores Legales)

Jorge Paz (Dentons Paz Horowitz)

Marcelo Torres (Noboa, Peña & Torres)

Xavier Andrade (AVL Abogados)

#### HIGHLY RECOMMENDED

Alberto Peña Moscoso (Expertise Advisor Abogados & Consultores)

Ana Maria Larrea (Larrea, Ortiz Y Cía.)

Diego Romero (Romero Arteta Ponce)

Eduardo Carmigniani (Carmigniani Pérez Abogados)

Juan Pablo Aguilar Andrade (Professor)

Maria De Lourdes Maldonado (López Ribadeneira Mora)

Oscar Vela (Tobar Zvs)

Vanessa Aguirre Guzman (Professor)

Vladimir Villalba (Sole Practitioner)

#### RECOMMENDED

Hugo García Larriva (Carmigniani Pérez Abogados)

Jorge Sicouret Lynch (Coronel & Perez Abogados)

Luis Carlos Fernandez (Robalino Law)

Luis Garcia Plaza (Legalsa & Asociados)

Miguel Andrade Cevallos (Andrade & Andrade)

Patrick Barrera (BACLAW)

### CABEZAS WRAY & ALBÁN ABOGADOS: PRESTIGIOUS DISPUTE-RESOLUTION EXPERTS



Ernesto Albán Ricaurte

Key figure(s): Ernesto Albán Ricaurte  
Established: 2010

**Track record:** The firm takes charge of complex economic criminal law cases. Its clients are drawn from diverse sectors such as energy, mining and oil. The firm advises on national and international arbitration and judicial proceedings and has successfully represented the Ecuadorian State and various public-sector organizations in disputes before international and local courts.

**Team & differentiation:** CW&A Legal's team is appreciated for the high level of its preparation and broad experience. Ernesto Albán is an arbitrator with the Quito Chamber of Commerce and the International Arbitration and Mediation Center, CIAM. He is acknowledged as a capable professional and a prestigious arbitrator, whose contribution to the Ecuadorian market is considerable.



# MEDIATION

## Best Mediators

In each tier, the firms are ordered alphabetically

### MEDIATOR

#### LEADING

Jaime Vintimilla Saldaña (Pactum Dispute Resolution)

Juan Carlos Sosa Gallardo (Sosa & Salazar Abogados)

Ximena Bustamante Vasconez (Pactum Dispute Resolution)

#### EXCELLENT

Alicia Arias Salgado (Sole Practitioner)

Esteban Santos López (Lex Buró Abogados)

#### HIGHLY RECOMMENDED

Alfonso Rivera (Tobar Zvs)

Alfredo Larrea (Centro De Arbitraje Y Mediación Amcham)

Antonio Pérez (Centro De Arbitraje Y Mediación Amcham)

Diego Romero (Romero Arteta Ponce)

Francisco Alarcón Alcivar (Centro De Mediación Empresarial)

Gabriela Balseca Alzate (Pactum Dispute Resolution)

Ruggero Echanique (Yo Negocio)

#### RECOMMENDED

Bernardo Ponce (Ponce Mantilla & Asociados)

Byron Ayala ( Global Advice Consultores Legales)

Daniel Palbuchta (Lexalia Abogados)

Gil Davalos (Centro de Mediacion de la Camara de Comercio de Quito)

Juan Paez (JPP Abogados)

## PERU

## CIVIL &amp; COMMERCIAL LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Estudio Echecopar -Member of Baker McKenzie International</b>	Ana María Arrarte, Javier de Belaunde, Yvo Cuba, Samuel Abad, Roxana Gayoso
<b>Miranda &amp; Amado</b>	Cristina Ferraro, Mauricio Raffo, Santiago Carrillo, Giovanni Priori
<b>Rodrigo Elías &amp; Medrano Abogados</b>	Arturo Aza, José Tam, Renzo Carrasco
<b>EXCELLENT</b>	
<b>1 Muñiz, Olaya, Meléndez, Castro, Ono &amp; Herrera</b>	Fernando Melendez, Edwin Pezo, Ericka Angulo
<b>Garrigues</b>	Hugo Forno, Melissa Nuñez
<b>Payet, Rey, Cauvi, Pérez Abogados</b>	Julio Cesar Perez, Máximo Gordillo
<b>Philippi, Prietocarrizosa Ferrero DU &amp; Uria</b>	Ramiro Portocarrero, Sebastián Basombrio
<b>Simons Boutique De Litigios Y Arbitrajes</b>	Adrian Simons, Verónica de Noriega
<b>2 Amprimo, Flury, Barboza &amp; Rodríguez Abogados</b>	Natale Amprimo, Carlos Rodríguez Manrique, Eduardo Barboza
<b>Rodríguez Angobaldo Abogados</b>	Fernando Rodríguez Angobaldo, Jaime Heredia Tamayo, Adolfo Pinillos
<b>HIGHLY RECOMMENDED</b>	
<b>1 DLA Piper Perú</b>	Guillermo Hesse, Hernán Jordán, Javier Abusada
<b>Osterling Abogados</b>	Mauricio Martínez, Enrique Ferrando, Gabriel Loli
<b>Rebaza, Alcázar &amp; De Las Casas</b>	Roger Zavaleta, Augusto Loli, Alberto Rebaza
<b>2 Baxel Consultores</b>	Raffo Velásquez, Mario Drago, Juan Chang, Christian Chávez
<b>CMS Grau</b>	Luis Alberto Liñan, Alessandra Cocchella
<b>Estudio Olaechea</b>	Manuel Villa-García, Cecilia Catacora, Carlos Martínez
<b>Hernández &amp; Cia</b>	Jorge Luis Zubiata
<b>Miguel Grau Q. Abogados</b>	Miguel Grau Quinteros, Augusto Pereyra
<b>Rubio Leguía Normand</b>	Bruno Marchese
<b>RECOMMENDED</b>	
<b>Aguado &amp; Ruiz Abogados</b>	José Aguado López, Milo Ruíz
<b>Benites Vargas &amp; Ugaz Abogados</b>	Ricardo Carrillo, Diego Martínez, Daniel Figallo, Victor García
<b>C&amp;C Abogados</b>	Fernando Capuñay, Andrea Velasquez
<b>Dentons</b>	Claudio Cajina
<b>GSA- García Sayán Abogados</b>	Javier Villa García
<b>Lazo De Romaña &amp; Bravo</b>	Richard Allemant
<b>Linares Abogados</b>	Daniel Linares



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<b>Lourdes Flores Nano Abogados – LFN ABOGADOS</b>	Lourdes Flores Nano
<b>Monroy &amp; Shima Abogados</b>	Roberto Shimabukuro Miyasato, Renzo Salvatore Monroy Pino
<b>Navarro &amp; Pazos Abogados</b>	Oscar Pomar Fonseca, David Flores Ligarda
<b>Rafael Prado Litigio Judicial Y Arbitral</b>	Rafael Prado, Americo Hidalgo
<b>Viera Abogados</b>	Rafael Viera, Alexandra Ravello, Francisco Távora, Adriana Chamorro

VALUABLE PRACTICE

<b>Aramburú Castañeda Boero</b>	Gustavo Ramos
<b>Arbe Abogados</b>	Enrique Ferrari, Andrés Alayza, Yanet Carrasco
<b>Balbi Consultores Asociados</b>	Hugo Caverro R.
<b>Barrios Fuentes Abogados</b>	Roger Salas
<b>DS Casahierro</b>	Luis Ponce-Mendoza, Ricardo Montero, Rafael Artieda
<b>Estudio Arca &amp; Paoli Abogados</b>	Francisco Arca Patiño, Carla Paoli
<b>Fernandez, Heraud &amp; Sanchez</b>	Rosario Fernández
<b>Llona &amp; Bustamante Abogados</b>	Carlos Herbozo Pérez Costa
<b>Loza Legal</b>	Juan Manuel Loza
<b>MDR Abogados</b>	Miguel Delgado
<b>Miguel Mur</b>	Enrique Figueroa
<b>Quiroga &amp; Barton Abogados</b>	Giancarlo Mandriotti
<b>Santiváñez Antúnez Abogados</b>	Marco Palacios Meza, Joshimar de la Cruz Aroni, Brenda Maraví
<b>Zuñiga Alvarez Abogados</b>	Sandro Zuñiga Alvarez, Sandro Meza, Sandro Zuñiga Flores
<b>Vega Abogados</b>	Luis Antúnez

ESTUDIO MUÑIZ: DEFT LITIGATION AND ARBITRATION EXPERTISE



Fernando Meléndez

Key figure(s): Fernando Meléndez, Edwin Pezo and Ericka Angulo  
Established: 1981

**Track record:** Widely admired litigation and arbitration team, noted for its excellent track record and market-leading experience counseling on civil, commercial, administrative, contentious and constitutional litigation matters. The firm's extensive clientele includes Telefónica del Perú, Nestle, Olympic Peru, Enel, Supermercados Peruanos, Gases del Pacífico, and la Positiva Seguros y Reaseguros.

**Team & differentiation:** The experienced Fernando Meléndez heads the dispute resolution practice and co-heads the arbitration practice with Edwin Pezo. The litigation and dispute resolution area is made up of a constitutional and contentious-administrative team, in addition to those covering civil and commercial processes and judicial collections. Earlier this year, Ericka Angulo was promoted to senior partner in the litigation team.

AMPRIMO, FLURY, BARBOZA & RODRÍGUEZ ABOGADOS: GO-TO DISPUTE RESOLUTION FIRM



Natale Amprimo

Key figure(s): Natale Amprimo, Eduardo Barboza, Carlos Rodríguez and Jaime Miranda  
Established: 2006

**Track record:** Highly active dispute resolution and arbitration team regularly sought out as both litigant and arbitrator, due to its record in a variety of large-scale arbitrations and great knowledge of judicial processes in constitutional, civil and regulatory matters. The firm represents several of the most important companies in the country, such as Enel Peru, COESTI, Transvial Lima, Samsung, Grupo Sandoval and Lima Vías.

**Team & differentiation:** Natale Amprimo has more than 30 years' experience in litigation and arbitration both as counsel and arbitrator. Eduardo Barboza is highly active in arbitration too, alongside Jaime Miranda, and is also heavily involved in litigation and construction matters. Carlos Rodríguez is devoted to administrative litigation, public law and dispute resolution in construction and occasionally takes on arbitrations.

REBAZA, ALCAZAR & DE LAS CASAS: A RISING FORCE IN DISPUTE RESOLUTION



Roger Zavaleta

Key figure(s): Roger Zavaleta, Alberto Rebaza and Augusto Loiz  
Established: 2004

**Track record:** The firm acted for Perupetro in a \$255m arbitration against Pluspetrol Norte, in relation to an oil license contract termination. It also advised SEDAPAL in a \$33m arbitration against the United Nations over breach of contract in a sanitation project bid. The firm is highly regarded for its knowledge of international arbitration and for its corporate, financial, bankruptcy and M&A litigation expertise.

**Team & differentiation:** The team focuses on providing advisory and representation in highly complex litigations and arbitrations. It formulates complex strategies by mixing and matching lawyers specializing in criminal law, infrastructure, project finance, labor and tax as and when the project requires. Its members regularly participate as co-counsel in important investment arbitrations in Peru.

RODRÍGUEZ ANGOBALDO: ARBITRATION AND LITIGATION POWERHOUSE



Jaime Heredia

Key figure(s): Jaime Heredia, Fernando Rodríguez Angobaldo and Rodolfo Pinillos  
Established: 1997

**Track record:** Highly reputed litigation and arbitration boutique trusted by both national and international clients mainly from the healthcare, telecoms, oil & gas and mining sectors. The firm is currently advising Colombiana Kimberly Colpapel and Kimberly Clark Ecuador in a constitutional lawsuit against the Andean Community, as well as Perenco Peru Petroleum Limited in a proceeding against the Peruvian Ministry of Culture.

**Team & differentiation:** This powerhouse boutique is home to five partners and 25 other lawyers. Jaime Heredia, who co-heads the arbitration team alongside with Adolfo Pinillos and Fernando Rodríguez Angobaldo, is an expert at drawing up conflict-resolution strategies. The team regularly represents clients in complex cases before all instances of the Peruvian courts, and its members are registered to arbitrate at the main arbitration centres.





PERU

Our analysis

**RAFAEL PRADO LITIGIO JUDICIAL Y ARBITRAL: EFFICIENT DISPUTE-RESOLUTION MANAGEMENT**



Rafael Prado

Key figure(s): Rafael Prado and Américo Hidalgo  
Established: 2015

**Track record:** Advising mainly insurance, technology, energy, construction and educational services companies, such as Directv Peru, Rimac Seguros, Universidad Tecnológica del Perú and QMC Telecom, the firm specializes in highly complex civil, commercial, contentious administrative, labor and constitutional litigation, as well as in national and international arbitration. Clients appreciate the team's high level of specialization and personal touch.

**Team & differentiation:** Rafael Prado is well-regarded by peers and clients for his skillful navigation of highly complex commercial, corporate, administrative, regulatory and environmental litigation cases. In addition, he has ample experience as arbitrator, being registered at the Center for Arbitration and Dispute Resolution CEARC-PUCP, the Chamber of Commerce of Lima CCL, and the American Chamber of Commerce AMCHAM.

**C&C ABOGADOS: EFFECTIVE DISPUTE-PREVENTION STRATEGIES**



Fernando Capuñay

Key figure(s): Fernando Capuñay, Andrea Velásquez and Nicolle Ríos  
Established: 2011

**Track record:** Notable practice which assists on private arbitration and public procurement, as both lawyers and arbitrators. It is also acknowledged for its ample expertise advising on dispute resolution related issues such as conciliation, judicial processes, arbitrations and mediation. Sacos Peruanos, Consorcio Ximesa, Nuevo Capital Peru, Numay and Molinos Calcereos are clients.

**Team & differentiation:** Fernando Capuñay has accrued a wealth of experience representing domestic and foreign companies in negotiations related to construction, healthcare, mining and natural resources. He also acts as a consultant for several Peruvian firms and is regularly involved either as a lawyer or arbitrator in complex arbitration proceedings. Clients appreciate the firm's exhaustive follow-up on each case.

**CMS GRAU: SOLID DISPUTE RESOLUTION EXPERTISE**



Luis Alberto Liñan

Key figure(s): Luis Alberto Liñan, Michelle Barclay, Carlos Hamann, Alessandra Cochella and Ramon Huapaya  
Established: 1934

**Track record:** The firm's impressive dispute resolution practice handles the full range of contentious issues, with deep emphasis on international arbitration as well as in civil, commercial and administrative litigation. Especially valued for its skilled counseling of companies from the energy, healthcare, construction, environmental and finance sectors, such as Calidda, Puma Energy, Enagás, Volcom Capital, La Fiduciaria and GE Healthcare del Perú.

**Team & differentiation:** The team contains lawyers experienced in procedural law and either national or international arbitration linked to commercial and investment issues. It has in-depth knowledge in the environmental, regulatory, banking and finance, corporate, energy, bankruptcy, natural resources, and construction sectors. Earlier this year, litigation and constitutional issues expert Alessandra Cochella was appointed partner.

**VIERA ABOGADOS: OUTSTANDING PERFORMANCE IN LEGAL DISPUTES**



Rafael Viera

Key figure(s): Rafael Viera, Alexandra Ravello, Adriana Chamorro and Francisco Távora  
Established: 2016

**Track record:** Viera Abogados acts for leading national companies in the retail, logistics, energy and automotive sectors, such as Makro Supermercados, Tiendas Peruanas, Astara Group, Celepsa Renovables and Homecenters Peruanos. The firm is currently assisting Astara Group in a breach of a security interest pertaining to a \$2m mortgage. It is also advising San Fernando in a litigation against distribution company Bochoco.

**Team & differentiation:** Composed of four partners and 11 associates, Viera's team is headed by Rafael Viera, who focuses on civil, constitutional, and administrative litigation, as well as dispute resolution and arbitration matters. After a 20-year career in the private sector, Francisco Távora recently joined the team as partner, further strengthening the civil and commercial litigation practices.

**LAZO DE ROMAÑA BRAVO ABOGADOS: EXPERIENCED DISPUTE RESOLUTION PRACTICE**



Richard Allemant

Key figure(s): Freddy Escobar and Richard Allemant  
Established: 2005

**Track record:** The firm has a strong track record in international arbitration as well as in civil, commercial, constitutional and administrative litigation. It is also widely noted for its local arbitration expertise in cases related to corporate (e.g. M&A deals, shareholders' agreements) energy, telecoms, and real-estate transactions. Clients include: The Republic of Peru, Enel Distribución, Arnold & Porter and Allen & Overy.

**Team & differentiation:** The firm recently became member of the Velae Group, enhancing each's prestige, trajectory and level of professional talent. LRB's storied arbitration and litigation practice is led by partners and arbitrators Freddy Escobar, who is highly experienced in complex negotiations, and Richard Allemant, a specialist in litigation and conflict resolution in judicial, arbitral and extrajudicial settings.

**MONROY & SHIMA ABOGADOS: MASTERFUL LITIGATION AND ARBITRATION FIRM**



Roberto Shimabukuro Miyasato

Key figure(s): Roberto Shimabukuro Miyasato and Renzo Salvatore Monroy Pino  
Established: 2020

**Track record:** Monroy & Shima capably advises leading national real-estate, healthcare, construction and retail corporations such as Grupo AUNA, Dormeson and Cyber Plaza. The firm stands out for its knowledge of dispute resolution, handling judicial and arbitration litigation in civil, administrative and constitutional matters. It is currently acting for Promoción Inmobiliaria del Sur in a pair of real-estate disputes.

**Team & differentiation:** The conflict prevention and resolution team, led by partners Renzo Salvatore and Roberto Shimabukuro alongside a strong team of skillful lawyers, provides advice to clients on corporate and labor/occupational health and safety issues, also regularly acting in litigation related to commercial law, administrative, government contracting, consumer protection and insurance matters.



# COMPETITION ANTITRUST & INVESTIGATIONS

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bullard Falla Ezcurra Abogados</b>	Alejandro Falla, Eduardo Quintana, Lucía Villarán, Andrea Cadenas
<b>Payet, Rey, Cauvi, Pérez Abogados</b>	Carlos Patron
<b>EXCELLENT</b>	
<b>1 Diez Canseco Competencia &amp; PI</b>	Luis Diez Canseco
<b>Estudio Echecopar -Member of Baker McKenzie International</b>	Teresa Tovar
<b>León e Iparraguirre Abogados</b>	Luis Miguel León, Gianfranco Iparraguirre
<b>Muñiz, Olaya, Meléndez, Castro, Ono &amp; Herrera</b>	Pierino Stucchi, José Antonio Bezada
<b>2 Baxel Consultores</b>	Christián Chávez, Carlos Rojas
<b>Bueno Lercari Consultores</b>	Rosa Bueno, Jesús Hernández Peña
<b>Garrigues</b>	Ivo Gagliuffi, Javier Coronado
<b>Miranda &amp; Amado</b>	Enrique Felices, Fiorella Zumaeta
<b>Rodrigo Elías &amp; Medrano Abogados</b>	Veronica Sattler
<b>HIGHLY RECOMMENDED</b>	
<b>Benites Vargas &amp; Ugaz Abogados</b>	Carlo Fabricio Sanchez Concha
<b>CMS Grau</b>	Maria Delia Oxley, Ramon Huapaya
<b>Comercia Consulting</b>	José Antonio De la Puente
<b>Estudio Olaechea</b>	Martin Serkovic, Mónica Germany
<b>Hernández &amp; Cia</b>	Enrique Caveró Safrá
<b>Llona &amp; Bustamante Abogados</b>	Alfonso Fernández Maldonado, Raúl Villavicencio, Ariana Delgado
<b>Martinot Abogados</b>	Jessica Hondermann
<b>Santivañez Abogados</b>	Roberto Santivañez, Percy Samaniego
<b>RECOMMENDED</b>	
<b>Dentons</b>	Sandra Lorca
<b>DLA Piper Perú</b>	Luis Vargas, Daniel Flores Consiglieri
<b>EY Law</b>	Mario Zuñiga
<b>Fernández-Dávila Abogados</b>	Carlos Fernández Dávila, Neunlyn Marín Díaz
<b>Lesem Complaw</b>	Eliana Lesem
<b>MOAR Abogados</b>	Carlos Monteza
<b>Olaechea Asesoría Y Consultoría</b>	Joselyn Olaechea
<b>Patroni Abogados</b>	Ursula Patroni Vizquerra
<b>Philippi, Prietocarrizosa Ferrero DU &amp; Uria</b>	Veronica Vergaray
<b>Rodríguez García &amp; Encinas Abogados</b>	Gustavo Rodríguez
<b>Torres y Torres Lara Abogados</b>	Alonso Morales Acosta, Christian Guzman

### LEON E IPARRAGUIRRE: STERLING COMPETITION AND ANTITRUST REPUTATION



Luis Miguel León

**Key figure(s):** Luis Miguel León and Gianfranco Iparraguirre  
**Established:** 2016

**Track record:** The firm develops strategies to avoid anticompetitive and unfair competition actions in the market, with advertising litigation a speciality. Latam Airlines, Banco Pichincha, Toyota, Marsh Rehder, Estación Pachacútec and Jockey Plaza are clients. The firm is currently advising Latam Airlines on its defense against a large number of claims and complaints filed by consumers in INDECOPI.

**Team & differentiation:** The boutique capably handles all INDECOPI matters, such as antitrust, consumer protection, dumping, commercial advertising and unfair competition. Founders Luis Miguel León and Gianfranco Iparraguirre are key experts in each of these subjects, in addition to administrative law. Beyond their high level of specialization, Miguel and Gianfranco are empathic, passionate and highly engaged.

### ESTUDIO MUÑIZ: GO-TO FOR COMPLIANCE AND ANTITRUST ISSUES



Pierino Stucchi

**Key figure(s):** Pierino Stucchi, Antonio Bezada, Mauricio Olaya and Ian Galarza  
**Established:** 1981

**Track record:** The in-demand competition team shapes the most important competition issue debates of the day at the national level, setting the agenda in legal defense with innovative litigation strategies and providing a strategic advisory service highly valued by its clients. Rimac Seguros & Reaseguros, Grupo Ripley, Scotiabank, LG Electronics and Nestlé and Prosegur Activa are among its key clients.

**Team & differentiation:** The team, led by senior partner Pierino Stucchi, supported by Jose Antonio Bezada, has an enviable position in the market. The firm provides complex preventive counseling to more than 350 national and international corporations, reviewing its clients' operations with respect to antitrust, unfair competition and consumer law compliance programs. Nine new counsel joined the firm in 2022.

### COMERCIA CONSULTING: INTERDISCIPLINARY VISION



José Antonio de la Puente León

**Key figure(s):** José Antonio de la Puente León  
**Established:** 2008

**Track record:** The firm's team is best known for its high degree of specialization in both antitrust law and antitrust economics (industrial organization). It is also a leading firm in international trade remedy cases involving unfair trade practices concerning dumping and subsidies. The client list includes Contilatin del Perú, the Peruvian Association of Poultry and Colortex Peru.

**Team & differentiation:** The team is led by Jose Antonio de la Puente who has 20 years' experience in antitrust matters. Other members include economics expert Javier Illescas and economists Jose Hernández and Raisa Cabanillas. It has hands-on experience of INDECOPI proceedings and several of its members have at one time or another held prominent positions within the above organization.



PERU

## ADMINISTRATIVE LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Estudio Echecopar -Member of Baker McKenzie International</b>	Ana María Arrarte, Javier De Belaúnde, Yvo Cuba, Jorge Danós, Samuel Abad, Juan Carlos Morón
<b>Rodrigo Elías &amp; Medrano Abogados</b>	Arturo Aza, Hugo Silva, Carlos Carpio, José Tam, Renzo Carrasco
<b>Rubio Leguía Normand</b>	Milagros Maraví, Bruno Marchese
<b>EXCELLENT</b>	
<b>1 Amprimo, Flury, Barboza &amp; Rodríguez Abogados</b>	Carlos Rodríguez Manrique, Natale Amprimo, Eduardo Barboza
<b>Bullard Falla Ezcurra Abogados Garrigues</b>	Alejandro Falla, Eduardo Quintana, Lucía Villarán, Andrea Cadenas
<b>2 CMS Grau</b>	Ramon Huapaya, Nestor Shimabukuro
<b>León e Iparraguirre Abogados</b>	Luis Miguel León, Gianfranco Iparraguirre
<b>Miranda &amp; Amado</b>	Willy Pedreschi, Giovanni Priori
<b>Muñiz, Olaya, Meléndez, Castro, Ono &amp; Herrera</b>	Rolando Salvatierra
<b>Payet, Rey, Cauvi, Pérez Abogados</b>	Gerardo Soto
<b>HIGHLY RECOMMENDED</b>	
<b>Baxel Consultores</b>	Carlos Rojas, Mario Drago, Cristián Chávez, Raffo Velasquez
<b>Osterling Abogados</b>	Mauricio Martínez, Fernando Allasi
<b>Philippi, Prietocarrizosa Ferrero DU &amp; Uria</b>	Ronald Fernández Dávila
<b>Quiñones Alayza Abogados</b>	Maité Quiñones
<b>Santiváñez Abogados</b>	Fidel Rocha, Emily Horna, Paul Sumar
<b>Simons Boutique De Litigios y Arbitrajes</b>	Adrian Simons, Verónica de Noriega
<b>RECOMMENDED</b>	
<b>Benites Vargas &amp; Ugaz Abogados</b>	Jose León, Victor Garcia
<b>DLA Piper Perú</b>	Guillermo Hesse
<b>Estudio Olaechea</b>	Manuel Villa-García, Carlos Martínez
<b>Hernández &amp; Cia</b>	Jorge Luis Zubiate
<b>Patroni Legal</b>	Ursula Patroni Vizquerra
<b>Pazos &amp; Ikehara Abogados</b>	Juan Manuel Pazos, Alvaro Palao
<b>Rebaza, Alcázar &amp; De Las Casas</b>	Roger Zavaleta
<b>Rodríguez Angobaldo Abogados</b>	Adolfo Pinillos, Jaime Heredia
<b>Rosselló Abogados</b>	Hugo Morote, Humberto Mansilla
<b>Zegarra &amp; Schipper</b>	Diego Zegarra
<b>VALUABLE PRACTICE</b>	
<b>Aramburú Castañeda Boero</b>	Gustavo Ramos
<b>Barrios Fuentes Abogados</b>	Raul Barrios, Renzo Roberti, Liliana Callirgos
<b>Bueno Lercari Consultores</b>	Lucia Quevedo, Jesús Hernandez Peña
<b>Dentons</b>	Claudio Cajina
<b>Llona &amp; Bustamante Abogados</b>	Alfonso Fernández Maldonado
<b>García Sayán Abogados</b>	Javier Villa García
<b>Miguel Grau Q. Abogados</b>	Miguel Grau Quinteros, Augusto Pereyra
<b>MOAR Abogados</b>	Carlos Monteza
<b>Monroy &amp; Shima Abogados</b>	Roberto Shimabukuro, Renzo Monroy Pino
<b>Navarro &amp; Pazos Abogados</b>	David Flores Ligarda, Oswaldo Lozano
<b>Rafael Prado Litigio Judicial y Arbitral</b>	Américo Hidalgo, Carla Noriega, Rafael Prado
<b>Santiváñez Antúnez Abogados</b>	Juan José Santiváñez Antúnez, Stephany Lanegra
<b>Tafur Asesores Y Consultores</b>	Sergio Tafur
<b>Viera Abogados</b>	Rafael Viera, Adriana Chamorro

### PATRONI LEGAL: NEW BOUTIQUE WITH CAPABLE PROFESSIONALS



Úrsula Patroni

Key figure(s): Úrsula Patroni and Juan Muñoz  
Established: 2022

**Track record:** With correspondent lawyers in five of the main cities in the country, Patroni Legal's competition team is characterized by the wide-ranging expertise and professional acumen of its members. The firm regularly advises in competition administrative proceedings, preliminary investigations, legal opinions and judicial litigation. Its emphasis on confidentiality and professionalism is highly appreciated by clients.

**Team & differentiation:** Following a seven-year career at Rojas, Leo Patroni Abogados, Úrsula Patroni took the decision to set up her own firm, bringing to bear her 15 years' experience in competition, administrative law and customer protection. She is joined in this endeavor by Juan Muñoz, who specializes in administrative litigation, bank regulation and customer protection matters, and has a wealth of experience serving in both national and international firms.

### BARRIOS FUENTES: MORE THAN 50 YEARS OF MARKET EXPERIENCE



Doris Alvaro

Key figure(s): Doris Alvaro and Roger Salas  
Established: 1968

**Track record:** The firm's dispute resolution practice deals with disputes related to contracting with the State, especially in administrative litigation processes derived from sanctions imposed by the OSCE. It provides excellent due diligence and compliance training. Sacyr Operación y Servicios Perú, Valoriza Conservación De Infraestructuras, Mega Inversiones, and Ortiz Construcciones y Proyectos are clients.

**Team & differentiation:** The team acts for clients from the construction, infrastructure, agro-industrial, state contracting and general services sectors. Doris Nicho is devoted to compliance and the prevention of asset laundering and terrorism financing, while Roger Salas specializes in civil, contentious administrative, constitutional, commercial, and arbitral processes. Clients appreciate the firm's efficiency in conflict resolution.

# DISPUTE RESOLUTION IN CONSTRUCTION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Campos / Arbitraje E Infraestructura</b>	Alex Campos, Rodrigo Urrutia
<b>Navarro Sologuren Paredes Gray</b>	Gustavo Paredes
<b>DLA Piper Perú</b>	Carlos Nuñez, Victor Velasquez, Reyna Silva, Ramiro Rubio, Julio Villanueva
<b>Estudio Echecopar -Member of Baker McKenzie International</b>	Ana María Arrarte, Javier De Belaúnde, Yvo Cuba, Maria del Carmen Tovar, Juan Carlos Morón, Jorge Danos, Zita Aguilera, Ana Sofia Revna
<b>EXCELLENT</b>	
<b>Philippi, Prietocarrizosa Ferrero DU &amp; Uria</b>	Ramiro Portocarrero, Sebastián Basombrío
<b>Roca Miock &amp; Acosta Abogados</b>	Pedro Roca Miock
<b>Rodrigo Elias &amp; Medrano Abogados</b>	José Tam, Arturo Aza, Luis Bedoya, Italo Carrano, Renzo Carrasco
<b>Bullard Falla Ezcurrea Abogados</b>	Huascar Ezcurrea Rivero, Alfredo Bullard
<b>Miranda &amp; Amado</b>	Mauricio Raffo, Cristina Ferraro
<b>Osterling Abogados</b>	Enrique Ferrando
<b>HIGHLY RECOMMENDED</b>	
<b>Amprimo, Flury, Barboza &amp; Rodríguez Abogados</b>	Carlos Rodríguez Manrique, Eduardo Barboza
<b>Payet, Rey, Cauvi, Pérez Abogados</b>	Mario Reggiardo, Julio Cesar Perez
<b>Simons Boutique De Litigios Y Arbitrajes</b>	Adrian Simons, Verónica de Noriega
<b>RECOMMENDED</b>	
<b>Aramburú Castañeda Boero</b>	Manuel Diego Aramburú Yzaga
<b>Barrios fuentes abogados</b>	Raul Barrios, Luis Puglianini
<b>Dentons</b>	Claudio Cajina
<b>Estudio Olaechea</b>	Cecilia Catacora
<b>MDR Abogados</b>	Miguel Delgado
<b>Miró Quesada &amp; Miranda Abogados</b>	Gustavo Miro Quesada, Rodolfo Miranda
<b>Navarro &amp; Pazos Abogados</b>	David Flores Ligarda, Ricardo Puccio Sala
<b>Rodríguez Angobaldo Abogados</b>	Adolfo Pinillos Córdova, Jaime Heredia

### DLA PIPER PERU: OUTSTANDING DISPUTE RESOLUTION EXPERTS



Carlos Nuñez

**Key figure(s):** Carlos Nuñez, Guillermo Hesse and Hernán Jordan  
**Established:** 2005

**Track record:** Well-known global firm with strong expertise in dispute resolution matters, spanning civil and commercial litigation, sophisticated construction arbitration and white-collar cases. It acted for Concesionaria Interoceánica Sur T2 in an arbitration against the MTC and is currently advising COFIDE in a litigation against the Metropolitan Municipality of Lima seeking the annulment of a land transport agreement and debt repayment.

**Team & differentiation:** The arbitration area has two sub-departments, one for project and construction arbitration, led by Carlos Nuñez, and another handling commercial arbitration, led by Guillermo Hesse, who also carries out civil and commercial litigation. The litigation team regularly acts in constitutional and administrative litigation against government bodies at local and state level, in addition to complex commercial disputes.

### NPG ABOGADOS: FIRST CHOICE FOR CONSTRUCTION DISPUTES



Gustavo Paredes

**Key figure(s):** Gustavo Paredes and Enrique Navarro  
**Established:** 1996

**Track record:** NPG's impressive practice expertly acts for both private and public companies and organizations in the engineering and construction, energy, public procurement, concessions, public-private partnerships, dispute resolution and arbitration fields. Aldesa Construcciones S.A. Sucursal en Perú, Grupo Centenario and Consorcio Vial Selva are among its clients.

**Team & differentiation:** NPG is the oldest dedicated construction-law firm in Peru and one of the leading firms in this area in the entire LatAm region. Gustavo Paredes, leader of the dispute team, specializes in construction law, public procurement and alternative dispute resolution, routinely dealing with claims and representing clients from the engineering and construction industry in court and arbitration proceedings.

### CAMPOS / ARBITRAJE E INFRAESTRUCTURA: HIGHEST INTERNATIONAL ARBITRATION STANDARDS



Alex Campos

**Key figure(s):** Alex Campos and Rodrigo Urrutia  
**Established:** 2014

**Track record:** Leading project and arbitration practice, particularly valued for its expertise in construction disputes assisting clients from the construction, energy, oil & gas and mining sectors such as Copisa Constructora Pirenaica and Corporación Sehover. It has 50 arbitrations ongoing including acting for Imesapi in a breach of contract dispute against *Programa Nacional de Inversiones en Salud del Ministerio de Salud*.

**Team & differentiation:** CAI specializes in advising clients on the development of public works infrastructure projects and providing solutions to complex disputes that arise due to construction, contractual, damages and economic issues in private and public contracts, PPPs or within the framework of a G2G. Two new associates joined the firm in January 2022.

### MDR ABOGADOS: VAST CONSTRUCTION INDUSTRY KNOWLEDGE



Miguel Delgado Ramos

**Key figure(s):** Miguel Delgado Ramos  
**Established:** 2020

**Track record:** Over the last 12 months, the firm has handled 37 arbitrations and five litigation procedures. Noted for its ample experience in the construction industry, the firm renders outstanding legal management of infrastructure projects and dispute resolution through arbitration and dispute boards. It is currently advising in various contract terminations and liquidation cases.

**Team & differentiation:** The team, made up of one partner and five associates, provides high-quality legal services chiefly to construction, engineering and supervising companies, owners of projects, subcontractors, and public entities. Miguel Delgado has over 15 years' experience advising infrastructure companies active in the private sector as well as under public contracting law. He also has ample experience as arbitrator.



PERU

## ARBITRATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bullard Falla Ezcurra Abogados</b>	Alfredo Bullard, Huascar Ezcurra Rivero
<b>Estudio Echecopar -Member of Baker McKenzie International</b>	Maria del Carmen Tovar, Ana María Arrarte, Javier de Belaunde, Yvo Cuba, Enrique Johanson
<b>Miranda &amp; Amado</b>	Mauricio Raffo, José Amado, Cristina Ferraro, Giovanni Priori, Santiago Carrillo, Luis Alonso Navarro
<b>EXCELLENT</b>	
<b>1 Osterling Abogados</b>	Enrique Ferrando, Gabriel Loli, Mauricio Martinez
<b>Payet, Rey, Cauvi, Pérez Abogados</b>	Mario Reggiardo, Julio Cesar Perez, Máximo Gordillo
<b>Philippi, Prietocarrizosa Ferrero DU &amp; Uria</b>	Ramiro Portocarrero, Sebastián Basombrió
<b>Rodrigo Elías &amp; Medrano Abogados</b>	José Tam, Italo Carrano, Luis Bedoya, Arturo Aza
<b>Simons Boutique De Litigios Y Arbitrajes</b>	Adrian Simons, Verónica de Noriega
<b>2 Aramburú Castañeda Boero</b>	Manuel Diego Aramburú Yzaga, Fernando Castañeda Melgar
<b>Campos / Arbitraje E Infraestructura</b>	Alex Campos, Rodrigo Urrutia
<b>DLA Piper Perú</b>	Carlos Nuñez, Hernán Jordán
<b>Estudio Paitan &amp; Asociados.</b>	Carlos Paitan Contreras
<b>Garrigues</b>	Hugo Forno, Melissa Nuñez
<b>Navarro &amp; Pazos Abogados</b>	Ricardo Puccio, Aresio Viveros
<b>Navarro Sologuren Paredes Gray</b>	Gustavo Paredes, Enrique Navarro Sologuren
<b>HIGHLY RECOMMENDED</b>	
<b>1 Amprimo, Flury, Barboza &amp; Rodríguez Abogados</b>	Eduardo Barboza, Natale Amprimo, Carlos Rodriguez Manrique
<b>Baxel Consultores</b>	Christián Chávez, Raffo Velásquez, Mario Drago, Juan Chang
<b>CMS Grau</b>	Luis Alberto Liñan, Michelle Barclay, Carlos Hamann, Ramon Huapaya, Alessandra Cocchella
<b>Cuatrecasas</b>	Domingo Rivarola, Rodrigo Rabines, Laia Valdespino, Elody Malpartida
<b>Muñiz, Olaya, Meléndez, Castro, Ono &amp; Herrera</b>	Fernando Melendez, Edwin Pezo
<b>Rebaza, Alcázar &amp; De Las Casas</b>	Roger Zavaleta
<b>Rodríguez Angobaldo Abogados</b>	Jaime Heredia Tamayo, Adolfo Pinillos Córdova, Fernando Rodriguez, Enrique Varsi
<b>2 C&amp;C Abogados</b>	Fernando Capuñay, Nicolle Ríos
<b>Estudio Olacoea</b>	Manuel Villa-García, Carlos Martínez, Cecilia Catacora, Licy Benzaquén
<b>Miguel Grau Q. Abogados</b>	Miguel Grau Quinteros, Augusto Pereyra
<b>Miró Quesada &amp; Miranda Abogados</b>	Rodolfo Miranda, Gustavo Miro Quesada
<b>Vega &amp; Abogados</b>	Jorge Vega Sover
<b>RECOMMENDED</b>	
<b>Barrios Fuentes Abogados</b>	Raul Barrios, Luis Puglianini
<b>Benites Vargas &amp; Ugaz Abogados</b>	Ricardo Carrillo, Diego Martínez
<b>Dentons</b>	Claudio Cajina
<b>Hernández &amp; Cia</b>	Jorge Luis Zubiata, Caterina Miró Quesada
<b>Lazo De Romaña &amp; Bravo</b>	Richard Allemant, Freddy Escobar
<b>Quiñones Alayza Abogados</b>	María Teresa Quiñones
<b>Rafael Prado Litigio Judicial Y Arbitral</b>	Rafael Prado, Americo Hidalgo
<b>Rubio Leguía Normand</b>	Bruno Marchese, Fausto Viale
<b>VALUABLE PRACTICE</b>	
<b>Arbe Abogados</b>	Andrés Alayza, Enrique Ferrari, Yanet Carrasco
<b>Barreto   Vergel   Bonilla</b>	Alessandro Vergel, Alvaro Bonilla
<b>Bueno Lercari Consultores</b>	Jesús Hernandez, Rosa Bueno
<b>DS Casahierro Abogados</b>	Luis Ponce, Ricardo Montero, Rafael Artieda
<b>GSA</b>	Javier Villa Garcia, Diego Calmet
<b>Linares Abogados</b>	Daniel Linares
<b>Llona &amp; Bustamante Abogados</b>	Carlos Herbozo Pérez Costa
<b>Loza Legal</b>	Juan Manuel Loza
<b>MOAR Abogados</b>	Ricardo Mego, Marcial Gutierrez, Carlos Monteza
<b>Quiroga &amp; Barton Abogados</b>	Giancarlo Mandriotti
<b>Rosselló Abogados</b>	Hugo Morote, Muriel Menchola
<b>Santivañez Abogados</b>	Emily Horna, Fidel Rocha, Paul Sumar, Roberto Santivañez
<b>Torres y Torres Lara Abogados</b>	Alonso Morales Acosta
<b>Viera Abogado</b>	Rafael Viera, Adriana Chamorro, Alexandra Ravello
<b>Zuñiga Alvarez Abogados</b>	Sandro Zuñiga Flores, Sandro Zuñiga Alvarez, Sandro Meza

### BARRETO VERGEL BONILLA: A ONE-STOP BOUTIQUE FOR DISPUTE RESOLUTION



Alessandro Vergel

Key figure(s): Alessandro Vergel and Alvaro Bonilla  
Established: 2018

**Track record:** The firm was very active over the past year in arbitrations before the Lima Chambers of Commerce and Amcham arbitration center, obtaining positive results for its clients while facing top arbitration law firms. Client's include renowned companies from the construction, retail and services sectors.

**Team & differentiation:** The team of civil, commercial and administrative litigation experts also handles arbitration, via Alvaro Bonilla and Alessandro Vergel. The firm is home to white-collar expert Marco Barreto who has more than 20 years' experience in this area of law. Each of the firm's trio of founders have post-graduation degrees from European universities.





## Our analysis

**SIMONS BOUTIQUE DE LITIGIOS Y ARBITRAJES:  
INNOVATIVE AND EXPERIENCED**

Adrián Simons

**Key figure(s):** Adrián Simons and Verónica de Noriega  
**Established:** 2011

**Track record:** A firm renowned for its arbitration and litigation excellence, it recently represented Luz del Sur in an arbitration against Rimac Seguros for breach of an insurance policy. Clients chiefly include national and international companies from the construction, telecoms, fishing, mining, banking & finance, medicine, insurance and hydrocarbons sectors, such as 3M Peru and Odebrecht Latinvest Peru.

**Team & differentiation:** This boutique not only has significant experience in national and international litigation and arbitration but also in complex procedures at international courts such as the IACHR (Inter-American Court of Human Rights). Founder and arbitrator Adrián Simons has 25 years' experience while Veronica de Noriega has worked alongside Adrián for more than nine.

**ARAMBURÚ CASTAÑEDA BOERO ABOGADOS:  
TWO DECADES OF TOP LEGAL SOLUTIONS**

Manuel Diego Aramburú

**Key figure(s):** Manuel Diego Aramburú, Gustavo Ramos, Fernando Castañeda and Mauricio Caveró  
**Established:** 1995

**Track record:** The firm has a strong arbitration practice which acts for different clients, chiefly from the telecoms, insurance, construction, concessions, corporate and public procurement sectors such as Pacifico Seguros y Reaseguros, Tetrapak, Centelsa Peru, BCP, Motorola and Braganini Constructores. It also provides in-depth civil and commercial, administrative and insurance litigation advisory expertise.

**Team & differentiation:** The team, led by Manuel Diego Aramburú, who has a 25-year track record acting before high-level arbitration centers such as the Lima Chamber of Commerce, AMCHAM and the Lima Bar Association, has ample knowledge of Peruvian law and is regularly asked to participate as experts, both locally and internationally.

**ESTUDIO NAVARRO & PAZOS ABOGADOS:  
ARBITRATION HEAVYWEIGHTS**

Ricardo Puccio

**Key figure(s):** Ricardo Puccio, Aresio Viveros, Oscar Pomar, David Flores and Oswaldo Lozano  
**Established:** 1950

**Track record:** Experienced in international investment arbitration, the firm represented, as co council, the Republic of Perú in four ICSID investment cases including Banco del Nuevo Mundo (\$7bn), Gremcitel (\$49bn), Perupetro (\$62m), Bear Creek (\$585m), Lidercon S.L. (\$300m) and Aunor (\$130n). It acts for clients in local arbitrations and negotiation processes related to energy, real estate, construction and infrastructure.

**Team & differentiation:** The arbitration experts at the firm are Ricardo Puccio and Aresio Viveros, who advise on local, international and investment arbitration. For civil and commercial litigation, Oscar Pomar and David Flores are the go-to partners while Oswaldo Lozano and Flores handle administrative litigation cases. The firm is known for winning complex cases in diverse areas of law.

**MIRO QUESADA MIRANDA ABOGADOS:  
HIGHLY VALUABLE ARBITRATION EXPERTISE**

Gustavo Miró-Quesada

**Key figure(s):** Gustavo Miró-Quesada and Rodolfo Miranda  
**Established:** 2017

**Track record:** Boutique firm mainly focusing on domestic and international arbitration regarding construction, corporate and commercial disputes. It recently assisted state-run electricity company Electroperú, which operates the Mantaro hydroelectric plant, in an arbitration against one of the plant's food suppliers, which breached its contract. Odebrecht Latinvest Peru, Gasoducto Sur Peruano and Consorcio Costa Verde Callao are clients.

**Team & differentiation:** Working closely with economists and engineers, the team delivers custom-built services infused with excellence, innovation and creativity. Its partners teach legal economic analysis, restructuring & insolvency and arbitration and regularly participate as lecturers, speakers and moderators in different domestic and international seminars covering construction law, infrastructure and corporate matters.

**VEGA ABOGADOS:  
STRONG DISPUTE RESOLUTION KNOWLEDGE**

Jorge Vega Soyer

**Key figure(s):** Jorge Vega Soyer  
**Established:** 2018

**Track record:** Vega's arbitration practice is sought out for its impressive track-record advising clients from the construction, oil & gas, real estate, hospitality and insurance industries like Haskoning DHV Nederland B.V., Ascensores Schinder and Hospitalia International GMBH. Vega is currently working on several arbitration proceedings that exceed \$3.5m including for Hospitalia International GMBH against Consorcio Altiplano.

**Team & differentiation:** The arbitration department is expertly led by Jorge Vega Soyer and contains one associate: Diego Quiroz Quiroz. Vega has many years of experience in dispute resolution and is recognized by peers and clients as a true arbitration expert. Last year the litigation team was reinforced with the arrival of Luis Enrique Antúnez y Olórtégui to head and develop the practice.

**LOZA LEGAL:  
UP AND COMING BOUTIQUE**

Juan Manuel Loza Martínez

**Key figure(s):** Juan Manuel Loza Martínez  
**Established:** 2020

**Track record:** Loza Legal specializes in judicial litigation and in defense before arbitral courts. It also has strong knowledge of complex commercial litigation. Its roster of clients is dominated by national names from the construction, real-estate, mining, hydrocarbon and oil and gas industries such as Consorcio Vial del Sur, Eficaxx Company, Tai Loy, Empire Inversiones and Consorcio Nueva Gambetta.

**Team & differentiation:** This newly established boutique is led by Juan Manuel Loza, who has a 10-year track record in national and international arbitration, corporate litigation, regulatory law, construction law and ADR for infrastructure projects. He is adept at advising companies in ICC arbitrations, emergency arbitration procedures, provisional measures, negotiations and partnering with foreign law firms to resolve complex disputes.





## ARBITRATORS

### Best Arbitrators

In each tier, the firms are ordered alphabetically

#### ARBITRATOR

#### LEADING

Alfredo Bullard (Bullard Falla Ezcurra +)  
 Carlos Cárdenas (Professor)  
 Elvira Martínez Coco (Estudio Elvira Martínez Coco)  
 Fernando Cantuarias (Dean Law School Universidad Del Pacifico /Professor)  
 Rolando Eyzaguirre (Sole Practitioner)

#### EXCELLENT

**1** Cecilia O'Neill (Deputy Dean Law School Universidad del Pacifico/Professor)  
 Enrique Ferrando (Osterling Abogados)  
 Hugo Sologuren (Sole Practitioner)  
 Luciano Barchi (Sole Practitioner)  
 Mario Castillo Freyre (Estudio Mario Castillo)  
 Roxana Jiménez Vargas (Sole Practitioner)  
 Shoschana Zusman (Estudio Zusman)

**2** Ana María Arrarte (Estudio Echeopar - Member of Baker McKenzie International)  
 Eduardo Barboza (Amprimo, Flury, Barboza & Rodríguez Abogados)  
 Eric Franco (Sole Practitioner)  
 Guillermo Lohmann (Rodrigo Elias & Medrano)

#### HIGHLY RECOMMENDED

**1** Carlos Soto (Soto & Asociados)  
 José Antonio Payet (Payet, Rey, Cauvi, Perez Abogados)  
 Juan Luis Avendaño (Sole Practitioner)  
 Manuel Diego Aramburú (Aramburu Castañeda Boero)  
 Natale Amprimo (Amprimo & Flury)

**2** Alejandro Falla (Bullard Falla Ezcurra)  
 Domingo Rivarola (Cuatrecasas)  
 Enrique Palacios (Estudio Enrique Palacios)  
 Gastón Fernández Cruz (Fernández & Vargas Abogados)  
 Huáscar Ezcurra (Bullard Falla Ezcurra)  
 Jorge Vega Soyer (Vega Abogados)  
 Leysser León (Philippi, Prietocarrizosa Ferrero DU & Uria)

#### RECOMMENDED

Alberto Montezuma (Montezuma Abogados)  
 Alonso Morales Acosta (Estudio Torres Y Torres Lara Abogados)  
 Carlos Paitán (Estudio Paitán)  
 Carolina De Trazegnies (Sole Practitioner)  
 Fernando Capuñay (Cyc Abogados)  
 Giovanni Priori (Miranda & Amado)  
 Gonzalo Garcia Calderón (García Calderón Vidal Montero)  
 María Del Carmen Tovar (Estudio Echeopar - Member Of Baker Mckenzie International)  
 María Teresa Quiñones (Quiñones Alayza Abogados)  
 Mario Reggiardo (Payet, Rey, Cauvi, Perez Abogados)  
 Miguel Grau (Miguel Grau Q. Abogados)  
 Ricardo León Pastor (Leon Pastor Consultores)  
 Rosa Bueno Lercari (Bueno Lecari)  
 Sergio Tafur (Tafur Asesores y consultores)

#### VALUABLE PRACTICE

Carlos Matheus López (Professor)  
 Carlos Torres Morales (Estudio Torres Y Torres Lara Abogados)  
 Franz Kundmuller Caminiti (Sole Practitioner)  
 Gianna Macchiavello (Sole practitioner)  
 Hugo Forno (Garrigues)  
 Jaime Gray (Npg Abogados)  
 Juan Carlos Pinto Escobedo (Sole Practitioner)  
 Lourdes Flores (Lourdes Flores Nano)  
 Martin Mejorada (Mejorada Abogados)  
 Oswaldo Hundskopf (Sparrow, Hundskopf & Villanueva Abogados)  
 Rafael Artieda (DS Casahierro Abogados)  
 Rafael Prado Bringas (Rafael Prado litigio judicial y arbitra)  
 Rafael Torres Morales (Estudio Torres y Torres Lara Abogados)  
 Rafael Velasquez (Baxel Consultores)  
 Rodrigo Andrés Freitas Cabanillas (Sole Practitioner)  
 Roger Rubio (Rubio Arbitration)  
 Romulo Morales Hervias (Professor)  
 Walter Albán Peralta (Professor)



Our analysis

**GASTÓN FERNÁNDEZ CRUZ:  
GREAT TRACK RECORD IN COMPLEX ARBITRATIONS**



Mario Gastón

Key figure(s): Mario Gastón,  
Humberto Fernandez Cruz

**Track record:** Gastón Fernández has a wealth of experience having been involved in the arbitration world for over 35 years. He participates as an arbitrator in numerous disputes regarding real estate, retail, construction, concession contracts, civil liability, commercial and corporate law. He has formed arbitration tribunals with almost all the most renowned arbitrators in Peru.

**Team & differentiation:** Gastón Fernández has a deep understanding of arbitration at the highest level. He has arbitrated in approximately 100 national arbitrations, both ad-hoc and institutional, in addition to being an expert witness in several international arbitrations, where his legal opinions on concessions, hydrocarbons, gas transportation and supply carry considerable weight.

**ALBERTO MONTEZUMA:  
SOLID EXPERIENCE AS ARBITRATOR**



Alberto Montezuma

Key figure(s): Alberto  
Montezuma

**Track record:** Alberto Montezuma acts as an arbitrator in Ad Hoc proceedings and before different Arbitration Centers in Peru. He has been a professor at the Universidad Tecnológica del Perú and at the Universidad de Ciencias Aplicadas UPC and is currently a professor of Civil Procedural Law and Alternative Dispute Resolution at ESAN University.

**Team & differentiation:** Alberto Montezuma is currently president of the Superior Arbitration Council of the Arbitration Center of the Lima Bar Association. In addition, he is a partner at Montezuma Abogados Law Firm and a past president of the InLaw Alliance of law firms, a network of firms with offices in Argentina, Brazil, Bolivia, Chile, Colombia, Ecuador, Uruguay, Spain and Central America.

**CARLOS SOTO:  
HIGH REPUTATION AND EXTENSIVE EXPERIENCE**



Carlos Soto

Key figure(s): Carlos Soto

**Track record:** Carlos Soto is a well-known arbitrator in the Peruvian market. He is an arbitrator with the Madrid Arbitration Court, the Civil and Mercantile Arbitration Court of Spain, the Center of Arbitration of the Lima Chamber of Commerce, the AmCham Arbitration Center in Peru, among others. His contribution to the world of arbitration is more than noteworthy.

**Team & differentiation:** Carlos Soto is a founding partner of Carlos Soto & Asociados, a firm of professional arbitrators based in Peru and Spain, and founder of Latin American International Arbitration - LIA. He has had an unparalleled academic trajectory, having been a professor at several universities in Peru, and is a visiting professor in postgraduate programs in Colombia, Argentina and Bolivia.

**JUAN CARLOS PINTO ESCOBEDO:  
TALENTED RISING-STAR ARBITRATOR**



Juan Carlos Pinto  
Escobedo

Key figure(s): Juan Carlos  
Pinto Escobedo

**Track record:** Juan Carlos Pinto has more than 15 years of arbitration experience to his name. He figures on the list of arbitrators at the Arbitration Center of Mexico (CAM), the Dirección de Arbitraje of the OSCE, Cámara de Comercio de Lima, among others. He has expertise in international and domestic commercial arbitration, focused on construction law, energy and electricity.

**Team & differentiation:** Juan Carlos Pinto has postgraduate qualifications in arbitration from the Washington College of Law and a master's degree in management and public policy from PUCP. He specializes in engineering and construction, energy and civil and commercial contracts. In the last 18 months, he has participated in approximately 70 cases, providing litigation support or expert witness services.

**ERIC FRANCO:  
ENGINEERING AND CONSTRUCTION DISPUTE EXPERT**



Eric Franco

Key figure(s): Eric Franco

**Track record:** Eric Franco is a recognized arbitrator in Peru, specializing in construction and engineering projects related to private and public works contracts for the construction of power plants, mineral processing plants, hospitals, shopping centers, schools, buildings and public-private partnership contracts. His international experience makes him stand out in the market.

**Team & differentiation:** Eric Franco works as a global disputes expert at Engie Group and is Engie's general counsel in Peru. He is also a professor of construction law and dispute prevention/resolution in Peru and a member of the ICC Commission on Arbitration and ADR and the ICC Latin American Group. He is the founder of the Peruvian Society of Construction Law.

**ENRIQUE PALACIOS:  
TRIED AND TESTED ARBITRATION EXPERTISE**



Enrique Palacios

Key figure(s): Enrique  
Palacios

**Track record:** Enrique Palacios has extensive knowledge of arbitration, having practiced it for more than 30 years and participated in approximately 150 national arbitrations, both ad-hoc and institutional, many of them as president of the arbitral tribunal. He specializes in public contracts and in the telecoms, transportation and energy sectors.

**Team & differentiation:** Palacios is the founding partner of Enrique Palacios Abogados, a boutique law firm present in the Peruvian market for over 22 years. He is an associate professor at the Pontificia Universidad Católica del Perú and was a member of the commission in charge of drafting the preliminary project of the Code of Civil Procedure.



## LEGAL OPINIONS

### Best Expert Witnesses

The experts are ordered alphabetically

PROFESSIONAL
EXCELLENT
Alfredo Bullard (Bullard Falla Ezcurra +)
Ana Maria Arrarte (Estudio Eche copar - Member Of Baker Mckenzie International)
Eduardo Barboza (Amprimo, Flury, Barboza & Rodríguez Abogados)
Eduardo Benavides (Berninzon & Benavides Abogados)
Enrique Ferrando (Osterling Abogados)
Freddy Escobar (Lazo de Romaña & Bravo)
Gastón Fernández Cruz (Fernández & Vargas Abogados)
Giovanni Priori (Miranda & Amado)
Hugo Forno (Garrigues)
Jorge Danós (Estudio Eche copar - Member of Baker McKenzie International)
Juan Carlos Morón (Estudio Eche copar - Member of Baker McKenzie International)
Maite Quiñones (Quiñones Alayza Abogados)

## ARBITRATION CENTERS

### Best Arbitration Centers

The centers are ordered alphabetically

CENTER	KEY FIGURE(S)
RECOMMENDED	
Arbitration and experts center of the Lima Counsel of Peruvian engineers' professional association	Manuel Carrasco Angulo
Center of Analysis and Dispute Resolution (CARC) of the Pontificia Universidad Católica del Perú	César Guzmán-Barron Sobrevilla
Construction Arbitration and Conciliation Center CAPECO	Jorge Arevalo
International Arbitration Center Amcham Peru	Aldo Defilippi
Lima Chamber of Commerce's Arbitration Centre	Marianella Ventura Silva

### CÁMARA DE COMERCIO DE LIMA: INTEGRITY AND EFFICIENCY



Marianella Ventura

Key figure(s): Marianella Ventura  
Established: 1993

**Track record:** In its more than 25 years in operation, the CCL has administered over 6,000 arbitrations and has a list of about 470 prestigious national and international arbitrators. It offers an impartial and efficient service for business, investment and government contracts. Its Superior Council of Arbitration guarantees integrity, transparency and high ethical standards.

**Team & differentiation:** The CCL is one of the main arbitration institutions in Peru. It is also widely recognized throughout Latin America. The institution constantly develops academic activities focused on training and the dissemination of national and international best practices and regularly seeks to carry out joint cooperation activities with prestigious institutions.



Faster, efficient  
and transparent



**Arbitration and  
Dispute Boards**



## STRATEGIC COMMUNICATION & CRISIS MANAGEMENT

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Apoyo Comunicación	Gabriel Ortiz de Zevallos, Bernardo Oliart
Llorente y Cuenca	Luis Miguel Peña
<b>EXCELLENT</b>	
Aktiva Group	Hector Agui
Café Taipá	Milton Vela, Cesar Ibarguen
Chisac	Freddy Chirinos
Efecto Estrategia Comunicaciones	César Cárdenas, David Hochstadter
Lupú & Asociados	Marco Lupú
Métrica Comunicación	Pablo Cateriano
Realidades	Luis Avellaneda
Toc Asociados	Maribel Toledo Ocampo
<b>HIGHLY RECOMMENDED</b>	
Adn Consultores	Mario Saldaña, Yvonne García
Atrevia	Miguel Angel Lopez
Azerta	Cayetana Aljovin, Alvaro Delgado
Bcw Peru (Burson Cohn & Wolfe)	Carolina Palacios
DAR – marcas con propósito	Mariana Velarde Gutierrez
Paul Remy (Independent)	Paul Remy
Proel Crisis y Reputación	José Salazar Acuachi
Fernando Chevarría	independent

### TOC ASOCIADOS: WIDE RANGE OF SERVICES FOR PREMIUM CLIENTS



Maribel Toledo-Ocampo Aguayo

Key figure(s): Maribel Toledo-Ocampo Aguayo  
Established: 2013

**Track record:** The agency has extensive strategic communications expertise related to reputation management and PR. It provides a range of services spanning the design of communication strategies, crisis prevention and relationships with local, regional and national authorities, on top of content creation and consultancy. Among its clients are: Entel, Interbank, Huawei, Samsung, BCP and Microsoft.

**Team & differentiation:** The firm has 31 specialists, including four directors and several journalists and PR experts. With over 15 years' experience in investigative journalism and corporate communications, CEO Maribel Toledo-Ocampo Aguayo, has extensive media experience and an excellent reputation in the Peruvian market. She is on the advisory board of Peru's Women in Tech Communications.

### CHISAC: WORKING EFFECTIVELY WITH THE MEDIA



Freddy Chirinos

Key figure(s): Freddy Chirinos and Victor Garrido-Lecca  
Established: 1995

**Track record:** CHISAC has wide experience leading and carrying out external communication strategies, mainly through relationship management with the media, for important national and international organizations. Highly regarded for its specialized knowledge in crisis management in various sectors such as energy, construction, transportation, mining, telecoms, mass consumption and retail, among others.

**Team & differentiation:** The agency covers the full spectrum of communication and crisis management issues such as opinion leadership, elaboration of content to be transmitted by the media, media monitoring, elaboration of digital campaigns, linking strategy with influencers, providing support in cases of institutional crisis, and generating news based on the activities of each company, among others.



## FINANCING & ECONOMICS

### Best Local Litigation Support

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>EXCELLENT</b>	
<b>Apoyo Consultoría</b>	Vincent Poirier - Garneau, Carlos Aparicio
<b>Intelfin Estudios &amp; Consultoria</b>	Vianella De Marzo, Carlos Paredes, Alberto Pasco, Santiago Borja
<b>HIGHLY RECOMMENDED</b>	
<b>Alonso &amp; Muñoz</b>	Italo Muñoz, Iván Alonso
<b>EA Consultores</b>	Santiago Davila
<b>Enzo Defilippi</b>	Enzo Defilippi
<b>EY Peru</b>	Rafael Huaman, Cecilia Melzi, Joaquín Valdivia, Henri Matta, Jorge Valencia
<b>Macroconsult</b>	Gonzalo Ruiz, Alvaro Monge

## FINANCING & ECONOMICS

### Best International Litigation support

The firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>EXCELLENT</b>	
<b>AlixPartners</b>	Isabel Kunsman
<b>Compass Lexecon</b>	Manuel Abdala, Ariel Medvedeff
<b>Conexig</b>	Alexandre Almeida del Savio, Fabio Elias
<b>FK Economics</b>	Juan Pablo Philippi, Jorge Fantuzzi
<b>FTI Consulting</b>	Pablo Amaya, Nelson Gallardo

### FTI CONSULTING: POWERFUL SOLUTIONS IN A GLOBALIZED WORLD



Michael Cullen

**Key figure(s):** Michael Cullen, Carolina Sanchez and Pablo Amaya  
**Established:** 2007

**Track record:** FTI Consulting assists organizations with risk mitigation and resolution of legal, financial, reputational political and transactional conflicts. The firm has a top forensic investigation and analysis practice. It has acted in multiple high-profile cases in the country, in the mining and energy sectors, and in the infrastructure and financial industries.

**Team & differentiation:** The team is comprised of experts recognized regionally and internationally for the depth of their knowledge and the positive impact made with clients. Its investigative team has worked on major corruption, fraud, antitrust, money laundering and cybersecurity cases. Managing Director Michael Cullen specializes in complex, cross-border deals, disputes and arbitrations.



## FORENSICS AND COMPLEX INVESTIGATIONS

### Best Litigation Support & Expert Witnesses

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>EY Peru</b>	Rafael Huaman, Cecilia Melzi, Joaquin Valdivia, Henry Matta, Jorge Valencia
<b>FTI Consulting</b>	Pablo Amaya, Michael Cullen, Carolina Sanchez
<b>EXCELLENT</b>	
<b>Control Risks</b>	Nicolas Letts
<b>Deloitte Peru</b>	Fernando Oliva
<b>Guidepost Solutions</b>	Yohir Akerman
<b>KPMG Peru</b>	Armando Briceño
<b>PwC Peru</b>	Nancy Yong, Alexander Garcia
<b>HIGHLY RECOMMENDED</b>	
<b>BDO Perú</b>	Miguel Lopez de Romaña Stein, Flavio San Martín
<b>Dsa Russell Bedford</b>	Luis Acosta
<b>Grant Thornton</b>	Juan Carlos Basurco
<b>Protiviti</b>	Marco Villacorta
<b>Ratsel Business Group</b>	Yurani Gomez

#### EY PERU: PREVENTION, MONITORING AND FAST RESPONSE



Rafael Huaman

**Key figure(s):** Rafael Huaman, Cecilia Melzi and Joaquin Valdivia, Henry Matta and Jorge Valencia  
**Established:** 1960

**Track record:** The team provides expert litigation support, preparing reports on damages, quantification of costs incurred and investigations of potential irregular situations. Specialization and a high degree of responsiveness are characteristic of its services. Its clients belong to sectors such as banking and finance, retail, mining, oil and gas and fishing.

**Team & differentiation:** The team proposes efficient solutions to clients, accompanying them from the preparation of expert reports to presenting them in hearings. The team also helps companies prevent and respond to integrity risks, implementing compliance programs focused on various risks. Each partner and manager has certifications related to compliance.

## CONSTRUCTION & ENGINEERING

### Local Best Litigation Support

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>EXCELLENT</b>	
Jenny Guerrero Aquino	Jenny Guerrero Aquino
LLV Consultores	Leon Lopez
<b>HIGHLY RECOMMENDED</b>	
Anetric	Reiner Solis, Héctor Milian, José Phun Llap, James Romero
DAB y JRD	Carlos Lopez Aviles
Guillermo Vega Ingenieros	Guillermo Vega
Laurus Group	Luis Ruiz
Maria Rivarola	Maria Rivarola
Rodrizh Consulting	Alex Rodriguez

## CONSTRUCTION & ENGINEERING

### International Best Litigation Support

The firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>RECOMMENDED</b>	
Conexig	Alexandre Almeida del Savio, Fabio Elias
Diales	Simon Braithwaite
FTI Consulting	Nelson Gallardo, Glenn Villacorta
QDR Claims	Carlos Daga Ramón, Antonio Iribarren Catalán, Mark Sanders, Oscar Siles Ch., Rafael Menendez A
Secretariat	Drew Baiter

#### QDR CLAIMS: RISK PREVENTION AND MITIGATION EXPERTS



Antonio Iribarren

Key figure(s): Antonio Iribarren, Mark Sanders and Carlos Daga  
Established: 2015

**Track record:** QDR has vast experience in advising clients on construction arbitration, quantification of damages, early claims gap analysis and contract dispute management. The team has participated in major projects in the energy, infrastructure and mining sectors, for clients including Minera Las Bambas, Minsur, Angloamerican, BHP Billiton.

**Team & differentiation:** QDR has put in place a team of consultants from Peru, Chile and the USA that focuses on the prevention and mitigation of risk. It prepares objective and persuasive opinions on liability for schedule delays and contractual breaches. Founding Partner Antonio Iribarren has an extensive background in engineering and project management.

#### ANETRIC: SOLID EXPERIENCE AND UPWARD TRAJECTORY



Reiner Solis

Key figure(s): Reiner Solis, Hector Milian, José Phun Llap and James Romero  
Established: 2017

**Track record:** Anetric offers high quality services in expert reports on appraisals, settlements, time extension, forensic delays, construction dispute resolution and direct cost escalation. The company has produced several reports for the public and private sector in the engineering, infrastructure and construction fields. Clients include prestigious Peruvian law firms.

**Team & differentiation:** Anetric has a multi-disciplinary team with extensive experience in the construction industry, as well as in forensic analysis consulting services. Its general manager, Reiner Solis, has more than 25 years' experience in the infrastructure sector and has participated as a technical expert in construction contracts and as an adjudicator on dispute resolution boards.

## URUGUAY

## CIVIL AND COMMERCIAL LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Ferrere</b>	Sandra González, Alejandro Pintos
<b>Guyer &amp; Regules</b>	Carlos Brandes, Mariana Santo
<b>EXCELLENT</b>	
<b>Bergstein Abogados</b>	Leonardo Melos
<b>Dentons Jiménez De Aréchaga</b>	Nicolás Brause
<b>Hughes &amp; Hughes</b>	Alfredo Taullard, Bernardo Porras
<b>Olivera Abogados</b>	Ricardo Olivera García, Nicolas Paseyro
<b>HIGHLY RECOMMENDED</b>	
<b>Arrighi - Mantero - Santi</b>	Paul F. Arrighi, Ignacio Martínez Corral
<b>Bado Kuster Zerbino &amp; Rachetti</b>	Richard Iturria
<b>Bragard</b>	María Capalbo
<b>Brum Costa Abogados</b>	Oscar Brum
<b>Castellán Abogados</b>	Lucía Acosta, Santiago Castellán
<b>Posadas Posadas &amp; Vecino</b>	Luis Nin Estevez
<b>Rueda Abadi Pereira</b>	Santiago Pereira Campos, Daniel Rueda
<b>RECOMMENDED</b>	
<b>Andersen Tax &amp; Legal Uruguay</b>	Ana Inés Alfaro de Hegedus
<b>Blanco &amp; Etcheverry</b>	Carlos Rodríguez Capurro
<b>Cervieri Monsuarez</b>	Pablo Monsuarez
<b>Consultores Legales Asociados</b>	Hugo Costa
<b>Delpiazzo Abogados</b>	Carlos Delpiazzo
<b>Echevarría Leunda &amp; Echevarría Petit</b>	José Luis Echevarría Petit, María Jesus Caulin
<b>Lapique &amp; Santeugini Abogados</b>	Luis Lapique, Mauricio Santeugini
<b>Molinari Gatto Cunéo Abogados</b>	Renzo Gatto Trochón
<b>Pescadere Peri &amp; Pezzutti</b>	Diego Pescadere
<b>Pérez del Castillo</b>	Matías Pérez del Castillo

### BERGSTEIN ABOGADOS: CLEAR AND PRECISE LEGAL GUIDANCE



Leonardo Melos

Key figure(s): Leonardo Melos and Jonas Bergstein  
Established: 1957

**Track record:** The firm is highly experienced in the areas of litigation and arbitration. It specializes in civil actions, enforcement of foreign judgments and arbitration awards, moral damages, bankruptcy proceedings and international bankruptcy, among others. Major clients include TOTALnet Uruguay (VISAnet), the Federative Republic of Brazil, Wheaton and CasasUru S.A.

**Team & differentiation:** The team of first-class professionals are led by Leonardo Melos and Jonás Bergstein, arbitrators for local and international organizations such as CIARB and the National Chamber of Commerce and Services. In 2022 the firm filed several lawsuits for breach of contract against some several well-known Uruguayan transportation companies.

### BRAGARD: 360° VISION OF THE CLIENT'S BUSINESS



Jean Jacques Bragard

Key figure(s): Jean Jacques Bragard and María Laura Capalbo  
Established: 2011

**Track record:** The strength of the firm is the close bond it creates with clients and the comprehensive understanding of their business. The department assists clients with verifying their claims in bankruptcy cases. It also has particular expertise in corporate litigation and handles high-profile matters for clients drawn from sectors such as tourism and energy.

**Team & differentiation:** The team is composed of highly qualified lawyers, prized for their tactical management of cases. Founding Partner Jean Jacques Bragard has participated in international arbitrations as counsel to the Uruguayan government. María Capalbo has garnered respect as a highly capable negotiator, praised for her pragmatic approach to dispute resolution.

## BANKRUPTCY LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Dentons Jiménez De Aréchaga	Nicolás Brause
Hughes & Hughes	Alfredo Taullard, Bernardo Porras
Olivera Abogados	Ricardo Olivera García, Nicolas Paseyro
<b>EXCELLENT</b>	
1 Bragard	María Capalbo, Andrea Ramirez
2 Ferrere	Alejandro Pintos
Guyer & Regules	Carlos Brandes
Oph Estudio Jurídico	Diego Puceiro, Adriana Pisano
Rueda Abadi Pereira	Daniel Rueda
<b>HIGHLY RECOMMENDED</b>	
Andersen Tax & Legal Uruguay	Ana Inés Alfaro de Hegedus
Bergstein Abogados	Leonardo Melos
Blanco & Etcheverry	Carlos Rodríguez Capurro
Castellán Abogados.	Lucía Acosta
Posadas Posadas & Vecino	Luis Nin Estevez
Real & Alfaro	Luciano Real, Bernardino Real
Silveira & Algorta	Paula Algorta

## STRATEGIC COMMUNICATIONS & CRISIS MANAGEMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Quatromanos	Alvaro Amoretti
<b>EXCELLENT</b>	
Butler Posicionamiento & Comunicación	Alejandro Butler
Improfit Casa De Comunicación	Daniel Laino
Mernies Consultores	Raúl Mernies
Pauletti Comunicación	Leandro Pauletti
Signo Consultores En Comunicación	Iván Kirichenko





## ARBITRATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Ferrere	Sandra González, Alejandro Pintos
Guyer & Regules	Carlos Brandes
<b>EXCELLENT</b>	
Hughes & Hughes	Alfredo Taullard, Bernardo Porras
Arrighi - Mantero - Santi	Paul F. Arrighi, Alejandro Santi
<b>HIGHLY RECOMMENDED</b>	
Bergstein Abogados	Leonardo Melos, Jonás Bergstein
Bragard	Jean Jacques Bragard, María Capalbo
Dentons Jiménez De Aréchaga	Nicolás Brause
Echevarría Leunda & Echevarría Petit	José Luis Echevarría Petit, Florencia Sela
Olivera Abogados	Nicolas Paseyro, Ricardo Olivera García, Laura Chalar
Posadas Posadas & Vecino	Luis Nin Estevez
Rueda Abadi Pereira	Santiago Pereira Campos, Daniel Rueda
<b>RECOMMENDED</b>	
Blanco & Etcheverry	Carlos Rodríguez Capurro
Silveira & Algorta	Paula Algorta

## ARBITRATORS

### Best Arbitrators

In each tier, the arbitrators are ordered alphabetically

ARBITRATOR	
<b>LEADING</b>	
Paul Arrighi (Arrighi - Mantero - Santi)	
Ricardo Olivera (Olivera Abogados)	
Sandra Gonzalez (Ferrere)	
<b>EXCELLENT</b>	
Augusto Duran (Sole practitioner)	
Carlos Delpiazzo (Delpiazzo Abogados)	
Eduardo Vescovi (Sole practitioner)	
Fernando Jimenez De Arechaga (Dentons Jiménez De Arechaga)	
Leslie Van Rompaey (Sole practitioner)	
Luis Nin (Posadas Posadas & Vecino)	
Mercedes Jimenez De Arechaga (Mja Consultoría Estratégica)	
<b>HIGHLY RECOMMENDED</b>	
Beatriz Bugallo (Sole practitioner)	
María Capalbo (Bragard)	
Martín Risso (Estudio Jurídico Risso Ferrand)	
Santiago Pereira (Rueda Abadi Pereira)	



URUGUAY

## LEGAL OPINION

The experts are ordered alphabetically

EXPERT

### RECOMMENDED

Alicia Ferrer (Ferrer, Napoleone & Asoc.)

Andres Mariño (Sole practitioner)

Augusto Duran (Sole practitioner)

Carlos de Cores (Supervielle – de Cores)

Carlos Delpiazso (Delpiazso Abogados)

Gabriel Valentin (Estudio RXAV)

Edgar Varela Mendez (Varela y Varela Abogados)

Juan Andres Ramirez (Estudio RXAV)

Martin Risso (Estudio Juridico Risso Ferrand)

Paula Algorta (Silveira & Algorta)

Ricardo Olivera (Olivera Abogados)

Santiago Pereira (Rueda Abadi Pereira)

## LEGAL OPINIONS: LABOR

The experts are ordered alphabetically

EXPERT

### RECOMMENDED

Alejandro Castelo (Delpiazso Abogados)

Hugo Barretto (Sole practitioner)

Mario Garmendia (Sole practitioner)

Santiago Perez del Castillo (Perez del Castillo y Asociados)



# EUROPE

# LITIGATION FUNDING

## Best Litigation Funders

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Harbour</b>	Lucas Arnold, Charles Jeffery, Nicola Lewis, Ellora MacPherson, Stephen O'Dowd
<b>Nivalion</b>	Isabelle Berger
<b>Omni Bridgeway</b>	Wieger Wielinga
<b>Therium</b>	Henrik Jensen , Christoph Kuzaj
<b>EXCELLENT</b>	
<b>Deminor</b>	Charles Demoulin
<b>Profile Investment</b>	Alain Grec, Iain McKenny
<b>HIGHLY RECOMMENDED</b>	
<b>CDC Consulting SRL</b>	Till Schreiber
<b>Foris Ag</b>	Frederick Iwans
<b>Fortress Investment Group</b>	Anastasia Bondarenko, Yasmin Mohammad
<b>IVO Capital Partners</b>	Michael Israel
<b>Legial</b>	Dirk Böttger
<b>RECOMMENDED</b>	
<b>Claims Funding Europe</b>	Martin Hyde
<b>Litfin</b>	Maros Kravec
<b>Profina Prozessfinanzierung</b>	Christian Schmid
<b>Redbreast Litigation Finance</b>	Rein Philips



## AUSTRIA

## COMMERCIAL LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Binder Groesswang</b>	Stefan Albiez, Christian Klausegger
<b>DORDA</b>	Felix Hörlsberger
<b>KNOETZL</b>	Bettina Knöetzl
<b>Wolf Theiss</b>	Stefan Riegler, Clemens Trauttenberg
<b>EXCELLENT</b>	
<b>CERHA HEMPEL</b>	Holger Bielez, Irene Welser
<b>CMS Reich-Rohrwig Hainz</b>	Daniela Karollus-Bruner
<b>Freshfields Bruckhaus Deringer</b>	Thomas Kustor
<b>Schoenherr</b>	Andreas Natterer
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Filip Boras, Alexander Petsche
<b>DLA Piper</b>	Andreas Daxberger
<b>fwp Fellner Wratzfeld &amp; Partner</b>	Markus Fellner, Gregor Schett
<b>PHH</b>	Sebastian Mahr
<b>Vavrovsky Heine Marth</b>	Dieter Heine, Nikolaus Vavrovsky
<b>ZFZ Zeiler Floyd Zadkovich</b>	Alfred Siwy, Gerold Zeiler
<b>RECOMMENDED</b>	
<b>1 Aigner Lehner Zuschin</b>	Lukas Aigner, Johannes Lehner
<b>bkp Brauneis Klauser Prändl</b>	Bernhard Girsch, Alexander Klauser, Gerald Otto
<b>bpv Huegel</b>	Florian Neumayr
<b>DSC</b>	Peter Csoklich
<b>E+H</b>	Jana Eichmeyer
<b>Pitkowitz &amp; Partners</b>	Nikolaus Pitkowitz
<b>SCWP Schindhelm</b>	Markus P. Fellner
<b>Taylor Wessing</b>	Wolfgang Kapek
<b>2 BAIER</b>	Anton Baier
<b>BRANDL TALOS</b>	Christopher Schrank
<b>EUSTACCHIO</b>	Andreas Eustacchio
<b>Graf Isola</b>	Alexander Isola, Stefan Weileder
<b>Haslinger Nagele</b>	Moritz Salzgeber
<b>Hausmaninger Kletter</b>	Mark Kletter
<b>Herbst Kinsky</b>	Christoph Herbst
<b>Konrad Partners</b>	Christian W. Konrad
<b>KWR Karasek Wietrzyk</b>	Thomas Frad, Georg Karasek
<b>LGP</b>	Julia Andras, Gerald Ganzger
<b>Müller</b>	Bernhard Kall, Katharina Müller
<b>OBLIN</b>	Klaus Oblin
<b>petsche pollak</b>	Simone Petsche-Demmel, Andreas Pollak
<b>PLATTE disputes.solutions</b>	Martin Platte



## COMPETITION & ANTITRUST

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>bpv Huegel</b>	Astrid Ablasser-Neuhuber
<b>Schoenherr</b>	Franz Urlesberger, Hanno Wollmann
<b>EXCELLENT</b>	
<b>1 CERHA HEMPEL</b>	Bernhard Kofler-Senoner
<b>E+H</b>	Dieter Thalhammer
<b>2 Binder Groesswang</b>	Christine Dietz, Raoul Hoffer
<b>Wolf Theiss</b>	Günter Bauer
<b>HIGHLY RECOMMENDED</b>	
<b>1 Baker McKenzie</b>	Andreas Traugott
<b>Haslinger Nagele</b>	Alexander Hiersche, Martin Oder, Martin Stempkowski
<b>Reidlinger Schatzmann</b>	Axel Reidlinger
<b>2 CMS Reich-Rohrwig Hainz</b>	Bernt Elsner, Dieter Zandler
<b>DORDA</b>	Heinrich Kühnert
<b>SCWP Schindhelm</b>	Christina Hummer
<b>sms Schima Mayer Starlinger</b>	Christian Mayer
<b>Taylor Wessing</b>	Martin Eckel
<b>RECOMMENDED</b>	
<b>Barnert Egermann Illigasch</b>	Isabella Hartung
<b>Becker Günther Polster Regner</b>	Stephan Polster
<b>DLA Piper</b>	Claudine Vartian
<b>EY Law - Pelzmann Gall Größ</b>	David Konrath
<b>fwp Fellner Wratzfeld &amp; Partner</b>	Lukas Flener
<b>Freshfields Bruckhaus Deringer</b>	Maria Dreher
<b>Preslmayr</b>	Dieter Hauck



## INTERNATIONAL ARBITRATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
DORDA	Florian Kremslehner, Veit Öhlberger
KNOETZL	Florian Haugeneder, Patrizia Netal
ZFZ Zeiler Floyd Zadkovitch	Lisa Beisteiner, Gerold Zeiler
<b>EXCELLENT</b>	
<b>1</b> Freshfields Bruckhaus Deringer	Boris Kasolowsky
Schoenherr	Leon Kopecky, Christoph Lindinger
Wolf Theiss	Stefan Riegler, Venus Valentina Wong
<b>2</b> CERHA HEMPEL	Irene Welser
Konrad Partners	Christian W. Konrad, Peter Rižnik
Vavrovsky Heine Marth	Nikolaus Vavrovsky
<b>HIGHLY RECOMMENDED</b>	
Baker McKenzie	Filip Boras, Alexander Petsche
Binder Groesswang	Christian Klausegger
Pitkowitz & Partners	Nikolaus Pitkowitz
<b>RECOMMENDED</b>	
<b>1</b> BAIER	Anton Baier, Erhard Böhm
CMS Reich-Rohrwig Hainz	Daniela Karollus-Bruner, Johannes Reich-Rohrwig
PLATTE disputes.solutions	Martin Platte
SCWP Schindhelm	Markus P. Fellner
<b>2</b> AKG ADVISORY	Anne-Karin Grill
bpv Huegel	Florian Neumayr, Markus Schifferl
Hauser Partners	Wulf Gordian Hauser
OBLIN	Peter Binder, Klaus Oblin

## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>CMS Reich-Rohrwig-Hainz</b>	Bernhard Hainz, Andrea Potz, Jens Winter, Christoph Wolf
<b>Wolf Theiss</b>	Ralf Peschek, Matthias Unterrieder
<b>EXCELLENT</b>	
<b>1 Binder Groesswang</b>	Horst Lukanec, Angelika Pallwein-Prettner
<b>Burgstaller &amp; Preyer</b>	Gerald Burgstaller, Helmut Preyer
<b>sms Schima Mayer Starlinger</b>	Georg Schima, Birgit Vogt-Majarek
<b>2 Baker McKenzie</b>	Philipp Maier
<b>CERHA HEMPEL</b>	Julian Feichtinger
<b>DORDA</b>	Thomas Angermair
<b>GERLACH Löscher Littler</b>	Roland Gerlach, Markus Löscher
<b>HIGHLY RECOMMENDED</b>	
<b>E+H</b>	Jana Eichmeyer
<b>Engelbrecht</b>	Helmut Engelbrecht, Maria Schedle, Silvia Wieder
<b>Haider Obereder Pilz</b>	Michael Haider, Alois Obereder
<b>MOSA</b>	Judith Morgenstern, Remo Sacherer
<b>Schoenherr</b>	Stefan Kühleubl
<b>RECOMMENDED</b>	
<b>1 DLA Piper</b>	Stephan Nitzl
<b>Eversheds Sutherland</b>	Silva Palzer
<b>fwp Fellner Wratzfeld &amp; Partner</b>	Kurt Wratzfeld
<b>Freshfields Bruckhaus Deringer</b>	Karin Buzanich-Sommeregger
<b>Gahleitner</b>	Sieglinde Gahleitner, Susanne Kappel, Verena Kreiner
<b>Graf Isola</b>	Jakob Widner
<b>Herbst Kinsky</b>	Franz Marhold, Christoph Wildmoser
<b>Kinner Korenjak</b>	Wolfgang Kinner, Ingrid Korenjak
<b>Koerber-Risak</b>	Katharina Körber-Risak
<b>KWR Karasek Wietrzyk</b>	Anna Mertinz
<b>Schindler Attorneys</b>	Barbara Klinger
<b>Taylor Wessing</b>	Wolfgang Kapek
<b>ZFZ Zeiler Floyd Zadkovich</b>	Hans Georg Laimer, Andreas Tinhofer
<b>2 BEIRA</b>	Clemens Egermann
<b>BLS</b>	Thomas Boller
<b>Greindl &amp; Köck</b>	Stefan Koeck
<b>KPMG Law</b>	Elisabeth Wasinger
<b>Prchal</b>	Robert Prchal
<b>Kunz Wallentin</b>	Daniel Liemberger
<b>PwC Legal</b>	Ursula Roberts
<b>SCWP Schindhelm</b>	Roland Heinrich, Bettina Pogliès-Schneiderbauer



# BELGIUM

## COMMERCIAL LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Loyens &amp; Loeff</b>	Hakim Boularbah, Olivier van der Haegen
<b>Quinz</b>	Benoît Allemeersch, Joeri Vananroye
<b>EXCELLENT</b>	
<b>1 Allen &amp; Overy</b>	Joost Everaert, Tom Schoors, Thales Mertens
<b>Linklaters</b>	Xavier Taton, Stefaan Loosveld, Florence Danis, Guillaume Croisant
<b>Stibbe</b>	Hans Van Bavel, Nicolas Résimont, Oliver Stevens, Marc Fyon,
<b>Strelia</b>	Jean-Pierre Fierens, Olivier Clevenbergh, Sébastien Ryelandt, Joanna Kolber
<b>2 ALTIUS</b>	Christophe Ronse, Alexander Hansebout, Stijn Van Schel
<b>Daldewolf</b>	Marc Dal, Patrick De Wolf, Aude Mahy
<b>Eubelius</b>	Patrick Hofströssler, Ignace Claeys
<b>Fieldfisher</b>	Jean-François Germain, Maxime Berlingin, Koen Van Den Broeck
<b>Hanotiau &amp; Van Den Berg</b>	Paul Lefebvre, Pierre Vermeire, Maarten Draye
<b>Liedekerke</b>	Olivier Vanden Berghe, Aimery De Schoutheete
<b>NautaDutilh</b>	Sophie Jacmain, Stan Brijs
<b>HIGHLY RECOMMENDED</b>	
<b>1 Arcas Law</b>	Bart Volders, Joost Verlinden, Karel Schulpen
<b>Buyle Legal</b>	Jean-Pierre Buyle, Jeanine Windey, Jean-Pierre Brusseleers
<b>Clifford Chance</b>	Dorothee Vermeiren
<b>Janson</b>	Dominique Blommaert, Cédric Alter
<b>Jones Day</b>	Vanessa Foncke, Sébastien Champagne, Michèle Grégoire
<b>Lydian</b>	Yves Lenders, Hugo Keulers, Jo Willems
<b>Omega Law</b>	Johan Verbist, Beatrix Vanlerberghe
<b>Philippe &amp; Partners</b>	Denis Philippe
<b>2 CMS</b>	Jean-François Goffin
<b>Laurius</b>	Bert Luyten, Karen Vermaere
<b>LMBD</b>	Pia Sobrana Gennari Curlo, Fabrice Murlon Beernaert, Bruno Maes, Emmanuel Roger France
<b>Monard Law</b>	Daan De Jaeger, Sébastien Verva
<b>Schoups</b>	Marco Schoups, Benjamin Marchandise, Geert De Buyzer, Liesbeth Truyens
<b>Seeds Of Law</b>	Leo Peeters, Jan Ghysels, Roeland Moeyersons, Peter Moerman, Steve Griess, Koen De Puydt
<b>Simont Braun</b>	Rafaël Jafferali, Paul Alain Foriers
<b>Tossens Goldman Gonne</b>	René Gonne, Jean-François Tossens, Sophie Goldman
<b>Van Cutsem Wittamer Marnef &amp; Partners</b>	Pierre Van Fraeyenhoven, Ariane Destrycker, Quentin Willemart, Anne-Sophie Meire
<b>White &amp; Case</b>	Olivier Van Hulst
<b>RECOMMENDED</b>	
<b>1 Baker McKenzie</b>	Koen De Winter, Daniel Fesler
<b>DLA Piper</b>	Bob Martens, Kristof De Vulder, Orestis Omran, Ilse Van de Mierop
<b>Faros</b>	Frank Wijckmans
<b>Flinn</b>	Anna Gibello, Benoit Simpelaere
<b>Freshfields Bruckhaus Deringer</b>	Nathalie Colin
<b>Petillion</b>	Flip Petillion, Jan Jansen



## BELGIUM

<b>Van Bael &amp; Bellis</b>	Catherine Longeval
<b>Van Olmen Wynant</b>	Alexei Loubkine
<b>Wilkie Farr</b>	Vincent Naveaux, Nanyi Kaluma
<b>2 Cadanz</b>	Bram Gillis, Steven Snaet
<b>Contrast</b>	Filip Tuytschaever
<b>Cresco</b>	Natalie Lemense
<b>Crowell &amp; Moring</b>	Werner Eyskens
<b>Resolut</b>	Stijn Sabbe
<b>Verhaegen &amp; Walravens</b>	Catherine Preumont, Philippe Walravens

### Our analysis

#### WHITE & CASE: EXPERIENCED INTERNATIONAL LITIGATION TEAM



Olivier Van Hulst

Key figure(s): Olivier Van Hulst

Established: 1967

**Track record:** The litigation practice expertly advises clients in complex lawsuits covering civil, commercial, shareholder and bankruptcy litigation as well as contentious law proceedings thanks to its proven experience handling traditional litigation as well as cross-border and complex matters. They tackle preventive and pre-litigation mandates as well as strategic disputes.

**Team & differentiation:** The team of four, headed by Olivier van Hulst, routinely caters to a host of international clients, thanks to the firm's integrated network, in addition to representing prestigious multinational and Belgian clients. Over the decades it has developed a sizeable base of mid-sized Belgian clients which has helped position the practice as a go-to firm for local clients.

#### SEEDS OF LAW: COMMERCIAL LITIGATION EXPERTS



Leo Peeters

Key figure(s): Koen De Puydt, Leo Peeters

Established: 2019

**Track record:** The department assists national and international businesses from the tech, IT, real estate, healthcare, food, automotive and public sectors on matters related to business, commercial, contractual or real estate disputes. They have a growing number of questions related to adapting contracts in light of the new national regulation and on price revisions.

**Team & differentiation:** With offices in Brussels, Antwerp, Ghent and a team of 7 partners and 14 lawyers, the dispute resolution department added new partners last October. The firm recently joined Andersen Global, an international network with a big footprint in Continental Europe, from which it is referred additional work. The team has developed a range of business packs to better serve their clients.

#### VAN OLMEN & WYNANT: TRUSTED LITIGATION EXPERTS



Alexei Loubkine

Key figure(s): Alexei Loubkine

Established: 1993

**Track record:** The firm advises domestic and foreign clients on commercial litigation and on post-acquisition and corporate litigation in the industrial, services and financial sectors and on matters related to distribution and cooperation agreements. They are experienced in litigation both before Belgian judicial and administrative courts (Council of State) and in enforcement related issues.

**Team & differentiation:** Alexei Loubkine heads a dedicated team which works closely with the larger corporate team on due diligence or post-transaction litigation, resulting in a vital exchange of knowledge across the different departments. Loubkine has specific knowledge in contract and tendering matters related to public authorities and conducts corporate and commercial litigation before Belgian courts and arbitral tribunals.

#### PHILIPPE & PARTNERS: HIGHLY REGARDED DISPUTE RESOLUTION EXPERTISE



Denis Philippe

Key figure(s): Denis Philippe

Established: 2012

**Track record:** The dispute resolution department acts in court proceedings, negotiations, and mediation in civil and commercial litigation. Prized for its prowess at the cross-examination and hot-tubbing stages of proceedings, the firm is also active in international arbitration and regularly handles high-level cases for well-known energy suppliers and for one of Belgium's largest gaming-industry companies.

**Team & differentiation:** The four-partner team takes a firm-wide rather than individual-practice approach when addressing the industry-specific needs of each client. The complementary expertise of its lawyers lets the team take an innovative, transverse approach to litigation, while its involvement in academic circles and with industry organizations keeps it abreast of the latest developments.

#### VAN CUTSEM WITTAMER MARNEF & PARTNERS: WELL ESTABLISHED EXPERTISE IN DISPUTE RESOLUTION



Ariane Destrycker

Key figure(s): Ariane Destrycker, Pierre Van Fraeyenhoven

Established: 1977

**Track record:** The firm's core litigation focus includes dedicated expertise in contentious proceedings. Over half of the litigation matters handled are related to distribution and insurance, areas where the firm has exceptional expertise. The firm acts for auto manufacturers, which is feeding litigations cases as a new European regulation comes into force early 2023.

**Team & differentiation:** The firm marked its 45th birthday by integrating an entire team from another independent firm. Its 10 partners spend the majority of their time on litigation cases, but also advise on pre-contentious negotiations or before courts. Industrial, distribution and corporate are major axes of development, and the team is seeing an increased amount of restructuring litigations.





## COMPETITION LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Antoine Winckler, Nicholas Levy
<b>Freshfields Bruckhaus Deringer</b>	Andrew von Bonin, Frank Montag
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Dirk Arts
<b>Gibson Dunn &amp; Crutcher</b>	Peter Alexiadis
<b>Jones Day</b>	Bernard E. Amory, Alexandre Verheyden
<b>Latham &amp; Watkins</b>	Lars Kjølbbye
<b>Linklaters</b>	Gerwin van Gerven, Bernd Meyring
<b>Skadden</b>	Ingrid Vandenborre
<b>Van Bael &amp; Bellis</b>	Jean-François Bellis, Porter Elliott, Andrzej Kmiecik
<b>White &amp; Case</b>	Jacquelyn MacLennan, Mark Powell
<b>HIGHLY RECOMMENDED</b>	
<b>ALTIUS</b>	Carmen Verdonck
<b>Arnold &amp; Porter</b>	Luc Gyselen
<b>Baker McKenzie</b>	Fiona Carlin
<b>Clifford Chance</b>	Thomas Vinje
<b>CMS</b>	Annabelle Lepièce, Dirk Van Liedekerke
<b>Contrast</b>	Filip Tuytschaever
<b>Covington &amp; Burling</b>	Miranda Cole, Carole Maczkovics
<b>Crowell Moring</b>	Thomas De Meese, Karel Bourgeois
<b>Daldewolf</b>	Thierry Bontinck, Anaïs Guillerme
<b>Deprevernet</b>	Evrard de Lophem, Grégoire Ryelandt
<b>DLA Piper</b>	Laurent Geelhand, Daniel Colgan, Berthold Bär-Bouyssière
<b>Eubelius</b>	Jan Bocken, Hans Gilliams
<b>Faros</b>	Frank Wijckmans
<b>Fieldfisher</b>	Tom Pick, Claudio Mereu, Koen Van Maldegem
<b>Gide</b>	Laurent Godfroid, Stéphane Hautbourg, Benoît Le Bret, Ségolène Pelsy
<b>Janson</b>	Bruno Lebrun
<b>Liedekerke</b>	Vincent Mussche, Stefaan Raes
<b>Mayer Brown</b>	Julian Ellison
<b>Petillion</b>	Flip Petillion
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Nadine Hermann, Trevor Soames
<b>Quinz</b>	Wim De Meester
<b>SheppardMullin</b>	Jacques Derenne
<b>Slaughter and May</b>	Bertrand Louveaux, Claire Jeffs
<b>Stibbe</b>	Peter Wytinck, Sophie Van Besien
<b>RECOMMENDED</b>	
<b>Ashurst</b>	Alexandre Vandencastele, Denis Fosselard, Denis Waelbroeck
<b>Bonelli Erede</b>	Massimo Merola
<b>Bredin Prat</b>	Pierre Honoré
<b>Buyle Legal</b>	Jean-Pierre Buyle
<b>Hengeler Mueller</b>	Hans-Jörg Niemeyer
<b>Norton Rose Fulbright</b>	James R. Modrall, Michael Jürgen Werner
<b>Squire Patton Boggs</b>	Brian Hartnett
<b>Strelia</b>	Pierre Goffinet
<b>Van Cutsem Wittamer Marnef &amp; Partners</b>	Pierre Van Fraeyenhoven

## INTERNATIONAL ARBITRATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Hanotiau &amp; Van Den Berg</b>	Pascal Hollander, Paul Lefebvre, Albert Jan van den Berg, Bernard Hanotiau, Niuscha Bassiri, Maarten Draye, Pierre Vermeire
<b>Loyens &amp; Loeff</b>	Hakim Boularbah, Olivier van der Haegen
<b>EXCELLENT</b>	
<b>1 Daldewolf</b>	Marc Dal, Patrick De Wolf, Patrick Van Leynseele, Fabian Tchekejian
<b>Quinz</b>	Benoît Allemeersch, Joeri Vananroye
<b>Strelia</b>	Jean-Pierre Fierens, Joanna Kolber
<b>2 Fieldfisher</b>	Maxime Berlingin, Koen Van Den Broeck
<b>Liedekerke</b>	Aimery De Schoutheete, Arnaud Nuyts, Gabriele Ruscalla
<b>Matray, Matray &amp; Hallet</b>	Didier Matray, Gauthier Matray
<b>Stibbe</b>	Nicolas Résimont
<b>Tossens Goldman Gonne</b>	Sophie Goldman, Jean-François Tossens
<b>HIGHLY RECOMMENDED</b>	
<b>Allen &amp; Overy</b>	Joost Everaert
<b>ALTIUS</b>	Alexander Hansebout
<b>Cleary Gotlieb</b>	Jan Meyers
<b>Everest</b>	Herman Verbist
<b>Jones Day</b>	Vanessa Foncke
<b>Omega Law</b>	Johan Verbist
<b>Petillion</b>	Flip Petillion, Jan Jansen
<b>Schoups</b>	Marco Schoups, Geert De Buyzer
<b>Simont Braun</b>	Rafaël Jafferli, Steven Callens, Paul Alain Fories
<b>RECOMMENDED</b>	
<b>Arcas Law</b>	Joost Verlinden
<b>Argo</b>	Nico Goossens
<b>Crowell &amp; Moring</b>	Werner Eyskens
<b>DLA Piper</b>	Joris De Vos
<b>Eubelius</b>	Ignace Claeys
<b>Faros</b>	Franck Wijckmans
<b>Freshfields</b>	Nathalie Colin
<b>Janson</b>	Cédric Alter, Dominique Blommaert
<b>Linklaters</b>	Guillaume Croisant
<b>Lydian</b>	Yves Lenders, Hugo Keulers, Marijn De Ruyscher
<b>NautaDutilh</b>	Stan Brijs, Sophie Jacmain
<b>Philippe &amp; Partners</b>	Denis Philippe
<b>White &amp; Case</b>	Olivier Vanhulst

### DALDEWOLF: HEAVY AFRICA PRESENCE WITH SOLID EXPERIENCE IN ARBITRATION



Patrick De Wolf

Key figure(s): Patrick De Wolf  
Established: 2015

**Track record:** A pioneer in the use of mediation and other forms of ADR in Belgium, Daldewolf has tried-and-tested expertise in national and international arbitration. The firm acts both as counsel and arbitrator, either in ad hoc proceedings or for institutions such as CEPANI, ICC, ICDR, UNCTRAL. Its Kinshasa office handles a growing number of arbitrations under OHADA rules.

**Team & differentiation:** With a multilingual team of four partners and three other lawyers, Daldewolf has emerged as one of Belgium's foremost dispute resolution firms, whose elite professionals have deep knowledge of numerous sectors and are well-equipped to advise high-profile clients, including SMES and multinationals on judicial litigation, arbitration, mediation and dispute boards.



## ARBITRATION

### Best Arbitrators

In each tier, the names are ordered alphabetically

ARBITRATOR	FIRM
<b>LEADING</b>	
<b>1</b> Albert Jan van den Berg	Hanotiau & Van den Berg
Olivier Caprasse	Olivier Caprasse
Bernard Hanotiau	Hanotiau & Van den Berg
Pascal Hollander	Hanotiau & Van den Berg
Francoise Lefevre	Lefèvre Arbitration
<b>2</b> Hakim Boularbah	Loyens & Loeff
Marc Dal	Daldewolf
Patrick de Wolf	Daldewolf
Jean-Pierre Fierens	Strelia
Dirk van Gerven	NautaDutilh
Yves Herinckx	Herinckx Avocat Solicitor
Paul Lefebvre	Hanotiau & Van den Berg
Didier Matray	Matray Matray Hallet
Jean Francois Tossens	Tossens Goldman Gonne
Hans Van Houtte	Sole Practitioner
Vera Van Houtte	Sole Practitioner
Johan Verbist	Omega Law
<b>EXCELLENT</b>	
Benoît Allemeersch	Quinz
Cedric Alter	Janson
Théo De Beir	De Beir Law + Mediation
Jean-Pierre Buyle	Buyle Legal
Luc Demeyer	Contrast
Xavier Dieux	Sole Practitioner
Maarten Draye	Hanotiau & Van den Berg
Aimery de Schoutheete	Liedekerke
Johan Erauw	Professor
Dirk de Meulemeester	DMDB
Flip Petillion	Petillion
Denis Philippe	Philippe & Partners
Koen Van den Broeck	Allen & Overy
Herman Verbist	Everest
Pierre Vermeire	Hanotiau & Van den Berg
<b>HIGHLY RECOMMENDED</b>	
Nicolas Angelet	Liedekerke
Maxime Berlingin	Fieldfisher
Eric de Brabandere	DMDB
Vanessa Foncke	Jones Day
Sophie Goldman	Tossens Goldman Gonne
Olivier van der Haegen	Loyens & Loeff
Alexander Hansebout	Altius
Erica Stein	Stein Arbitration

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&  
AWARDS

**OCTOBER 2023 • PARIS**  
**PRIVATE EQUITY FOR TOMORROW**

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[www.private-equity-exchange.com](http://www.private-equity-exchange.com)

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## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Claeys & Engels	Bart Adriaens, Chris Engels
<b>EXCELLENT</b>	
<b>1</b> ALTIUS	Sven Demeulemeester, Philippe De Wulf
Loyens & Loeff	Filip Saelens, Kris De Schutter
<b>2</b> Allen & Overy	Christian Bayart, Inge Vanderreken
Eubelius	Véronique Pertry, Liesbet Vandenplas
Lydian	Jan Hofkens, Alexander Vanderbergen, Kato Aerts, Jurgen De Vreese
Stibbe	Jérôme Aubertin, Elisabeth Matthys
Van Olmen & Wynant	Chris Van Olmen, Nicolas Simon, Vincent Vuylsteke
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Bird & Bird	Pieter De Koster
CMS	Gaël Chuffart, Sophie Berg
Fieldfisher	Stefan Nerinckx, Tim Perdieu
Liedekerke	Paul Geerebaert
Reliance	Edward Carlier, Koen De Bisschop, Erwin Crabeels, Anne-Valérie Michaux, Stéphanie De Ridder
Sotra	Olivier Rijckaert
Strelia	Herman Craeninckx, Stéphanie Tack
Tetra Law	Sylvie Lacombe, Eric Carlier, Julie Malingreau
Younity	Jean-Philippe Cordier
<b>2</b> Baker McKenzie	François Gabriel
Del-Law	Christophe Delmarcelle
Freshfields Bruckhaus Deringer	Satya Staes Polet
Laurius	Damien Stas de Richelle
Linklaters	Luc Vanaverbeke, Nele Van Kerrebroeck
Van Cutsem Wittamer Marnef & Partners	Bertrand Wittamer, Pierre Beyens, Tanguy Gillain
<b>RECOMMENDED</b>	
Ambos	Carl Bevernage
Curia	Guido Lamal, Peter Roosens
Daldewolf	Robert De Baerdemaeker
Deloitte Legal	Stijn Demeestere
DLA Piper	Eddy Lievens, Pierre Dion
Janson	Johan Kerremans, Delphine Castiaux, Alain D'Ieteren
Kpmg Law	Alexis Ceuterick
Kwint	Maarten Simon
Lallemand Legros & Joyn	Christiaan Delporte
NautaDutilh	Philippe François
Philippe & Partners	Pierre-Yves Materne
Pwc Legal	Pascale Moreau
Seeds Of Law	Leila Mstoian, Yussra Andaloussi
Simmons & Simmons	Dimitri Van Uytvanck
Taquet, Clesse & Van Eckhoutte	Dominique Claes
Taylor Wessing	Marie Michaud-Nérard
Thales Avocats	Olivier Scheuer
Tilleman van Hoogenbemt	Filip Tilleman, Herman Van Hoogenbemt
Van Bael & Bellis	Catherine Longeval





Our analysis

**TETRA LAW:  
THRIVING AND AGILE LABOR LAW TEAM**



Sylvie Lacombe

Key figure(s): Sylvie Lacombe  
Established: 2012

**Track record:** The labor practice handles numerous international mobility and collective redundancy cases for a growing international clientele which includes public companies, regulated entities and financial institutions. The past year saw a boom in business related to company transfers and complex restructuring, especially in the construction and facility management areas.

**Team & differentiation:** The team provides strategic advice on issues such as employer obligations. It has enjoyed success expanding its business among Dutch companies by actively recruiting Dutch-speaking associates. The labor team is part of a cross-expertise pool of lawyers that allows Tetra to take a faster, more operational approach to serving the clients of its various practice areas.

**VAN OLMEN & WYNANT:  
TRAILBLAZER LABOR EXPERTS**



Nicolas Simon

Key figure(s): Nicolas Simon  
Established: 1993

**Track record:** With a massive portion of direct clients, the labor department is one of the biggest in Belgium and has cultivated a winning blend of advisory and litigation work. Increasingly solicited to field question regarding hybrid and cross-border remote work, clients range from tech startups to major public enterprises.

**Team & differentiation:** The firm invests heavily in the training and development of its junior members, with senior members of the 18-strong team lecturing in a wide range of public and private employment law subjects. Newcomers are attracted by the latitude they are afforded to explore working and learning opportunities, and to test themselves before the courts from day one.

**VAN CUTSEM WITTAMER & MARNEFF:  
EXPANDING LABOR EXPERTISE**



Tanguy Gillain

Key figure(s): Tanguy Gillain  
Established: 1977

**Track record:** The firm has accrued valuable full-service expertise of late and extended its international scope, especially among African clients. Membership of the Multilaw network of firms has helped it win new US and Australian clients in need of labor law services in Belgium. In the past 12 months, the firm successfully integrated two new teams of lawyers from other firms.

**Team & differentiation:** Tanguy Gillain heads a team which divides its time between advising international and Belgian clients and handling litigation and criminal labor law matters. The department has broad-ranging HR law expertise and skillfully navigates issues more commonly associated with corporate law, such as administrator indemnities and contractual matters.

**SOTRA:  
SOUGHT AFTER INDEPENDENT LABOR FIRM**



Olivier Rijckaert

Key figure(s): Olivier Rijckaert  
Established: 2014

**Track record:** Admired labor boutique sought out for its remarkable track record assisting leading names with strategic disputes. The firm provides a range of labor law services including employment contracts, labor planning, compensation structures and due diligence. It is a regular participant in judicial and administrative labor litigations.

**Team & differentiation:** Founding Partner Olivier Rijckaert has more than twenty years' experience in the labor field and has developed innovative and agile solutions that help clients navigate complex matters. With strong advisory and litigation skills, the team delivers tailor-made advice to clients from its offices in Brussels and Namur.

**SEEDS OF LAW:  
INTERDISCIPLINARY TEAM OF EXPERTS**



Leila Mstoian

Key figure(s): Leila Mstoian  
Established: 2019

**Track record:** The department has been kept busy of late handling collective redundancy matters and receives a steady flow of work from the firm's corporate department regarding transaction and restructuring due diligence. It provides practical and strategic day-to-day advice on employment law matters and represent clients in all kinds of related disputes.

**Team & differentiation:** The team of four partners and two associates assists clients in negotiations with labor inspectors or in legal proceedings before the employment court. They help clients implement new rules and regulations in the framework of restructuring and transfer processes and have represented clients in various workplace harassment cases before the relevant authorities.

**DEL LAW:  
THINKING GLOBALLY ACTING LOCALLY**



Christophe Delmarcelle

Key figure(s): Christophe Delmarcelle  
Established: 2008

**Track record:** Del Law's technical expertise in labor law has helped secure the business of domestic and multinational clients, like Tupperware or Orange, who also value the firm's pragmatic, tailor-made approach. It has been defending the interests of Honeywell regarding Hospitalization Insurance Change Questions, a case which is still before the court of cassation and could set a precedent.

**Team & differentiation:** Founder Christophe Delmarcelle, who heads a team of six lawyers has extensive experience working at international firms. The boutique has chosen to remain niche, focusing on human resource management issue related to both cross-border and domestic projects. Delmarcelle regularly acts as a judge at the Brussels labor court which affords him a profound understanding of the issues facing staff and management.

## DENMARK

## DISPUTE RESOLUTION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bech-Bruun</b>	Søren Lundsgaard, Rasmus Schmidt, Arianne Svardal-Stelmer, Johannes Grove Nielsen
<b>Bruun &amp; Hjejle</b>	Ole Spiermann
<b>Gorrissen Federspiel</b>	Henriette Gernaa, Lotte Eskesen, Jacob Skude Rasmussen
<b>Kromann Reumert</b>	Frank Bøggild, Claus Juel Hansen, Erik Bertelsen
<b>Plesner</b>	Peter Schradieck, Torben Bondrop, Niklas Korsgaard Christensen, Jimmy Skjold Hansen
<b>EXCELLENT</b>	
<b>DLA Piper Denmark</b>	Anders Julius Tengvad, Michael Klöcker
<b>Horten</b>	Birgitte Frølund, Jakob Tingskov
<b>Poul Schmith</b>	Sune Riisgaard, Kasper Mortensen
<b>HIGHLY RECOMMENDED</b>	
<b>Advokatkontoret Fabritius Tegnagel &amp; Heine</b>	Thomas Bøgelund Norvold, Søren Locher, Anne Mie Lund
<b>DAHL Law Firm</b>	Claes Wildfang, Peter Henrik Würtz
<b>Lundgrens</b>	Dan Stampe-Terkildsen, Nicolai B. Sørensen
<b>Mazanti-Andersen</b>	Anne Almose Røpke, Philip S. Thorsen
<b>Moalem Weitemeyer</b>	Thomas Weitemeyer, Pernille Nørkær, Jonas Høst, Thomas Mygind
<b>Nielsen Nørager</b>	Eigil Lego Andersen
<b>NJORD Law Firm</b>	Triinu Hiob
<b>offersen:christoffersen</b>	Jonas Christoffersen, René Offersen
<b>Skau Reipurth &amp; Partnere</b>	Frederik Kromann Jespersen, Jeppe Reipurth
<b>Viltoft</b>	Steen Hellmann, Peter Fauerholdt Thommesen
<b>RECOMMENDED</b>	
<b>Accura Advokatpartnerselskab</b>	Jacob Møller Dirksen
<b>Clemens</b>	Søren Hammer Westmark
<b>Kennedys</b>	Morten Christensen
<b>Lund Elmer Sandager</b>	Morten Schwartz Nielsen
<b>Magnusson</b>	Ole Erlich-Eriksen

## EU & COMPETITION LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bech-Bruun</b>	Peter Stig Jakobsen, Jesper Kaltoft, Anne Bergholt Sommer
<b>Bird &amp; Bird</b>	Morten Nissen, Alexander Brøchner
<b>Bruun &amp; Hjejle</b>	Olaf Koktvedgaard, Søren Zinck, Frederik André Bork
<b>Gorrissen Federspiel</b>	Martin André Dittmer, Erik Kjær Hansen, Henrik Saugmandsgaard Øe
<b>Kromann Reumert</b>	Jens Munk Plum, Erik Bertelsen, Morten Kofmann
<b>Plesner</b>	Daniel Barry, Gitte Holtso
<b>EXCELLENT</b>	
<b>Accura Advokatpartnerselskab</b>	Jesper Fabricius, Christian Monberg, Simon Evers Hjelmberg
<b>DLA Piper Denmark</b>	Michael Klöcker
<b>Horten</b>	Andreas Christensen, Annelouise Dalgaard Pedersen
<b>Moalem Weitemyer</b>	Pernille Nørkær
<b>Nielsen Nørager</b>	Henrik Peytz, Lotte Hummelshøj
<b>NJORD Law Firm</b>	Thomas Ryhl
<b>Poul Schmith</b>	Peter Biering, Jacob Pinborg, Rasmussen Holdgaard
<b>HIGHLY RECOMMENDED</b>	
<b>Honoré, Fallesen &amp; Andersen Advokatfirma</b>	Michael Honoré, Asbjørn Godsk Fallesen, Asbjørn Dalum Andersen
<b>Lassen Ricard</b>	Henrik Schütze, Kristina Blichfeldt Lautrup
<b>Lundgrens</b>	Søren Hilbert
<b>Mazanti-Andersen</b>	Philip S. Thorsen, Mia Anne Gantzhorn
<b>PUBLICURE Advokatfirma</b>	Povl Nick Bronstein, Peter Lund Meyer, Anders Nørgaard Jensen
<b>Viltoft</b>	Peter Fauerholdt Thommesen, Eva Olesen

**LABOR & EMPLOYMENT****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bech-Bruun</b>	Lise Lauridsen, Morten Ulrich, Sandro Ratkovic
<b>Kromann Reumert</b>	Marianne Granhøj, Jens Lund Mosbek
<b>Norrbom Vinding</b>	Jørgen Vinding, Yvonne Frederiksen, Christian K. Clasen
<b>EXCELLENT</b>	
<b>Accura Advokatpartnerselskab</b>	Morten Langer, Nicolai Hesgaard
<b>Bruun &amp; Hjejle</b>	Elise Ross-Hansen, Flemming Strømme Martinussen
<b>Gorrissen Federspiel</b>	Jacob Sand
<b>Horten</b>	Erik Wendelboe Christiansen, Louise Letman, Thomas Christian Thune
<b>Labora Legal</b>	Tina Reissmann, Jeppe Høyer Jørgensen, Catrine Søndergaard Byrne, Signe Renée West
<b>Plesner</b>	Lise Høy Falsner, Tina Brøgger Sørensen
<b>HIGHLY RECOMMENDED</b>	
<b>DLA Piper Denmark</b>	Nina Wedsted, Daniel Egeberg Markussen
<b>IUNO</b>	Anders Etgen Reitz, Søren Hessellund Klausen
<b>Lund Elmer Sandager</b>	Michael Møller Nielsen, Julie Flindt Rasmussen
<b>Magnusson</b>	Tom Stener Froberg
<b>Mazanti-Andersen</b>	Susanne Ingemann, Mette Gahrn-Jensen
<b>Poul Schmith</b>	Jonas Blegvad Jensen, Marianne Lage
<b>Sirius Advokater</b>	Pernille Backhausen, Benjamin Lundström
<b>Skau Reipurth &amp; Partnere</b>	Jonas Enkegaard
<b>RECOMMENDED</b>	
<b>Bird &amp; Bird</b>	Søren Narv Pedersen
<b>Clemens</b>	Tommy Angermair, Mette Neve
<b>Elmann</b>	Henrik Græsdal
<b>Lundgrens</b>	Anne Marie Abrahamson, Marie Louise Aagaard
<b>NJORD Law Firm</b>	Miriam Michaelsen



# FINLAND

## DISPUTE RESOLUTION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Castrén &amp; Snellman</b>	Marko Hentunen, Anders Forss, Ilona Karppinen
<b>Lindfors &amp; Co Attorneys at Law</b>	Patrik Lindfors, Antti Summa, Petra Kiurunen, Jasse Ritakallio
<b>Roschier</b>	Aapo Saarikivi
<b>EXCELLENT</b>	
<b>Borenius</b>	Markus Kokko, Kristina Liljedahl, Tero Kovanen
<b>Dittmar &amp; Indrenius</b>	Jussi Lehtinen
<b>Hannes Snellman</b>	Anders Bygglin, Anna-Maria Tamminen, Markus Manninen
<b>HPP Attorneys</b>	Mikko Leppä, Marko Wainio
<b>Krogerus</b>	Kirsi Kannaste, Mikko Elonheimo, Juha Pekka Katainen, Thomas Kolster
<b>Merilampi Attorneys</b>	Jussi Ikonen, Teemu Taxell, Heidi Merikalla-Teir
<b>Waselius &amp; Wist</b>	Jan Waselius, Bernt Juthström, Christoffer Waselius
<b>HIGHLY RECOMMENDED</b>	
<b>Avance Attorneys</b>	Ulla Vuokila, Salla Suominen, Minna Katajoki
<b>Bird &amp; Bird</b>	Tom Vapaavuori, Mikko Rajala
<b>DLA Piper Finland</b>	Pia Bräysy, Jussi Savonen
<b>Eversheds Sutherland</b>	Jari Salminen, Niina Rosenlund, Tapio Väätäinen
<b>Frontia Attorneys at Law</b>	Kimmo Heikkinen, Antti Järvinen
<b>Kotiranta &amp; Co Attorneys</b>	Kai Kotiranta
<b>Lieke Attorneys</b>	Marja Norrena
<b>RECOMMENDED</b>	
<b>Attorneys at law Ratiolex</b>	Timo Ylikantola, Tiina Ruohonen, Ella Häkkinen
<b>Lexia Attorneys</b>	Kenneth Svartström
<b>Magnusson</b>	Jukka Blomberg, Ville Salonen
<b>Procopé &amp; Hornborg</b>	Asta Siponen, Ulla von Weissenberg





## EU & COMPETITION LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Borenius</b>	Ilkka Aalto-Setälä, Asko Lindqvist
<b>Castrén &amp; Snellman</b>	Anna Kuusniemi-Laine, Jussi Nieminen
<b>Hannes Snellman</b>	Mikko Huimala, Maria Wasastjerna
<b>Roschier</b>	Ami Paanajärvi, Kristian Hugmark, Mikko Alkio
<b>EXCELLENT</b>	
<b>1 Dittmar &amp; Indrenius</b>	Ilkka Leppihalme, Jussi Lehtinen
<b>Frontia Attorneys at Law</b>	Mika Pohjonen, Niko Hukkinen, Mikael Wahlbeck
<b>Krogerus</b>	Katri Joenpolvi, Leena Lindberg, Simo Autio, Terhi Kauti
<b>2</b>	
<b>Avance Attorneys</b>	Katja Jaakkola, Petri Rouvinen
<b>HPP Attorneys</b>	Tuomas Saraste, Jouni Alanen, Anna-Stephanie Roubier
<b>Merilampi Attorneys</b>	Erkko Ruohoniemi, Satu-Anneli Kauranen
<b>Waselius &amp; Wist</b>	Lotta Pohjanpalo, Sami Hartikainen
<b>HIGHLY RECOMMENDED</b>	
<b>Asianajotoimisto Mentula OY</b>	Arttu Mentula
<b>Bird &amp; Bird</b>	Katia Duncker, Jori Taipale, Petteri Metsä-Tokila
<b>DLA Piper Finland</b>	Mika Oinonen
<b>Eversheds Sutherland</b>	Olli Hyvönen, Tiina Ashorn
<b>Lieke Attorneys</b>	Aimo Halonen
<b>Merkurius Attorneys</b>	Kirsi-Marja Salokangas
<b>Procopé &amp; Hornborg</b>	Lotta Uusitalo, Asta Siponen

## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Castrén &amp; Snellman</b>	Tomi Kemppainen, Outi Tähtinen
<b>Dittmar &amp; Indrenius</b>	Seppo Havia, Suvi Knaapila, Petteri Uoti
<b>Roschier</b>	Anu Waaralinna
<b>EXCELLENT</b>	
<b>Bird &amp; Bird</b>	Maisa Nikkola, Teea Kemppinen
<b>Borenius</b>	Jani Syrjänen
<b>Krogerus</b>	Carola Möller
<b>Merilampi Attorneys</b>	Heidi Hiltunen, Jussi Koivu
<b>Waselius &amp; Wist</b>	Jan Waselius, Jouni Kautto, Antonina Paasikivi
<b>HIGHLY RECOMMENDED</b>	
<b>Dottir Attorneys</b>	Samuel Kääriäinen
<b>Eversheds Sutherland</b>	Timo Jarmas
<b>Hannes Snellman</b>	Johanna Haltia-Tapio, Anders Bygglin
<b>Lexia Attorneys</b>	Tomi Korpiola, Kari Koskinen
<b>Magnusson</b>	Anu Vuori, Tomi Merenheimo
<b>Lieke Attorneys</b>	Marja Norrena

## FRANCE

## COMMERCIAL LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Bredin Prat</b>	Sébastien Prat, Florian Bouaziz, Eve Duminy, Guillaume Pellegrin, Jean-Daniel Bretzner, Didier Martin, Éric Dezeuze
<b>Darrois Villey Maillot Brochier</b>	Cyril Bonan, Matthieu Brochier, Nicolas Mennesson, Julie Pasternak
<b>2 Allen &amp; Overy</b>	Erwan Poisson, Denis Chemla, Marie Stoyanov
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Jean-Yves Garaud, Delphine Michot
<b>Clifford Chance</b>	Diego de Lammerville, Thibault d'Alès, Thomas Baudesson
<b>De Pardieu Brocas Maffei</b>	Barbara Levy, Joanna Gumpelson, Paul Talbourdet, Cédric Chanas, Philippe Dubois, Ségolène Coiffet, Patrick Jais, Alexandre Vermynck, Marie-Caroline Fauchille
<b>Freshfields Bruckhaus Deringer</b>	Stéphane Bénouville, Dimitri Lecat
<b>Gide Loyrette Nouel</b>	Bruno Quentin, Jean-Philippe Pons-Henry, Sophie Scemla, Dimitri Dimitrov, Emmanuel Reille, Franck Audran, Laura Castex
<b>Grandjean Avocats</b>	Jean-Pierre Grandjean, Marguerite Aynès, Thomas Lambard
<b>Herbert Smith Freehills</b>	Antoine Juaristi, Clément Dupoirier, Jonathan Mattout, Martin Le Touzé
<b>Hogan Lovells</b>	Arthur Dethomas, Christine Gateau, Christelle Coslin
<b>Latham &amp; Watkins</b>	Fabrice Fages, Myria Saarinen
<b>Linklaters</b>	Arnaud de La Cotardière, Jean-Charles Jais, Roland Ziadé
<b>Veil Jourde</b>	Emmanuel Rosenfeld, Georges Jourde, Éric Deubel, Jean Veil
<b>Weil, Gotshal &amp; Manges</b>	Didier Malka
<b>EXCELLENT</b>	
<b>1 Advant Altana</b>	Michel Jockey, Christophe Lapp, Julien Balensi, Valérie Lafarge-Sarkozy, Philippe Goossens
<b>Alerion</b>	Sibylle Mareau, Jacques Bouyssou
<b>August Debouzy</b>	Marie Danis, Benjamin van Gaver, Olivier Attias
<b>De Gaulle Fleurance</b>	Louis De Gaulle, Thierry Titone, Matthieu Dary, Georgie Courtois, Francine Le Péchon-Joubert, Philippe Moncorps, Aurélien Chardeau
<b>FTMS Avocats</b>	Cédric Fischer, Marc Henry, Silvestre Tandeau de Marsac, Tristan Dupré de Puget, Pierre-Olivier Sur
<b>FTP Avocats</b>	Antoine Tchekhoff, Laurence Lepinoix, Édouard Fabre, Fabrice Lorvo, Emmanuel d'Antin, Rajeev Sharma Fokeer, Robert Corcos, Samia Bendjenna
<b>Laude Esquier Champey</b>	Olivier Laude, Victor Champey, Richard Esquier, Florent Bouderbala
<b>Orrick</b>	Jean-Pierre Martel, Jean-Michel Leprêtre, Frédéric Lalance
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Kami Haeri
<b>Racine</b>	Laurent Jourdan, Emmanuel Laverrière, Bruno Cavalié, Antoine Diesbecq, Sandra Graslin-Latour, Valérie Ledoux
<b>Reinhart Marville Torre</b>	Louis-Marie Absil, Antoine Dérot, Jérôme Marsaudon, Agathe Moreau, Jean Reinhart, Marc Susini
<b>Signature Litigation</b>	Sylvie Gallage-Alwis, Thomas Rouhette, Emmanuèle Lutfalla
<b>Simmons &amp; Simmons</b>	Jacques-Antoine Robert, Alexandre Regniault, Thierry Gontard, Ancelin Ombeline, Etienne Kowalski, Guillaume-Denis Faure, Philippe Cavaleros
<b>STAS &amp; Associés</b>	Renaud Semerdjian, Christophe Ayela
<b>Willkie Farr &amp; Gallagher</b>	Grégoire Bertrou, Dominique Mondoloni

<b>2</b>	<b>BFPL Avocats</b>	Christophe Pech de Laclause, François Berbinau, Amaury Sonet
	<b>Bougartchev Moyné Associés</b>	Kiril Bougartchev, Emmanuel Moyné, Geoffroy Goubin, Edward Huylebrouck
	<b>Chatain &amp; Associés</b>	Antoine Chatain, Jean-Yves Demay-Pajot
	<b>Chemarin &amp; Limbour</b>	Alexandre Limbour, Valentine Foucher-Créteau
	<b>Franklin</b>	Yann Colin
	<b>Jeantet</b>	Xavier Pernot, Forent Prunet
	<b>L&amp;A Lantourne &amp; Associés</b>	Flavie Hannoun, Gauthier Doré
	<b>Moncey Avocats</b>	Philippe Lauzeral
	<b>Paul Hastings</b>	Philippe Bouchez El Ghozi, Pierre Kirch, Camille Paulhac, Laurent Martinet
	<b>Peltier Juvigny Marpeau &amp; Associés</b>	Frédéric Peltier, Clément Wierre
	<b>Solferino Associés</b>	Guillaume Buge, Charlotte Plantin, Diane Hervey-Chupin
	<b>UGGC Avocats</b>	Jean-Jacques Uettwiller, Michel Ponsard, David Gordon-Krief, Ali Bougrine, Julien Mayeras, Corinne Khayat, Clémence Lemétais d'Ormesson, Malka Marcinkowski
	<b>Viguié Schmidt &amp; Associés</b>	Iñaki Saint-Esteben, Virginie Viillard, Yves Schmidt, Nicolas Viguié, Martin Donato, Olivier Loizon
	<b>White &amp; Case</b>	Diane Lamarche, Yann Utzschneider
<b>3</b>	<b>Ayache</b>	Michel Ayache, Julien Andrez
	<b>Baker McKenzie</b>	Éric Borysewicz, Jean-Dominique Touraille, Katia Boneva-Desmicht, Karim Boulmelh
	<b>Bird &amp; Bird</b>	Djazia Tiourtite, Nicolas Morelli, Anne-Florence Raducault
	<b>Bryan Cave Leighton Paisner</b>	Constantin Achilles, Philippe Métais, Élodie Valette
	<b>CBR &amp; Associés</b>	Judith Vuillez, Pierre-Olivier Chartier, Marie-Aude Ziadé
	<b>Dentons</b>	Christine Sévère, Frédérique Meslay-Caloni, Emmanuelle van den Broucke, Matthieu Ollivry
	<b>DS Avocats</b>	Arnaud Constant, Xavier Lacaze, Fabrice van Cauwelaert, Olivier Gauclère, Françoise Brunagel
	<b>Gibson Dunn</b>	Éric Bouffard, Pierre-Emmanuel Fender, Jean-Pierre Farges
	<b>Hughes Hubbard &amp; Reed</b>	Félix de Belloy, Marie-Agnès Nicolas
	<b>King &amp; Spalding</b>	Vanessa Benichou, Joëlle Herschtel
	<b>Le 16 Law</b>	Jean-Luc Larribau, Alexandra Szekely, Samuel Sauphanor, Anne-Claire Hans, Morgan Gizardin
	<b>Lerins</b>	Laurent Bernet, Antoine Camus, Bruno Martin, Arnaud Picard, Elsa Rodrigues
	<b>Lmt Avocats</b>	Emmanuel Fleury, Olivier Samyn
	<b>LPA-CGR Avocats</b>	Martine Blanck-Dap, Xavier Clédat, Alexia Eskinazi, Arnaud Molinier, Stephan Lesage-Mathieu, Alexandre de Konn, Pascaline Déchelette-Tolot
	<b>Mayer Brown</b>	Émilie Vasseur, Jean-Philippe Lambert, Alejandro Lopez-Ortiz
	<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Kami Haeri
	<b>Rossi Bordes &amp; Associés</b>	Dominique Bordes, Éric Boillot
	<b>Stephenson Harwood</b>	Nicolas Demigneux
	<b>Taylor Wessing</b>	Philippe Glaser, Benoît Goulesque-Monaux, Paul-Albert Iweins, Pierre-Olivier Leblanc, Laure Hûe de la Colombe
	<b>Winston &amp; Strawn</b>	Mathilde Lefranc-Barthe, Gilles Bigot, Maria Kostytska
<b>HIGHLY RECOMMENDED</b>		
<b>1</b>	<b>BCTG Avocats</b>	Diane Mouratoglou, Augustin Nicolle, Clément Sabatier
	<b>BDGS Associés</b>	Kyum Lee
	<b>Bersay</b>	Jérôme Bersay, Mathilde Cousteau, Frédéric Flatrès
	<b>Boken Avocats</b>	Antoine Beauquier, Silvia Lepel
	<b>Bruzzo Dubucq Avocats</b>	Philippe Bruzzo, Cédric Dubucq, Tristan Girard-Gaymard, Etienne Feidel
	<b>Cloix &amp; Mendès-Gil</b>	Sébastien Mendès-Gil
	<b>Cohen &amp; Gresser</b>	Loïc Henriot
	<b>DDCT Avocats</b>	Marine Clément, Yohann Toreau
	<b>DLA Piper</b>	Bruce Mee, Vonnick Le Guillou, Marine Lallemand
	<b>Fieldfisher</b>	Philippe Netto, Bruno Paccioni, Franck Veisse



	<b>Fierville Avocats</b>	Jérémie Fierville
	<b>Grall &amp; Associés</b>	Jean-Christophe Grall, Charles-Henri Calla, Nathalia Kouchnir-Cargill, Thomas Lamy
	<b>HFW</b>	Guillaume Brajeux, Olivier Purcell, Stéphanie Schweitzer, Stanislas Lequette, Pauline Arroyo, Vincent Bénézech, Iris Vögeding, Jean-Baptiste Charles
	<b>Joffe &amp; Associés</b>	Fabrice Hercot, Tehani Goy, Stéphanie Milano
	<b>Jones Day</b>	Ozan Akyurek, Rémy Fekete
	<b>Lacourte Raquin Tatar</b>	Serge Tatar, Alexis le Liepvre, Jean-Jacques Raquin, François de Bérard
	<b>Norton Rose Fulbright</b>	Christian Dargham, Philippe Hameau
	<b>Osborne Clarke</b>	Lucie Mongin-Archambeaud, Claire Bouchenard, Alexandre Glatz
	<b>Qivive Avocats</b>	Jeanne Faymonville, Edith Aupetit, Gordian Deger
	<b>Simon Associés</b>	François-Luc Simon, Jean-Charles Simon, Sandrine Richard, Sophie Nayrolles, Cristelle Albaric, Jack Demaison, Fabrice Degrotte, Nicolas Billon, David Marais, Vanessa Ruffa
	<b>Squadra Avocats</b>	Benoît Javaux, Solèn Guézille, Charles Morel, Cataldo Cammarata, Jean-Baptiste Belin
	<b>Squire Patton Boggs</b>	Antoine Adeline, Carole Sportes, Valérie Ravit, John Adam, Jérôme Lehucher, Sabrina Ainouz, José Feris
	<b>Tactics</b>	Lorraine Donnedieu de Vabres-Tranié, Thomas Picot, Julia Bombardier, Florent Vever
	<b>Teynier Pic</b>	Raphaël Kaminsky, Pierre Pic, Eric Teynier, Sara Nadeau-Seguin, Danny Rifaat
<b>2</b>	<b>Ashurst</b>	Hortense de Roux, Olivier Dorgans
	<b>Archers</b>	Pierre Mounier
	<b>Audit Duprey Fekl</b>	Mathias Audit, Pierre Duprey, Matthias Fekl
	<b>Baro Alto</b>	Géraldine Brasier Porterie, Pierrick Jupile-Boisverd, Caroline Joly
	<b>Betto Perben</b>	Jean-Georges Betto, Dominique Perben, Gaëlle Filhol, Raphaël Gauvain
	<b>Biard Bouscatel &amp; Associés</b>	Philippe Biard, Claire Bouscatel
	<b>BMH Avocats</b>	Anja Droege-Gagnier, Anouk Darcet-Felgen, Christophe Gronen, Detlev Kühner, Stéphane Dassonville, Catherine Nelken
	<b>Brandford Griffith &amp; Associés</b>	Diane Pasturel, Henri Brandford-Griffith
	<b>Cartier Meyniel Schneller</b>	Marie-Laure Cartier, Alexandre Meyniel, Yann Schneller
	<b>Cornet Vincent Ségurel</b>	Alexandre Cornet, Thomas Deschryver, Jean-François Puget, François Herpe, Sébastien Harel, Nicolas De La Taste, Alban Pousset-Bougère, Jérôme Wiehn, Amélie Poulain, Luc-Marie Augagneur, Bastien Chevalier, Stéphanie Gérard
	<b>Dechert</b>	Jacques Sivignon
	<b>Delsol Avocats</b>	Thomas Amico, Alexis Chabert, Pierre-Marie Durade-Replat, Stéphane Perrin
	<b>Deprez Guignot Associés - DDG</b>	Olivier Guidoux, Jean-Christophe André, Vincent Fauchoux, Philippe Bonnet, Pierre Deprez, Ana Paula Reis Lopes, Jean-Daniel Bouhenic
	<b>ebl lexington</b>	Olivier d'Abo, Laurent Levy, Michaël Piquet-Fraysse
	<b>Féral</b>	Bruno Grégoire Sainte Marie, Richard Willemant
	<b>GCA Cabinet d'Avocats</b>	Hélène Chardin, Alexandre Gaudin, Damien Canali
	<b>Gowling WLG</b>	Philippe Rousseau, Frédéric Dereux
	<b>Hadengue &amp; Associés</b>	François Dupuy, Marc Villefayot, Benjamin Bayi
	<b>Haroche Warin Avocats</b>	Coline Warin
	<b>Herald Avocats</b>	Bertrand Pébrier, Bruno Quint, Étienne Rocher, Juliette Félix
	<b>Hertslet Wolfer &amp; Heintz - HW&amp;H</b>	Dominique Heintz, Béatrice Deshayes
	<b>Hoche Avocats</b>	Solène Delafond, Bastien Mathieu
	<b>Jean-Claude Coulon &amp; Associés</b>	Bruno Chemama, Jean-Alain Jonvel, Samuel Lemaçon
	<b>Klein - Wenner</b>	Georges Arama, Martien Riedel, François Klein, Michèle Dauvois
	<b>KPMG Avocats</b>	Emmanuel Tricot
	<b>Kramer Levin</b>	Marie Davy, Marie-Christine Fournier-Gille, Guillaume Forbin, Dominique Pénin, Hugues Bouchetemple
	<b>Lexavoué</b>	Team of partners
	<b>Miguères Moulin</b>	Guilhem Affre, Emmanuel Moulin
	<b>Morgan Lewis</b>	Alexandre Bailly, Xavier Haranger
	<b>Ngo Jung &amp; Partners</b>	Aurélié Boulbin, Marion Ngo
	<b>Oplus Avocats</b>	Olivier Pardo, Jonathan Siahou, Antoine Cadeo de Iturbide, Nathalie Makowski, Baptiste de Fresse de Monval, Benjamin Mathieu, Laurence Dauxin-Nedelec



<b>PDGB</b>	Philippe Julien, Xavier Hugon, Marie Albertini, Philippe Laye, Bertrand Jardel
<b>Poirier Schrimpf &amp; Associés</b>	Bruno Schrimpf
<b>Prism Avocats</b>	Benjamin Fa, Agathe Aumont
<b>Rondot Eychène Fréminville</b>	Jean Rondot, Mathieu Eychène, Guillaume de Fréminville
<b>Seattle Avocats</b>	François Ronget, François de Cambiaire, Emmanuel Tordjman
<b>Sekri Valentin Zerrouk - SVZ</b>	Anne Dumas-LHoir
<b>Selene Avocats</b>	Laurent Archambault, Catherine Lefebvre
<b>Sharp Avocats</b>	Romuald Cohana, Léopold Farque
<b>Skadden</b>	Valentin Autret
<b>Watson Farley &amp; Williams</b>	Franck Poindessault, Pascal Roux
<b>Wilhelm &amp; Associés</b>	Pascal Wilhelm
<b>3 28 octobre</b>	David Koubbi, Benoît Pruvost, Guillaume Jimenez
<b>Addleshaw Goddard</b>	Cécile Terret, Georges-Louis Harang
<b>Aldébaran</b>	Fanny Rocaboy, Marion Lambert-Barret
<b>APG Avocats</b>	Gilbert Parleani, Jean-Marie Gazagnes, Olivier Parleani, Bertrand Janssens, François Gagey
<b>Cabinet Constantin-Vallet</b>	Charles Constantin-Vallet, Paul Leyendecker, Hugo Delage
<b>Clyde &amp; Co</b>	David Brown, Nadia Darwazeh, Olga Jefremova, Rozenn Lopin, David Méheut, Hery Frédéric Ranjeva, Yannis Samothrakis, Ivan Urzhumov
<b>Coat Haut De Sigy De Roux Minor</b>	Claire de Haut de Sigy, Louis-Marie de Roux, Julian Christen Coat, Pierre Minor
<b>Courtois Lebel</b>	Philippe Courtois, Bruno Martin
<b>D'Alverny Avocats</b>	Henri-Joseph Trémolet de Villers, Hubert d'Alverny
<b>DTMV Avocats (Duclos, Thorne, Mollet-Viéville &amp; Associés)</b>	Lin Nin, Magali Thorne
<b>Elkrief Avocat</b>	Danielle Elkrief
<b>Enjea Avocats</b>	Jérôme Barbet
<b>Epigraphe Avocats</b>	Grégory Mouy, Matthieu Mazo
<b>Eversheds Sutherland</b>	Rémi Kleiman, Alexis Werl
<b>Farthouat Avocats</b>	Nicolas Boulay, Christophe Llorca, Laurence Marot, Nicolas Cassart
<b>Fidal</b>	Jean-Philippe Alves, Daniel Rota, Boris Ruy, Vianney de Wit, Hayette Khellas
<b>Frey Avocats</b>	Antoinette Frey, Edmond-Claude Frey
<b>Friedland</b>	Jonathan Djenaoussine
<b>HMN &amp; Partners</b>	Simon Ndiaye, Nathalie Finkelstein, Caroline Derache, Anne-Sophie Branger
<b>Intervista</b>	Benjamin Sarfati, Frédéric Guy
<b>Kennedys</b>	Alexis Valençon, Aurélia Cadain, Nicolas Bouckaert
<b>Lamartine Conseil</b>	Rémi Hanachowicz, Julie Degenève
<b>Largo Avocats</b>	Anne-Jessica Fauré
<b>Lexcase</b>	Sébastien Semoun
<b>Lutran Avocats &amp; Médiation</b>	David Lutran
<b>Medici Avocats</b>	Valence Borgia
<b>ML&amp;A</b>	Michel Laval
<b>NMCG Avocats</b>	Thomas Mélen, Frédéric Levade, Valérie Reynaud, Olivier Castellacci, Lauren Sigler-Chain, Cécile Costiera-Giamarchi
<b>Nomos</b>	Christophe Pecnard, Béatrice Crévieux
<b>Normand &amp; Associés</b>	Ralph Boussier, Renaud Le Gunehec
<b>Ormen Passemard-Orpa Legal</b>	Rémi Passemard, Pascal Ormen
<b>Paetzold Avocats</b>	Stephan Paetzold
<b>PBA Legal</b>	Catherine Popineau-Dehaullon, Nicolas Blanchenay, Emmanuel Gouesse, Stéphane Lataste
<b>Pinsent Masons</b>	Melina Wolman



▶	<b>Redlink</b>	Frédéric Fournier, Régis Pihéry, Julie Janvier, Maeva Priet
	<b>Steering Legal</b>	Sébastien Fleury, Nuno de Ayala Boaventura
	<b>Steru Baratte</b>	Aude Baratte
	<b>Talma Dispute Resolution</b>	Martin Pradel, Marina Matousekova, Alexandre Reynaud, Alois Blin
	<b>Trinity International</b>	Stéphane Brabant
	<b>Vigo</b>	Christine Carpentier, Julien Cheval
	<b>Villey Girard Grolleaud</b>	Daniel Villey
	<b>Woog &amp; Associés</b>	Stéphane Woog, Pierre Lévêque, Julien Fiszleiber
<b>RECOMMENDED</b>		
1	<b>186 Avocats</b>	Alexandre Riou, Matthieu de Vallois, Geoffroy Canivet
	<b>1862 Avocats</b>	David Sabatier, Zoé Vilain
	<b>2H Avocats</b>	Patricia Hardouin, Charlotte Mochkovitch, Nicolas Laurent-Bonne
	<b>Adlink Partners</b>	Olivier Dutour
	<b>Altair Avocats</b>	Christophe Héry
	<b>Apostrophe Avocats</b>	Delphine Dendievel, Sophie Gijssbers
	<b>Archipel</b>	Jacques-Alexandre Genet, Emmanuel Kaspereit, Prosha Dehghani, Michaël Schlesinger
	<b>Asafo &amp; Co</b>	Mahamadou Niakaté
	<b>Avocats Picovschi</b>	Gérard Picovschi, Bruno Penchi-Cordonnier
	<b>B2a.legal</b>	Mathieu Bourdeaut
	<b>Bernard-Hertz-Béjot</b>	Patrick Bernard
	<b>Bessard du Parc</b>	Aude du Parc
	<b>BG2V</b>	Karim Beylouni, Xavier Carbasse, Camille de Verdelhan, Roland Guény, Julien Vernet
	<b>BGB &amp; Associés</b>	Daphné Bès de Berc, Séverine Sanglé-Ferrière
	<b>Borrel d'Arche</b>	Laurence Borrel-Prat, Quitterie d'Arche
	<b>Bosco Avocats</b>	Patrick Marès, Jean-François Pedinielli, Thomas Heintz, Natacha Sinai-Sinelnikoff, Anne Gilliet, Jean Rouche
	<b>Bourdon &amp; Associés</b>	Bertrand Repolt, William Bourdon, Sandrine Richer
	<b>Carlara</b>	Dorothee de Bernis, Hedwige Caldairou, Antoine Fourment, Edouard de Lamaze
	<b>CastaldiPartners</b>	Thierry Bonnet
	<b>Cayse Avocats</b>	Sybille Baratin, Cédric Montfort
	<b>Chaintrier Avocats</b>	Cédric Putigny-Ravet, Philippe Cabanis
	<b>Cheysson Marchadier &amp; Associés</b>	François Marchadier, Bernard Cheysson
	<b>CMS Francis Lefebvre</b>	Jean-Fabrice Brun, Olivier Kuhn
	<b>Coblence Avocats</b>	Benjamin Magnet, Ludovic Dorès
	<b>CPC &amp; Associés</b>	Patricia Coletti
	<b>Crefovi</b>	Annabelle Gauberti
	<b>CTC Avocats</b>	Violaine Crézé
	<b>d&amp;a partners</b>	Margaux Frisque
	<b>DLBA - Dupichot Lagarde Bothorel &amp; Associés</b>	Xavier Lagarde, Laurence de Montauzan, Pierre-Yves Soulié, Jérôme Schott, James Alexandre Dupichot
	<b>Eltea Avocats</b>	Céline Dilman, Pierre-Olivier Martinez
	<b>Feugère Avocats</b>	William Feugère, Antoine Moizan
	<b>Fiducial Legal by Lamy</b>	Anne Bolland-Blanchard, Philippe Genin, Gérard Legrand, Yves Reinhard, Mathias Vuilletmet
	<b>FLV &amp; Associés</b>	Denis Duponchel, Antoine Fourmentin
	<b>Ginestié Magellan Paley-Vincent</b>	Philippe Ginestié, Yves Ardaillou
	<b>Goldwin Avocats</b>	Jonathan Bellaiche
	<b>Gouache Avocats</b>	Stéphane Ingold, Jean-Baptiste Gouache, Guillaume Gouachon
	<b>Haas Avocats</b>	Frédéric Picard



## FRANCE

J.P. Karsenty & Associés	Clémence Colin, Paul Ricard, Jean-Philippe Arroyo, Thomas Ricard
Jurisglobal	Gaétan Di Martino
K&L Gates	Louis Degos, Charlotte Baillot, Barthélemy Cousin
Kalliopé	Nicolas Contis, Karen Leclerc, Julie Gayraud
Lacamp Avocat	Louis Lacamp
Lamy Lexel	Marie Duverne-Hanachowicz, Edouard Bertrand
Latournerie Wolfrom Avocats	Chantal Cordier-Vasseur
Lazareff Le Bars	Benoît Le Bars
Maulin Avocats	Romain Maulin
Meneghetti Avocats	Patrick Meneghetti
Meridian	Olivier Delsupexhe, Xavier Desnos, Vincent Vilchien
Mermoz Avocats	Régis Mahieu, Olivier Péchenard, Augustin Billot, Alexandra Merlet
Péchenard & Associés	Gauthier Moreuil, Nicolas Sidier
Pivoine Avocats	Ghislaine Betton, Violaine Reymond
Pons & Carrère	Frédérique Pons, Nathalie Carrère
Pudlowski & Savoy Avocats	Mélissa Savoy-Nguyen, Francis Pudlowski
PwC Société d'Avocats	Christophe Guénard, Lionel Yemal, Hannes Scheibitz, Edith Baccichetti, Claire Pascal-Oury
Ravet & Associés	Valérie Douard, Emmanuel Jarry, Benoît Descours, Yves-Marie Ravet, Justin Berest, Caroline Duffin
Richelieu Avocats	Grégory de Moulins Beaufort, Jean-Oudard de Préville, Benoît Gruau, Vincent Merat
Rieuneau Avocats	Sylvain Rieuneau
Rivedroit Avocats	Nicolas Maubert, Guillaume Krafft
Rödl & Partner	Julia Planty
Solacy Avocats	Laura Terdjman, Léa Marion, Arnaud Constans
Spartans Avocats	Matthias Pujos
Squair	Julie Walrafen, Julia Kalfon, Damien Montibeller, Hischam Bouhouita Guermech, Gabriel Curnier
Topaze Avocats	Laetitia Fayon, Dorothée Haski
Valther	Christophe Theron, Marie Kanellopoulos
Verger Avocats	Benoît Verger
Ydès	Fabienne Maréchal, Valérie Nicod, Stéphane Szames
<b>2</b> Alyanakian Avocats	Jean-Vasken Alyanakian
Arc Paris Avocats	Arnaud Bernard, Nicolas Riquelme, Benoît Salles, Paul Canton
Astoria Avocats	Julien Fournier, Clémence Lemarchand
Avoxa	Gwendal Rivalan, Ronan Kervadec
Bourayne & Preissl	Cyril Bourayne
Bovis Avocats	Pierre-Henri Bovis
Brunswick Legal	Philippe Brunswick, Maxime de La Morinerie
Camille Avocats	Sébastien Brunet, Jérôme Carles, Michel Dublanche
CNK Associés	Mohamed Naït Kaci
Colman Avocats	Gaël Collin, Céline Chapman
Coudène Avocat	Nelly Coudène
Dolidon Partners	Guillaume Dolidon, Brice Cotteret
Gautelier Avocats	Maëva Gautelier
Gilles Buis Avocat	Gilles Buis
Grenier Avocats	Patrice Grenier
Haissens	Nicolas Mahassen, Philippe Aignan
Kingston Avocat	Alexandre Péron



FRANCE

<b>Kosma</b>	Noémie Ohana, Sarah Krysz
<b>Lexymore</b>	Caroline Prunières, Christine Jais
<b>Ligner &amp; Rochelet</b>	Jérôme Rochelet
<b>Made Avocats</b>	Jérémy Dilmi, Alexandra Marinakis
<b>Marici Avocats</b>	Mathilde Charmet-Ingold
<b>Melior Avocats</b>	Valérie Morales, Adeline Leclerc
<b>Meyer Fabre Avocats</b>	Nathalie Meyer Fabre, Damien Devot
<b>MZR Avocats</b>	Martin Radzikowski
<b>Orid Avocats</b>	Fany Baizeau, Lionel Lefebvre
<b>Oxynomia Avocats Associés</b>	Alexandre Le Ninivin, Arnaud Moquin
<b>Volens</b>	Vincent Ravion

Our analysis

**QUINN EMANUEL URQUHART & SULLIVAN:  
FOCUSED AND FLEXIBLE**



Kami Haeri

Key figure(s): Kami Haeri  
Established: 2013

**Track record:** The firm acts for French and overseas clients in commercial, corporate and post-acquisition litigation, via a team of experts perfectly attuned to the needs of company directors. It represents media company directors in litigation between shareholders, as well as in unfair competition cases. The firm co-advised Google in a 2019 case brought by UFC company Que Choisir.

**Team & differentiation:** Agility and an ability to anticipate issues are the hallmarks of a firm which, when acting for clients, is as incisive in attack as it is decisive in defense. The team offers clients intricate, innovative strategies designed to be effective across numerous jurisdictions. Leading the department is Kami Haeri, and esteemed litigator with superior international compliance savoir-faire.

**ORRICK:  
ENTERPRISING AND INNOVATIVE**



Michael Bühler

Key figure(s): Michael Bühler  
Established: 2006

**Track record:** Led by Emmanuel Bénard and Nadège Owen, the department recently helped a leading French insurance company set up an unprecedented jobs and skills management plan. The partners worked on the establishment of the French finance ministry's new public finances division. The team helps listed and non-listed companies with rationalization, director management and compliance issues, among others.

**Team & differentiation:** Long known for its visionary, high tech approach, Orrick recently left its former headquarters in Paris to set up not one but two bases of operations in the city of lights, a traditional office and a tech studio, the latter located in the central Paris neighborhood dubbed "Silicon Sentier". This inspired move has the express purpose of responding to the increasingly sophisticated needs of a tech savvy clientele.

**MIGUERES MOULIN:  
BUSINESS-FIRST APPROACH**



Guilhelm Affre

Key figure(s): Guilhelm Affre  
Established: 2010

**Track record:** The firm enjoys a lofty position among those specializing in defending the rights of hotel owners and operators whose business was severely impacted by the pandemic. The team also advises clients in M&A and financing, in addition to defending them in litigation and arbitration.

**Team & differentiation:** This multidisciplinary team relies on the superior sectoral expertise and dedication of its partners, whose business-first approach to cases is admired by its high-level clientele. Thanks to membership of the 37-firm-strong Alliance of Business Lawyers network, Miguères Moulin is able to act in an increasing number of cross-border matters.

## COMMERCIAL LITIGATION

### Best Litigation Support Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Accuracy</b>	Christophe Schmit, Jean-Baptiste de Courcel, Nicolas Barsalou, Erik van Duijvenvoorde
<b>Eight Advisory</b>	Céline Leroy, Paul Lederlin, Floriane Mérias
<b>Sorgem Evaluation</b>	Maurice Nussenbaum, Claire Karsenti, Thomas Hachette, Blanche Feauveaux
<b>2 Finexsi</b>	Olivier Roussel, Michel Gauthier, Jean-Marc Brichet, Olivier Péronnet, Christophe Lambert, Errick Uzzan, Vincent Collot, Lucas Robin
<b>EXCELLENT</b>	
<b>1 Abergel &amp; Associés</b>	Alain Abergel, Jean-Noël Munoz, Romain Lobstein
<b>Deloitte</b>	Battine Edwards, Gildas de Muizon, Ariane Charpin, Olivier Sautel
<b>FTI Consulting</b>	Matthias Cazier-Darmois, Juliette Fortin, Romain Lortat-Jacob
<b>KPMG</b>	Jean-Luc Guitera, Caroline Albarel
<b>OCA</b>	Constance Monnier-Schlumberger, Mikaël Ouaniche, Pierre Fleckinger
<b>Prorevisé</b>	Chantal Saint-Ayes, Pierre Loeper, Didier Faury, Edouard Loeper
<b>2 Exco Paris Ace</b>	Alain Auvray, Emmanuel Charrier, Arnaud Dieumegard
<b>EY Dispute Services</b>	Frédéric Elkeslassy
<b>Kroll</b>	Jacques Giard, Carine Tourneur, Louis-David Magnien, Nicolas Depardieu, Renaud Regner, Hannah Rossiter, Amaury Wernert, Fabienne Borde, Soufiane Qassimi, Enguerran de Crémiers
<b>Ledouble</b>	Sébastien Sancho, Agnès Piniot, Hervé Gouthier
<b>Mazars</b>	Alice Noizet, Luc Marty, Nicolas Schwartz
<b>Nahum Expertises</b>	William Nahum
<b>PwC</b>	Bachir-Hani Bacha
<b>Ricol Lasteyrie Conseil</b>	Jean-Charles de Lasteyrie, Gilles de Courcel
<b>HIGHLY RECOMMENDED</b>	
<b>Aeque Principaliter</b>	Arnaud Cluzel, Loïc Gach
<b>Afival</b>	Philippe Campos
<b>Alvarez &amp; Marsal France</b>	Andrew Flower
<b>BDO France</b>	Michel Léger, Pierre Préau
<b>Cailliau Dedouit et Associés</b>	Stéphane Lipski, Isabelle de Kerviler, Jean-Jacques Dedouit, Rémi Savournin, Didier Cardon, Laurent Brun, Mohcine Benkirane
<b>Compass Lexecon</b>	David Sevy, Frédéric Palomino, Fabien Roques
<b>Didier Kling Expertises et Conseil</b>	Didier Kling, Anne Nouquati, Teddy Guérou, Lydie Spaczynski
<b>Fair Links</b>	Anton de Feuarent
<b>Forensic Risk Alliance</b>	Yoursr Khalil, Toby Duthie, Uriel Goldberg
<b>Legoux &amp; Associés</b>	Antoine Legoux, Thierry Bordez, Yohann Lannic
<b>Tera Consultants</b>	Laurent Benzoni, Pierre-Yves Deboudé, Paul Dumoulin
<b>RECOMMENDED</b>	
<b>AlixPartners</b>	Laurent Petizon
<b>Arca Conseil</b>	Samy Benarroch
<b>Valphi</b>	Emmanuel Dayan

### ACCURACY: STRATEGIC ADVICE COMBINED WITH RIGOROUS COST-ANALYSIS



Nicolas Barsalou

**Key figure(s):** Nicolas Barsalou, Jean-Baptiste de Courcel, Christophe Schmit and Erik van Duijvenvoorde

**Track record:** Accuracy guides business managers in their decision making process and helps them resolve differences of opinion. It regularly acts in a variety of commercial litigations, competition, as well as cartel cases, including those relating to dairy products, sauces and trucks. The team is also trusted to process important investment and construction arbitration dossiers.

**Team & differentiation:** The structure of the law firm is highly independent in that it refuses to espouse regulatory activities. The team displays a high level of interoperability and is able to quickly mobilize their skills all over the world. With a global presence and organization, Accuracy combines strategic reflection with rigorous analysis of facts and figures.





## COMPETITION LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> <b>BDGS Associés</b>	Mathilde Damon, Maria Trabucchi, Jérôme Fabre, Antoine Gosset-Grainville
<b>Bredin Prat</b>	Yelena Trifounovitch, Pierre Honoré, Marie-Cécile Rameau, Olivier Billard, Igor Simic, Arthur Helfer
<b>Darros Villey Maillot Brochier</b>	Didier Théophile, Guillaume Aubron
<b>Grall &amp; Associés</b>	Charles-Henri Calla, Jean-Christophe Grall, Thomas Lamy
<b>Latham &amp; Watkins</b>	Jacques-Philippe Gunther, Adrien Giraud, Mathilde Saltiel
<b>Linklaters</b>	Pierre Zelenko, Anne Wachsmann, Thomas Elkins, Charlotte Colin-Dubuisson
<b>2</b>	
<b>Cabinet Renaudier</b>	Richard Renaudier, Karine Turbeaux, Marianne Le Moullec, Muriel Perrier
<b>De Pardieu Brocas Maffei</b>	Philippe Guibert, Laëtitia Gavoty Tolot, Alexandre Eberhardt-Le Prévost
<b>Freshfields Bruckhaus Deringer</b>	Jérôme Philippe
<b>Gide Loyrette Nouel</b>	Emmanuel Reille, Dimitri Dimitrov, Franck Audran, Laurent Godfroid, Stéphane Hautbourg, Laura Castex, Ségolène Pelsy, Romain Rard
<b>Peltier Juvigny Marpeau &amp; Associés</b>	Thibault Reymond, Seng Ning-Ly
<b>Vogel &amp; Vogel</b>	Joseph Vogel, Louis Vogel
<b>EXCELLENT</b>	
<b>1</b>	
<b>Allen &amp; Overy</b>	Florence Ninane
<b>Bryan Cave Leighton Paisner</b>	Julie Catala-Marty
<b>DLA Piper</b>	Édouard Sarrazin
<b>Hogan Lovells</b>	Éric Paroche
<b>Viguié Schmidt &amp; Associés</b>	Iñaki Saint-Esteben, Virginie Viillard
<b>White &amp; Case</b>	Yann Utzschneider, Jérémie Marthan
<b>2</b>	
<b>Ayache</b>	Frédéric Fuchs
<b>Baker Mckenzie</b>	Alex Dowding, Léna Sersiron
<b>Dechert</b>	Laurence Bary, Mélanie Thill-Tayara, Marion Provost
<b>Deprez Guignot Associés - DDG</b>	Philippe Bonnet, Pierre Deprez
<b>Franklin</b>	Lionel Lesur
<b>Herbert Smith Freehills</b>	Sergio Sorinas
<b>Jeantet</b>	Florent Prunet
<b>Jones Day</b>	Éric Barbier de la Serre
<b>Magenta</b>	Vincent Jaunet, Sylvain Justier, Gaël Hichri
<b>Mayer Brown</b>	Nathalie Jalabert-Doury, Jean-Maxime Blutel
<b>Norton Rose Fulbright</b>	Marta Giner Asins
<b>Orrick</b>	Patrick Hubert, Malik Idri, Marie-Laure Combet
<b>Willkie Farr &amp; Gallagher</b>	Faustine Viala

**HIGHLY RECOMMENDED**

<b>1</b>	<b>Advant Altana</b>	Frédéric Manin
	<b>Alerion</b>	Catherine Robin
	<b>BCTG Avocats</b>	Hughes Villey-Desmeserets, François Dauba
	<b>Bird &amp; Bird</b>	Thomas Oster
	<b>Dentons</b>	Emmanuelle van den Broucke
	<b>Fidal</b>	Marie Koehler de Montblanc, Frédéric Puel, Laurent François-Martin, Boris Ruy, Nicolas Gransard, Pierre le Monnier de Gouville
	<b>FTPA Avocats</b>	Lise Damelet
	<b>Ginestié Magellan Paley-Vincent</b>	Pierre de Montalembert, Emmanuel Schulte
	<b>KPMG Avocats</b>	Emmanuel Tricot
	<b>McDermott Will &amp; Emery</b>	Jacques Buhart, Sabine Naugès, Frédéric Pradelles
	<b>Sébastien Dominguez</b>	Sébastien Dominguez
	<b>UGGC Avocats</b>	Corinne Khayat, Michel Ponsard, Malka Marcinkowski

<b>2</b>	<b>Addleshaw Goddard</b>	Michaël Cousin
	<b>Ashurst</b>	Christophe Lemaire
	<b>August Debouzy</b>	Renaud Christol
	<b>Cleary Gottlieb</b>	Séverine Schrameck
	<b>CMS Francis Lefebvre Avocats</b>	Claire Vannini, Nathalie Pétrignet, Denis Redon
	<b>Cot Law</b>	Jean-Mathieu Cot
	<b>DDCT Avocats</b>	Marine Clément, Yohann Toreau
	<b>DS Avocats</b>	Xavier Lacaze, Fabrice Van Cauwelaert
	<b>Hertslet Wolfer &amp; Heintz - HW&amp;H</b>	Dominique Heintz
	<b>Jouvensal Fabre</b>	Karin-Amélie Jouvensal, Guillaume Fabre
	<b>Maulin Avocats</b>	Romain Maulin
	<b>Nomos</b>	Christophe Pecnard, Sara Pomar
	<b>Osborne Clarke</b>	Alexandre Glatz
	<b>Paul Hastings</b>	Pierre Kirch, Camille Paulhac
	<b>Racine</b>	Valérie Ledoux, Bastien Thomas, Sophie Pasquesoone

**RECOMMENDED**

	<b>Aramis</b>	Aurélien Condomines
	<b>Bignon Lebray</b>	Frédéric Coulon, Caroline Cazaux
	<b>De Gaulle Fleurance</b>	Thierry Titone, Matthieu Dary
	<b>Gate Avocats</b>	Timothee Giard
	<b>Jean-Claude Coulon &amp; Associés</b>	Odile Mathilde Boudou, Kadir Mebarek
	<b>Joffe &amp; Associés</b>	Olivier Cavézian
	<b>Niddam-Drouas Avocats</b>	Marie de Drouas
	<b>Simmons &amp; Simmons</b>	Ombline Ancelin
	<b>Taylor Wessing</b>	Evelyne Friedel



## COMPETITION LITIGATION

### Best Litigation Support firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Compass Lexecon</b>	David Sevy, John Davies, Fabien Roques, Dmitri Perekhodtsev, Jeremiah Juts, Frédéric Palomino
<b>Deloitte</b>	Gildas de Muizon, Oliver Sautel, Angela Muñoz, Ignacio Inoa, Ariane Charpin
<b>KPMG</b>	Caroline Albarel, Jean-Luc Guitera, Bernard Roy
<b>Sorgem Evaluation</b>	Maurice Nussenbaum, Claire Karsenti, Thomas Hachette, Blanche Feauveaux
<b>Tera Consultants</b>	Laurent Benzoni, Pierre-Yves Deboudé, Paul Dumoulin
<b>EXCELLENT</b>	
<b>Accuracy</b>	Xavier Chevreux, Jean-Baptiste de Courcel, Christophe Schmit, René Pigot
<b>Charles River Associates</b>	Laurent Flochel
<b>Eight Advisory</b>	Céline Leroy, Floriane Mérias
<b>Emerton</b>	Sébastien Zimmer, Sebastien Plessis, Haithem Choukatli, Steffen Krause
<b>Exco Paris ACE</b>	Emmanuel Charrier, Alain Auvray, Arnaud Dieumegard
<b>Finexsi</b>	Christophe Lambert, Olivier Péronnet, Errick Uzzan, Jean-Marc Brichet
<b>FTI Consulting</b>	Juliette Fortin, Matthias Cazier-Darmois, Romain Lortat-Jacob, Karl Payeur
<b>Oxera</b>	Hélène Bourguignon, Dorian Beauchêne, Helen Jenkins, Gunnar Niels, Robin Noble, Avantika Chowdhury
<b>RBB Economics</b>	Laure Schulz, Francesco Rosati, Benoît Durand, Meryem Haraj Touzani
<b>HIGHLY RECOMMENDED</b>	
<b>Aeque Principaliter</b>	Arnaud Cluzel, Loïc Gach
<b>Analysis Group</b>	Antoine Chapsal
<b>Didier Kling Expertises et Conseil</b>	Didier Kling, Anne Nouquati, Teddy Guérineau, Lydie Spaczynski
<b>Fair Links</b>	Anton de Feuardent
<b>Kroll</b>	Carine Tourneur, Louis-David Magnien, Amaury Wernert, Fabienne Borde, Soufiane Qassimi
<b>Mazars</b>	Luc Marty, Nicolas Schwartz
<b>OCA</b>	Mikaël Ouaniche, Constance Monnier-Schlumberger, Pierre Fleckinger
<b>PwC</b>	Bachir-Hani Bacha

## DISTRIBUTION LAW & RESTRICTIVE PRACTICES

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> <b>APG Avocats</b>	Jean-Marie Gazagnes, Gilbert Parleani, Bertrand Janssens, Olivier Parleani
<b>Cabinet Renaudier</b>	Richard Renaudier, Marianne Le Moullec, Muriel Perrier, Karine Turbeaux, Violaine Ayrole
<b>Grall &amp; Associés</b>	Jean-Christophe Grall, Charles-Henri Calla, Nathalia Kouchnir-Cargill, Thomas Lamy
<b>Mermoz Avocats</b>	Jean-Louis Fourgoux, Leyla Djavadi
<b>Vogel &amp; Vogel</b>	Louis Vogel, Joseph Vogel
<b>2</b> <b>Advant Altana</b>	Frédéric Manin, Marie Hindré
<b>Baker Mckenzie</b>	Léna Sersiron, Katia Boneva-Desmicht
<b>Bourgeon Meresse Guillin Bellet &amp; Associés</b>	Charlotte Bellet, Valérie Guillin, Christian Bourgeon, Olga Zakharova-Renaud, Anne-Cécile Benoit
<b>Bredin Prat</b>	Olivier Billard, Igor Simic, Marie-Cécile Rameau, Yelena Trifounovitch, Pierre Honoré
<b>Cornet Vincent Ségurel</b>	Luc-Marie Augagneur, Alexandre Cornet, Nicolas De La Taste, Thomas Deschryver, Sébastien Harel, François Herpe, Amélie Poulain, Jean-François Puget, Jérôme Wiehn
<b>Gide Loyrette Nouel</b>	Emmanuel Reille, Franck Audran, Dimitri Dimitrov, Laura Castex
<b>Gouache Avocats</b>	Jean-Baptiste Gouache, Guillaume Gouachon
<b>Henka</b>	Jean-Philippe Thibault, Benoît Van Bésien, Marjorie Dudon
<b>Jean-Claude Coulon &amp; Associés</b>	Bruno Chemama, Kadir Mebarek, Samuel Lemaçon
<b>Loi &amp; Stratégies</b>	Nicolas Genty
<b>Poirier Schrimpf &amp; Associés</b>	Bruno Schrimpf
<b>Simon Associés</b>	François-Luc Simon, Sandrine Richard, Cristelle Albaric
<b>EXCELLENT</b>	
<b>1</b> <b>Aramis</b>	Aurélien Condomines
<b>De Pardieu Brocas Maffei</b>	Alexandre Eberhardt, Barbara Levy, Philippe Guibert, Laëtitia Gavoty Tolot
<b>Dentons</b>	Christine Sévère, Emmanuelle van den Broucke
<b>Deprez Guignot Associés - DDG</b>	Pierre Deprez, Jean-Christophe André, Olivier Guidoux
<b>Fidal</b>	Guillaume Pezzali, Marie du Gardin, Hervé Lecaillon, Perrine Plouvier, Isabelle Galand-Padrao, Philippe Vanni, Simon Hotte, Héléne Leung, Nicolas Gransard
<b>Hertslet Wolfer &amp; Heintz - HW&amp;H</b>	Dominique Heintz, Maria Bagate
<b>J.P. Karsenty &amp; Associés</b>	Martine Karsenty-Ricard, Béatrice Moreau-Margotin, Jean-Philippe Arroyo
<b>Maulin Avocats</b>	Romain Maulin
<b>Nomos</b>	Christophe Pecnard, Sara Pomar, Béatrice Crevieux
<b>Osborne Clarke</b>	Alexandre Glatz, Claire Bouchenard
<b>Racine</b>	Valérie Ledoux-Tömek, Sophie Pasquesoone, Bastien Thomas
<b>Redlink</b>	Régis Pihery, Frédéric Fournier, Maeva Priet
<b>Simmons &amp; Simmons</b>	Omblin Ancelin
<b>Taylor Wessing</b>	Evelyne Friedel, Grégoire Toulouse
<b>UGGC Avocats</b>	Michel Ponsard, Corinne Khayat, Malka Marcinkowski
<b>White &amp; Case</b>	Yann Utzschneider
<b>2</b> <b>August Debouzy</b>	Mahasti Razavi, Alexandra Berg-Moussa, Renaud Christol, Florence Chafiol
<b>Altair Avocats</b>	Christophe Héry
<b>Clifford Chance</b>	Thibault d'Alès, Thomas Baudesson, Diego de Lammerville
<b>Courtois Lebel</b>	Bruno Martin, Philippe Courtois
<b>DDCT Avocats</b>	Marine Clément, Yohann Toreau
<b>Dechert</b>	Mélanie Thill-Tayara, Laurence Bary, Marion Provost
<b>Delsol Avocats</b>	Thomas Amico, Alexis Chabert, Pierre-Marie Durade-Replat, Stéphane Perrin
<b>DS Avocats</b>	Xavier Lacaze, Fabrice Van Cauwelaert, Olivier Gauclère, Françoise Brunagel
<b>FLV &amp; Associés</b>	Anne Granger
<b>KPMG Avocats</b>	Emmanuel Tricot
<b>Magenta</b>	Gaël Hichri, Vincent Jaunet, Sylvain Justier
<b>Peltier Juvigny Marpeau &amp; Associés</b>	Thibault Reymond, Ning-Ly Seng
<b>SCP Bertin</b>	Renaud Bertin
<b>Tessler Avocats</b>	Jean-François Tessler, Solène Tessler-Naccache
<b>Viguié Schmidt &amp; Associés</b>	Iñaki Saint-Esteben, Virginie Viillard



## HIGHLY RECOMMENDED

<b>1</b>	<b>Ayache</b>	Frédéric Fuchs
	<b>BCTG Avocats</b>	Hugues Villey-Desmeserets, François Dauba, Willy Mathot
	<b>Bersay</b>	Mathilde Cousteau, Frédéric Flatrès, Jérôme Bersay
	<b>Borrel d'Arche</b>	Laurence Borrel-Prat, Quitterie d'Arche
	<b>CMS Francis Lefebvre Avocats</b>	Nathalie Pétrignet, Denis Redon
	<b>DLA Piper</b>	Édouard Sarrazin, Fabienne Panneau
	<b>DM&amp;D Avocats</b>	Rémi de Balmann
	<b>Grandjean Avocats</b>	Thomas Lambard, Marguerite Aynès
	<b>Jean-Marie Leloup Avocat</b>	Jean-Marie Leloup
	<b>Jeantet</b>	Florent Prunet
	<b>Joffe &amp; Associés</b>	Thomas Lepeyre, Véronique Dahan, Olivier Cavezian
	<b>King &amp; Spalding</b>	Vanessa Benichou
	<b>Mihailov Avocats</b>	Patrice Mihailov
	<b>Osmose Avocats</b>	Mélanie Comert
	<b>Péchenard &amp; Associés</b>	Gauthier Moreuil
	<b>Reinhart Marville Torre</b>	Antoine Dérot, Louis-Marie Absil, Jérôme Marsaudon, Alexandre Rios
	<b>Viginti Avocats</b>	Olivier Gauclère, Françoise Brunagel
	<b>Wilhelm &amp; Associés</b>	Pascal Wilhelm, Émilie Dumur
<b>2</b>	<b>Alexandre Levy Kahn Braun &amp; Associés</b>	Bernard Levy
	<b>Allen &amp; Overy</b>	Florence Ninane
	<b>BFPL Avocats</b>	Christophe Pech de Laclause, François Berbinau, Amaury Sonet
	<b>Bignon Lebray</b>	Caroline Cazaux, Frédéric Coulon, Antoine Arminjon, Julien Lecat
	<b>Bird &amp; Bird</b>	Alexandre Vuchot, Thomas Oster
	<b>Carlara</b>	Antoine Fourment
	<b>CLP Avocats</b>	Martin Le Péchon
	<b>D'Alverny Avocats</b>	Hubert d'Alverny
	<b>De Gaulle Fleurance</b>	Louis De Gaulle, Thierry Titone, Matthieu Dary
	<b>Foussat Avocats</b>	Jean-Charles Foussat
	<b>Guégen Avocats</b>	Mathieu Baron, Antoine Blanchard
	<b>Hadengue &amp; Associés</b>	François Dupuy, Benjamin Bayi
	<b>Henry &amp; Bricogne</b>	Xavier Henry, André Bricogne
	<b>Herald Avocats</b>	Corinne Hovnanian, Richard Milchior
	<b>Herbert Smith Freehills</b>	Clément Dupoirier
	<b>Hogan Lovells</b>	Mikael Salmela, Éric Paroche
	<b>Laude Esquier Champey</b>	Richard Esquier, Olivier Laude, Victor Champey, Florent Bouderbala
	<b>Linkea</b>	Cécile Peskine
	<b>Lmt Avocats</b>	Emmanuel Fleury, Olivier Samyn
	<b>LPLG Avocats</b>	Jean-Jacques Le Pen
	<b>Lussan</b>	Emmanuelle Behr
	<b>Mayer Brown</b>	Nathalie Jalabert-Doury, Jean-Maxime Blutel
	<b>Niddam-Drouas Avocats</b>	Marie de Drouas
	<b>Panta Rhei</b>	Emmanuelle Voisset, Délizia Bourgeois
	<b>Paul Hastings</b>	Pierre Kirch, Philippe Bouchez El Ghozi
	<b>PwC Société d'Avocats</b>	Edith Baccichetti
	<b>Sébastien Dominguez</b>	Sébastien Dominguez
	<b>Swann Avocats</b>	François Loubières, Flore Mazas



**RECOMMENDED**

<b>Addleshaw Goddard</b>	Michaël Cousin
<b>Alerion</b>	Catherine Robin
<b>Bernard-Hertz-Béjot</b>	Michel Béjot
<b>BGB &amp; Associés</b>	Séverine Sanglé-Ferrière
<b>Biard Bouscatel &amp; Associés</b>	Philippe Biard, Claire Bouscatel
<b>Bilalian Avocats</b>	Lara Morel, Marguerite Bilalian
<b>Bourayne &amp; Preissl</b>	Sigrid Preissl, Cyril Bourayne
<b>Bryan Cave Leighton Paisner</b>	Julie Catala-Martý
<b>Cabinet Bodari</b>	Romain Bourgade, Inès Daulouede
<b>DBK Avocats</b>	Thomas Debiesse
<b>Delcade</b>	Jean-Philippe Chenard, Jérémy Bernard
<b>DMMS &amp; Associés</b>	Olivier Boyer
<b>Epigraphe Avocats</b>	Grégory Mouy, Matthieu Mazo
<b>Eversheds Sutherland</b>	Dan Roskis
<b>Fiducial Legal by Lamy</b>	Yves Reinhard, Philippe Genin
<b>Franklin</b>	Lionel Lesur
<b>Ginestié Magellan Paley-Vincent</b>	Emmanuel Schulte, Pierre de Montalembert
<b>GM Avocats</b>	Gilles Menguy
<b>Gowling WLG</b>	Frédéric Dereux, Philippe Rousseau
<b>Haas Avocats</b>	Gerard Haas, Eve Renaud Chouraqui
<b>Jouvensal Fabre</b>	Karin-Amélie Jouvensal
<b>Klein - Wenner</b>	Jean-François Davené, Martin Riedel
<b>Kramer Levin</b>	Marco Plankensteiner, Marie Davy
<b>Latournerie Wolfrom Avocats</b>	Chantal Cordier-Vasseur, Pauline de Lanzac
<b>LPA-CGR Avocats</b>	Xavier Clédat
<b>Melior Avocats</b>	Valérie Morales, Adeline Leclerc
<b>Panta Rhei</b>	Emmanuelle Voisset, Délizia Bourgeois
<b>PDGB</b>	Bertrand Jardel, Virginie Coursière-Pluntz
<b>Picart</b>	Cynthia Picart
<b>Realyze</b>	Christofer Claude
<b>Robic Avocats</b>	Gaëlle Robic
<b>Satis Avocats</b>	Vanessa Pinheiro

**VALUABLE PRACTICE**

<b>Atem Avocats</b>	Isabelle Camus
<b>BBLM Avocats</b>	Helen Coulibaly-Le Gac
<b>Dutilleul-Francoeur</b>	Philippe Dutilleul-Francoeur
<b>Fieldfisher</b>	Franck Veisse, Anne-Laure-Hélène des Ylouses
<b>FTPA Avocats</b>	Lise Damelet
<b>Gilles Buis Avocat</b>	Gilles Buis
<b>Grenier Avocats</b>	Patrice Grenier
<b>Harlay Avocats</b>	Fabrice Perbost, Sabine Lipovetsky
<b>Kalliopé</b>	Karen Leclerc, Nicolas Contis, Julie Gayrard
<b>Lamartine Conseil</b>	Benoît Philippe
<b>Lamy Lexel</b>	Aurélié Dantzikian-Frochon, Marie Duverne-Hanachowicz, Manon Pourcher
<b>LeGan Avocats</b>	Pauline Le More
<b>Marvell Avocats</b>	Olivia Colmet Daáge
<b>Nerio Avocats</b>	Pierre-Xavier Boubée
<b>Nfalaw</b>	Fabienne Fajgenbaum, Maxime Vigneron
<b>Qivive Avocats</b>	Gordian Deger, Jeanne Faymonville
<b>TGS France Avocats</b>	Emmanuelle Jardin-Lillo
<b>Vigo</b>	Julien Cheval, Emmanuel Daoud
<b>Vivaldi Avocats</b>	Franck Singer, Éric Delfly
<b>Volens</b>	Vincent Ravion



## FINANCIAL & POST-ACQUISITION LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Bredin Prat</b>	Sébastien Prat, Éric Dezeuze, Florian Bouaziz, Didier Martin, Jean-Daniel Bretzner, Guillaume Pellegrin, Eve Duminy
<b>2 Cleary Gottlieb Steen &amp; Hamilton</b>	Delphine Michot, Jean-Yves Garaud
<b>Darrois Villey Maillot Brochier</b>	Cyril Bonan, Nicolas Mennesson, Matthieu Brochier, Julie Pasternak
<b>Gibson Dunn</b>	Jean-Pierre Farges, Éric Bouffard, Pierre-Emmanuel Fender
<b>Weil, Gotshal &amp; Manges</b>	Didier Malka, Claude Serra
<b>EXCELLENT</b>	
<b>1 Allen &amp; Overy</b>	Denis Chemla, Erwan Poisson, Hippolyte Marquetty, Dan Benguigui
<b>Clifford Chance</b>	Diego de Lammerville, Thomas Baudesson
<b>De Pardieu Brocas Maffei</b>	Ségolène Coiffet, Philippe Dubois, Patrick Jais, Dominique Lefort, Barbara Levy, Alexandre Vermynck
<b>Freshfields Bruckhaus Deringer</b>	Stéphane Bénouville, Dimitri Lecat
<b>Galembert Avocats</b>	Noémie de Galembert
<b>Gide Loyrette Nouel</b>	Bruno Quentin, Jean-Philippe Pons-Henry, Sophie Scemla, Olivier Diaz
<b>Grandjean Avocats</b>	Jean-Pierre Grandjean, Marguerite Aynès, Thomas Lambard
<b>Herbert Smith Freehills</b>	Antoine Juaristi, Clément Dupoirier, Martin Le Touzé
<b>Hogan Lovells</b>	Arthur Dethomas
<b>Latham &amp; Watkins</b>	Myria Saarinen, Fabrice Fages
<b>Laude Esquier Champey</b>	Victor Champey, Olivier Laude, Richard Esquier
<b>Linklaters</b>	Jean-Charles Jais, Arnaud de La Cotardière
<b>Orrick</b>	Jean-Michel Leprêtre, Jean-Pierre Martel, Frédéric Lalance
<b>Peltier Juvigny Marpeau &amp; Associés</b>	Frédéric Peltier, Clément Wierre
<b>Signature Litigation</b>	Thomas Rouhette
<b>Skadden</b>	Armand W. Grumberg, Valentin Autret
<b>Veil Jourde</b>	Emmanuel Rosenfeld, Jean Veil, Georges Jourde
<b>Viguié Schmidt &amp; Associés</b>	Nicolas Viguié, Yves Schmidt, Olivier Loizon, Martin Donato
<b>White &amp; Case</b>	Diane Lamarche Picard
<b>Willkie Farr &amp; Gallagher</b>	Dominique Mondoloni, Grégoire Bertrou
<b>2 BDGS Associés</b>	Kyum Lee, Antoine Bonnasse
<b>Bird &amp; Bird</b>	Nicolas Morelli, Anne-Florence Raducault
<b>Bougartchev Moyne Associés</b>	Kiril Bougartchev, Emmanuel Moyne, Geoffroy Goubin, Edward Huylebrouck
<b>Brandford Griffith &amp; Associés</b>	Diane Pasturel, Henri Brandford-Griffith
<b>Bryan Cave Leighton Paisner</b>	Constantin Achillas, Philippe Métais, Elodie Valette
<b>Cloix &amp; Mendès-Gil</b>	Sébastien Mendès-Gil
<b>De Gaulle Fleurance</b>	Louis De Gaulle, Jean-François Paque, Anker Sorensen, Aurélien Chardeau
<b>FTPA Avocats</b>	Édouard Fabre, Rajeev Sharma Fokeer, Robert Corcos, Laurence Lepinoix, Serge-Antoine Tchekhoff, Bruno Robin, Guillaume Berruyer
<b>Jeantet</b>	Xavier Pernot, Martine Samuelian, Frank Martin Laprade, Jean-François Adelle
<b>Le 16 Law</b>	Jean-Luc Larribau, Alexandra Szekeley, Samuel Sauphanor, Anne-Claire Hans, Morgan Gizardin
<b>Mayer Brown</b>	Émilie Vasseur, David Bakouche, Jean-Philippe Lambert
<b>Paul Hastings</b>	Philippe Bouchez El Ghozi, Laurent Martinet
<b>Perchet Rontchevsky &amp; Associés</b>	Christophe Perchet, Nicolas Rontchevsky, Jean-Christophe Devouge
<b>Reinhart Marville Torre</b>	Louis-Marie Absil, Antoine Dérot, Jérôme Marsaudon, Agathe Moreau, Jean Reinhart, Marc Susini
<b>Solferino Associés</b>	Charlotte Plantin, Guillaume Buge, Diane Hervey-Chupin
<b>STAS &amp; Associés</b>	Christophe Ayela, Renaud Semerdjian
<b>UGGC Avocats</b>	Jean-Jacques Uettwiller, David Gordon-Krief, Ali Bougrine, Julien Mayeras, Clémence Lemétais d'Ormesson
<b>Winston &amp; Strawn</b>	Gilles Bigot, Mathilde Lefranc-Barthe, Jérôme Herbet

**HIGHLY RECOMMENDED**

<b>1</b>	<b>Advant Altana</b>	Julien Balensi, Valérie Lafarge-Sarkozy, Michel Jockey
	<b>Alerion</b>	Sibylle Mareau, Jacques Bouyssou
	<b>Aramis</b>	Aurélien Condomines, Benjamin May, Cédric de Pouzilhac
	<b>Archers</b>	Pierre Mounier
	<b>Arma</b>	Maximilien Mattéoli, Arnaud Péricard
	<b>August Debouzy</b>	Marie Danis, Benjamin van Gaver
	<b>Ayache</b>	Michel Ayache, Julien Andrez
	<b>Baro Alto</b>	Géraldine Brasier Porterie, Caroline Joly, Pierrick Jupile-Boisverd
	<b>BCTG Avocats</b>	Augustin Nicolle, Diane Mouratoglou
	<b>Biard Bouscatel &amp; Associés</b>	Claire Bouscatel, Philippe Biard
	<b>Brunswick Legal</b>	Philippe Brunswick, Maxime de La Morinerie
	<b>Dechert</b>	Jacques Sivignon
	<b>Dentons</b>	Christine Sévère
	<b>DLA Piper</b>	Marine Lallemand
	<b>Eversheds Sutherland</b>	Rémi Kleiman, Alexis Werl
	<b>Fieldfisher</b>	Philippe Netto, Bruno Paccioni
	<b>FTMS Avocats</b>	Marc Henry, Silvestre Tandeau de Marsac
	<b>Ginestié Magellan Paley-Vincent</b>	Philippe Ginestié
	<b>Jones Day</b>	Frédéric Gros
	<b>Kramer Levin</b>	Hugues Bouchetemple, Marie Davy, Guillaume Forbin, Marie-Christine Fournier-Gille
	<b>L&amp;A Lantourne &amp; Associés</b>	Flavie Hannoun, Gauthier Doré
	<b>McDermott Will &amp; Emery</b>	Nicolas Faguer
	<b>Moncey Avocats</b>	Philippe Lauzeral
	<b>Norton Rose Fulbright</b>	Christian Dargham, Philippe Hameau
	<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Kami Haeri
	<b>Racine</b>	Bruno Cavalié, Laurent Jourdan, Barna Evva, Sandra Graslin-Latour
	<b>Rossi Bordes &amp; Associés</b>	Dominique Bordes, Éric Boillot
	<b>Simmons &amp; Simmons</b>	Thierry Gontard, Guillaume-Denis Faure, Louis-Marie Pillebout
	<b>Simon Associés</b>	Vanessa Ruffa
	<b>Squadra Avocats</b>	Benoît Javaux, Charles Morel
	<b>Villey Girard Grolleaud</b>	Daniel Villey
	<b>Visconti &amp; Grundler</b>	Julien Visconti
<b>2</b>	<b>APG Avocats</b>	Gilbert Parleani, Jean-Marie Gazagnes, Olivier Parleani, François Gagey
	<b>Aramis</b>	Aurélien Condomines, Benjamin May, Cédric de Pouzilhac
	<b>Baker Mckenzie</b>	Éric Borysewicz, Jean-Dominique Touraille, Katia Boneva-Desmicht
	<b>Cabinet Bompont</b>	Dominique Bompont, Éric Laut
	<b>Coblence Avocats</b>	Benjamin Magnet, Ludovic Dorès
	<b>Cohen &amp; Gresser</b>	Loic Henriot
	<b>D'Alverny Avocats</b>	Hubert d'Alverny, Henri-Joseph Trémolet de Villers
	<b>Dolidon Partners</b>	Guillaume Dolidon, Brice Cotteret
	<b>Eversheds Sutherland</b>	Rémi Kleiman
	<b>Fiducial Legal by Lamy</b>	Philippe Genin, Gérard Legrand, Mathias Vuillermet
	<b>Franklin</b>	Yann Colin
	<b>Haroche Warin Avocats</b>	Coline Warin
	<b>Iacovelli Avocats</b>	Franck Iacovelli



## FRANCE

▶	<b>Joffe &amp; Associés</b>	Tehani Goy, Stéphanie Milano
	<b>Karman</b>	Dessislava Zadgorska-Mathon
	<b>Kiejman &amp; Marembert</b>	Thierry Marembert, Cécile Labarbe
	<b>King &amp; Spalding</b>	Vanessa Benichou
	<b>Lamy Lexel</b>	Marie Duverne-Hanachowicz, Edouard Bertrand
	<b>Lerins</b>	Arnaud Picard, Antoine A. Camus, Laurent Bernet, Elsa Rodrigues
	<b>LPA-CGR Avocats</b>	Xavier Clédât
	<b>Mermoz Avocats</b>	Olivier Péchenard, Augustin Billot, Alexandra Merlet
	<b>Ngo Jung &amp; Partners</b>	Marion Ngo, Aurélie Boulbin
	<b>PBA Legal</b>	Nicolas Blanchenay
	<b>PDGB</b>	Xavier Hugon, Philippe Laye, Bertrand Jardel, Philippe Julien
	<b>Prism Avocats</b>	Agathe Aumont, Benjamin Fa
	<b>Ravet &amp; Associés</b>	Justin Berest, Emmanuel Jarry, Benoît Descours, Yves-Marie Ravet, Valérie Douard
	<b>Rondot Eychène Fréminville</b>	Mathieu Eychène, Guillaume de Fréminville, Jean Rondot
	<b>Seattle Avocats</b>	François Ronget, François de Cambiaire, Emmanuel Tordjman
	<b>Sekri Valentin Zerrouk - SVZ</b>	Anne Dumas-L'Hoir
	<b>Sharp Avocats</b>	Romuald Cohana, Léopold Farque
	<b>Squire Patton Boggs</b>	Antoine Adeline, Valérie Ravit
	<b>Stephenson Harwood</b>	Nicolas Demigneux
	<b>Teynier Pic</b>	Raphaël Kaminsky, Pierre Pic, Eric Teynier, Sara Nadeau-Seguïn, Danny Rifaat
<b>RECOMMENDED</b>		
1	<b>186 Avocats</b>	Matthieu de Vallois
	<b>Allium</b>	Ingrid Chantrier
	<b>Alyanakian Avocats</b>	Jean-Vasken Alyanakian
	<b>Apostrophe Avocats</b>	Delphine Dendievel, Sophie Gijsbers
	<b>Asafo &amp; Co.</b>	Emmanuel Avramesco
	<b>B2a.legal</b>	Matthieu Bourdeaut
	<b>Bernard-Hertz-Béjot</b>	Patrick Bernard, Michel Béjot
	<b>Bersay</b>	Jérôme Bersay, Frédéric Flatrès, Mathilde Cousteau
	<b>BGB &amp; Associés</b>	Daphné Bès de Berc
	<b>Bochamp</b>	François Géry, Nicolas Demard
	<b>Cartier Meyniel Schneller</b>	Marie-Laure Cartier, Alexandre Meyniel, Yann Schneller
	<b>Chatain &amp; Associés</b>	Antoine Chatain, Jean-Yves Demay Pajot
	<b>CNK Associés</b>	Mohamed Nait Kaci, Jean-Paul Coudray
	<b>Delsol Avocats</b>	Alexis Chabert, Thomas Amico, Pierre-Marie Durade-Replat
	<b>DS Avocats</b>	Arnaud Constant
	<b>Fidal</b>	Daniel Rota, Isabelle Vaugon
	<b>FLV &amp; Associés</b>	Denis Duponchel, Antoine Fourmentin
	<b>Gaudin Chardin et Associés</b>	Alexandre Gaudin
	<b>Hoche Avocats</b>	Solène Delafond, Bastien Mathieu
	<b>Kalliopé</b>	Nicolas Contis, Karen Leclerc, Julie Gayrard
	<b>Lamartine Conseil</b>	Lionel Hanachowicz, Rémi Hanachowicz, Julie Degenève
	<b>Largo Avocats</b>	Anne-Jessica Fauré
	<b>Lissowski Avocats</b>	Johann Lissowski
	<b>Lmt Avocats</b>	Emmanuel Fleury, Olivier Samyn
	<b>MEJ Avocats</b>	Mehdi-Emmanuel Jouini
	<b>Melior</b>	Valérie Morales, Adeline Leclerc

<b>Meyer Fabre Avocats</b>	Nathalie Meyer Fabre, Damien Devot
<b>Morgan Lewis</b>	Alexandre Bailly, Xavier Haranger
<b>Péchenard &amp; Associés</b>	Nicolas Sidier, Gauthier Moreuil
<b>Redlink</b>	Frédéric Fournier, Julie Janvier
<b>Selene Avocats</b>	Laurent Archambault, Catherine Lefebvre
<b>Taylor Wessing</b>	Philippe Glaser
<b>Valther</b>	Velin Valev
<b>Vatel Avocats</b>	David Vatel
<b>Velvet Avocats</b>	Antoine Fouter
<b>Wilhelm &amp; Associés</b>	Pascal Wilhelm
<b>Woog &amp; Associés</b>	Stéphane Woog, Pierre Lévêque
<b>Ydès</b>	Stéphane Szames, Valérie Nicod
<b>2 28 octobre</b>	David Koubbi, Guillaume Jimenez
<b>1862 Avocats</b>	David Sabatier, Zoé Vilain
<b>Adlink Partners</b>	Olivier Dutour
<b>APE Avocats</b>	Adrien Perrot
<b>Avoxa</b>	Gwendal Rivalan
<b>BG2V</b>	Julien Vernet, Camille de Verdelhan, Roland Guény, Stanislas Richoillez
<b>BFPL Avocats</b>	Christophe Pech de Laclause, François Berbinau, Amaury Sonet
<b>Boken Avocats</b>	Antoine Beauquier, Silvia Lepel
<b>Diametis</b>	Jean-Pascal Brun, Alexis Frasson-Gorret
<b>Eltea Avocats</b>	Pierre-Olivier Martinez, Céline Dilman
<b>Epigraphe Avocats</b>	Grégory Mouy, Matthieu Mazo
<b>Gramond &amp; Associés</b>	Julie Raignault, Augustin Robert
<b>Herald</b>	Bertrand Pébrier, Étienne Rocher
<b>Largo Avocats</b>	Anne-Jessica Faure
<b>Latournerie Wolfrom Avocats</b>	Chantal Cordier-Vasseur
<b>Lussan</b>	François Martineau, Étienne Gastebled, Anne-Gaëlle Le Merlus, Emmanuelle Orenge
<b>Margulis Associés</b>	Marie-Laure Rouquet
<b>Meridian Avocats</b>	Vincent Vilchien, Xavier Desnos
<b>Miguères Moulin</b>	Guilhem Affre, Emmanuel Moulin
<b>Rivedroit Avocats</b>	Guillaume Krafft
<b>Soffer</b>	Ron Soffer
<b>Solacy Avocats</b>	Laura Terdjman, Léa Marion, Arnaud Constans
<b>Spartans Avocats</b>	Matthias Pujos
<b>Spring Legal</b>	Loris Palumbo
<b>Squair</b>	Julie Walrafen
<b>TGLD Avocats</b>	Denis Laurent, Magali Tardieu Confavreux, Nicolas Bauch-Labesse
<b>Watson Farley &amp; Williams</b>	Franck Poindessault, Pascal Roux
<b>VALUABLE PRACTICE</b>	
<b>Ares-Avocats</b>	Delphine Dupuis
<b>Camille Avocats</b>	Sébastien Brunet, Jérôme Carles
<b>Colman Avocats</b>	Gaël Collin, Céline Chapman
<b>Crefovi</b>	Annabelle Gauberti
<b>Le Desk</b>	Nicolas Lisimachio, Jean-Charles Béroard
<b>PFB avocats</b>	Sophie Prats, Rose Bègue
<b>YARDS</b>	Sébastien Vialar, Hélène Moisand-Florand





## INTERNATIONAL ARBITRATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> <b>Dechert</b>	José Manuel Garcia Represa, Claudia Annacker, Philip Dunham, Eduardo Silva Romero, Eniko Horvath
<b>GBS Disputes</b>	Coralie Darrigade, Yas Banifatemi, Maude Lebois, Mohamed Shelbaya, Benjamin Siino, Ximena Herrera-Bernal, Daniel Reich
<b>Three Crowns</b>	Georgios Petrochilos, Todd Wetmore, Kathryn Khamsi, Shaparak Saleh, Ilija Mitrev Penushliski, Simon Elliot
<b>White &amp; Case</b>	Samy Markbaoui, Rebecca Shorter, Noor Davies, Elizabeth Oger-Gross, Michael Polkinghorne, Kirsten Odynski, Charles Nairac, Christophe von Krause, Nicolas Bouchardie, Lucas De Ferrari, Andrew de Lotbinière McDougall KC, Jean-Lou Salha
<b>2</b> <b>Bredin Prat</b>	José María Pérez, Marina Weiss, Laura Fadlallah, Louis Christophe Delanoy, Raëd Fathallah, Tim Portwood
<b>Derains &amp; Gharavi</b>	Nada Sader, Hamid Gharavi, Melanie van Leeuwen, Bertrand Derains, Yves Derains, Emmanuel Foy, Sophia von Dewall
<b>Freshfields Bruckhaus Deringer</b>	Noah Rubins, Peter Turner, Christophe Seraglini
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Thomas Voisin, Michael Young, Isabelle Michou, Philippe Pinsolle
<b>Teynier Pic</b>	Eric Teynier, Pierre Pic, Raphaël Kaminsky, Sara Nadeau-Seguín, Danny Rifaat
<b>EXCELLENT</b>	
<b>1</b> <b>Betto Perben</b>	Gaëlle Filhol, Dominique Perben, Jean-Georges Betto
<b>Clay Arbitration</b>	Thomas Clay
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Jean-Yves Garaud, Laurie Achtouk-Spivak
<b>Clifford Chance</b>	Simon Greenberg, Jason Fry
<b>CBR &amp; Associés</b>	Marie-Aude Ziadé
<b>Darrois Villey Maillot Brochier</b>	Laurent Aynès, Carine Dupeyron, Jean-Michel Darrois, Cyril Bonan
<b>Gide Loyrette Nouel</b>	Christian Camboulive, Alexandra Munoz, Rupert Reece, Carole Malinvaud, Saadia Bhatti
<b>Herbert Smith Freehills</b>	Thierry Tomasi, Andrew Cannon, Laurence Franc-Menget
<b>Hogan Lovells</b>	Thomas Kendra, Laurent Gouiffès, Melissa Ordonez
<b>Jeanetet</b>	Thierry Lauriol, Ioana Knoll-Tudor, Xavier Pernot
<b>Jones Day</b>	Elie Kleiman, Jean-Pierre N. Harb
<b>Latham &amp; Watkins</b>	Fabrice Fages, Fernando Mantilla-Serrano
<b>Linklaters</b>	Roland Ziadé, Arnaud de La Cotardière
<b>Mayer Brown</b>	Alejandro Lopéz Ortiz, Dany Khayat, José Caicedo
<b>King &amp; Spalding</b>	James Castello, Laurent Jaeger, Kenneth Fleuriet, Marc-Olivier Langlois, Vanessa Benichou
<b>Willkie Farr &amp; Gallagher</b>	Grégoire Bertrou, Dominique Mondoloni
<b>2</b> <b>Allen &amp; Overy</b>	Marie Stoyanov, Christopher Mainwaring-Taylor
<b>Asafo &amp; Co.</b>	Jacob Grierson, Isabelle Rouche, Pascal Aghoyibor, Emmanuel Avramesco, Bob Bastos
<b>Clyde &amp; Co</b>	Gildas Rostain, David Méheut, David Brown, Grégory Laville de la Plaigne, Ivan Urzhumov, Hery Frédéric Ranjeva, Nadia Darwazeh, Olga Jefremova
<b>Curtis Mallet-Prevost Colt &amp; Mosle</b>	Peter M. Wolrich, Geoffroy Lyonnet, Marie-Claire Argac, Simon Batifort
<b>De Gaulle Fleurance</b>	Samantha Nataf, Pierrick Le Goff, Charles-Edouard Renault
<b>DLA Piper</b>	Michael Ostrove, Théobald Naud, T. Alexander Brabant
<b>Eversheds Sutherland</b>	David Sellers, Wesley Pydiamah, Gaëlle Le Quillec, Julien Fouret
<b>FTMS Avocats</b>	Cédric Fischer, Marc Henry, Silvestre Tandeau de Marsac
<b>Hogan Lovells</b>	Thomas Kendra, Laurent Gouiffès, Melissa Ordonez
<b>Hughes Hubbard &amp; Reed</b>	Sebastien Bonnard, Anne Hukkelaas Gaustad
<b>Klein - Wenner</b>	Georges Arama, François Klein, Martin Riedel
<b>Lazareff Le Bars</b>	Benoît Le Bars
<b>Le 16 Law</b>	Julie Spinelli, Jean-Luc Larribau
<b>Medici Avocats</b>	Marie-Laure Bizeau, Delphine Pujos, Valence Borgia, Caroline Duclercq
<b>Orrick</b>	Charles Kaplan, Nicole Dolenz, Michael W. Bühler
<b>UGGC Avocats</b>	Jean-Jacques Uettwiller, Ali Bougrine, Laurent Sablé, Clémence Lemétais d'Ormesson
<b>Simmons &amp; Simmons</b>	Philippe Cavalieros



## FRANCE

## HIGHLY RECOMMENDED

<b>1</b>	<b>Advant Altana</b>	François Muller, Christophe Lapp
	<b>Aceris Law</b>	William Kirtley
	<b>Archipel</b>	Guillaume Tattevin, Emmanuel Kaspereit, Giulio Palermo
	<b>Audit Duprey Fekl</b>	Mathias Audit, Pierre Duprey, Matthias Fekl
	<b>August Debouzy</b>	Marie Danis
	<b>Bird &amp; Bird</b>	Jalal El Ahdab
	<b>Foley Hoag</b>	Diana Paraguacuto-Mahéo, Manuel Tomas
	<b>Grandjean Avocats</b>	Jean-Pierre Grandjean, Marguerite Aynès, Thomas Lambard
	<b>HFW</b>	Timothy Clemens-Jones, Stanislas Lequette, Olivier Purcell, Stéphanie Schweitzer, Vincent Benezech, Iris Vøgeding
	<b>Honlet Legum</b>	Jean-Christophe Honlet, Barton Legum, Clara Motin, Antoine Weber, Ekaterina Michaux
	<b>Meyer Fabre Avocats</b>	Nathalie Meyer Fabre, Damien Devot
	<b>Proskauer Rose</b>	Ana Vermal, Peter J.W. Sherwin
	<b>Schroeder Arbitration</b>	Catherine Schroeder
	<b>Signature Litigation</b>	Flore Poloni, Tsegaye Laurendeau
	<b>Squire Patton Boggs</b>	Antoine Adeline, George von Mehren, José Feris, Carole Sportes, John Adam
	<b>Talma Dispute Resolution</b>	Alexandre Reynaud, Marina Matousekova
<b>2</b>	<b>Alerion</b>	Jacques Bouyssou, Sibylle Mareau
	<b>Ashurst</b>	Emmanuelle Cabrol
	<b>Baker Mckenzie</b>	Éric Borysewicz, Karim Boulmelh, Jean-Dominique Touraille
	<b>BFPL Avocats</b>	Aurélie Arenales Huet
	<b>D'Alverny Avocats</b>	Henri-Joseph Trémolet de Villers, Hubert d'Alverny
	<b>De Pardieu Brocas Maffei</b>	Barbara Levy, Patrick Jais, Cédric Chanas, Philippe Dubois
	<b>Dentons</b>	Anne Crevon-Tarassova
	<b>Fierville Avocats</b>	Jérémie Fierville
	<b>K&amp;L Gates</b>	Louis Degos
	<b>Mayer Greenberg</b>	Pierre Mayer, Céline Greenberg
	<b>McDermott Will &amp; Emery</b>	Amy Roebuck Frey
	<b>MGC Arbitration</b>	Alexis Mourre, Elena Gutierrez Garcia de Cortazar, Eleonore Caroit, Valentine Chessa
	<b>Normand &amp; Associés</b>	Xavier Normand-Bodard, Ralph Boussier, Charlotte Cret
	<b>Shearman &amp; Sterling</b>	Jennifer Younan
<b>3</b>	<b>APG Avocats</b>	Olivier Parleani, Jean-Marie Gazagnes, Gilbert Parleani, Bertrand Janssens
	<b>Bosco Avocats</b>	Patrick Marès
	<b>Castaldi Partners</b>	Thierry Bonnet, Andrea Campilungo, Enrico Castaldi
	<b>Debevoise &amp; Plimpton</b>	Antoine Kirry
	<b>FTPA Avocats</b>	Robert Corcos, Serge-Antoine Tchekhoff, Rajeev Sharma-Fokeer
	<b>Kennedys</b>	Alexis Valençon, Nicolas Bouckaert
	<b>Laurence Kiffer Avocate</b>	Laurence Kiffer
	<b>Morgan Lewis</b>	Alexandre Bailly, Xavier Haranger
	<b>Trinity International</b>	Lucien Bou Chaaya, Stéphane Brabant
	<b>Van Hooft Legal</b>	Annet van Hooft
	<b>Watson Farley &amp; Williams</b>	Milan Sikyurek
	<b>Winston &amp; Strawn</b>	Maria Kostytska, Mathilde Lefranc-Barthe, Sara Susnjar, Gilles Bigot

## RECOMMENDED

<b>1</b>	<b>Bélot Malan &amp; Associés</b>	Frédéric Bélot, Alexandre Malan
	<b>Bernard-Hertz-Béjot</b>	Patrick Bernard
	<b>Bryan Cave Leighton Paisner</b>	Constantin Achillas, Philippe Métais, Elodie A. Valette
	<b>Cartier Meyniel Schneller</b>	Marie-Laure Cartier, Alexandre Meyniel, Yann Schneller
	<b>DWF</b>	Romain Dupeyré
	<b>Fieldfisher</b>	Marily Paralika
	<b>FLV &amp; Associés</b>	Serge Gravel, Anne Granger, Antoine Fourmentin
	<b>Friedland</b>	Jonathan Djenaoussine
	<b>Gibson Dunn</b>	Pierre-Emmanuel Fender, Éric Bouffard, Jean-Pierre Farges
	<b>HMN &amp; Partners</b>	Simon Ndiaye, Gérard Honig, Caroline Derache
	<b>Lamartine Conseil</b>	Rémi Hanachowicz, Julie Degenève
	<b>Lerins</b>	Elsa Rodrigues, Arnaud Picard, Laurent Bernet
	<b>Ngo Jung &amp; Partners</b>	Gérard Ngo, Marion Ngo
	<b>Stephenson Harwood</b>	Nicolas Demigneux
	<b>Steering Legal</b>	Nuno de Ayala Boaventura, Sébastien Fleury
<b>2</b>	<b>Addleshaw Goddard</b>	Kathie Claret
	<b>BCTG Avocats</b>	Augustin Nicolle, Diane Mouratoglou



FRANCE

<b>BMH Avocats</b>	Detlev Kühner, Stéphane Dassonville
<b>Boken Avocats</b>	Antoine Beauquier
<b>DS Avocats</b>	Benoit Charrière Bournazel, Yvon Martinet, Olivier Monange, Fabrice van Cauwelaert, Bingen Amezaga
<b>Enjea Avocats</b>	Jérôme Barbet
<b>Feigher Dispute Resolution</b>	Janice Feigher
<b>Fidal</b>	Bruno Berger-Perrin
<b>Grenier Avocats</b>	Patrice Grenier
<b>Hertslet Wolfer &amp; Heintz - HW&amp;H</b>	Béatrice Deshayes, Dominique Heintz
<b>Kramer Levin</b>	Renaud Dubois, Antoine Paszkiewicz, Reid Feldman, Alexander Marquardt
<b>Laude Esquier Champey</b>	Olivier Laude, Victor Champey, Richard Esquier
<b>Lewis &amp; Co</b>	Lars Lewis, Peter Iglkowski, Guillaume de Bascher, Leila Esnard
<b>LKK</b>	Gabrielle Kaufmann-Kohler
<b>Lmt Avocats</b>	Olivier Samyn, Emmanuel Fleury
<b>LPA-CGR Avocats</b>	Xavier Clédât, Alexia Eskinazi
<b>Meridian Avocats</b>	Olivier Delsupexhe
<b>Oplus Avocats</b>	Nathalie Makowski
<b>Racine</b>	Bruno Cavalié, Antoine Diesbecq
<b>Reed Smith</b>	Ana Atallah, Peter Rosher
<b>Reinhart Marville Torre</b>	Jérôme Marsaudon, Louis-Marie Absil, Antoine Dérot
<b>Sarrailhé Intlaw</b>	Philippe Sarrailhé
<b>Selene Avocats</b>	Laurent Archambault
<b>Tessler Avocats</b>	Jean-François Tessler, Solène Tessler-Naccache
<b>VALUABLE PRACTICE</b>	
<b>Bersay</b>	Jérôme Bersay, Frédéric Flatrès, Mathilde Cousteau
<b>Coblenche Avocats</b>	Benjamin Magnet
<b>Dolidon Partners</b>	Guillaume Dolidon
<b>Fiducial Legal by Lamy</b>	Yves Reinhard, Christoph Martin Radtke
<b>Gillian Carmicheal Lemaire</b>	Gillian Carmichael Lemaire
<b>Ginestié Magellan Paley-Vincent</b>	Philippe Ginestié, Pierre de Montalembert
<b>Herald Avocats</b>	Jean Castelain, Bertrand Pébrier, Bruno Quint
<b>Kalliopé</b>	Nicolas Contis, Julie Gayrard

**MGC ARBITRATION: HIGHLY RESPONSIVE AND TECHNICALLY PROFICIENT**



Hervé La Lay

Key figure(s): Hervé La Lay  
Established: 2021

**Track record:** Abounding with the experience that comes from having been involved in over 400 arbitrations before the highest international courts, MGC Arbitration's partners act as arbitrators, co-arbitrators, expert advisors and counsel to parties engaged in complex litigation in sectors such as energy and construction.

**Team & differentiation:** In the image MGC Arbitration founder of Alexis Mourre, who concluded a six-year term as ICC president last June, the firm's partners are highly experienced arbitrators, which allows them to provide clients with superior legal services. The team prides itself on being totally dedicated to the needs of clients at every stage of a case.

**LAZAREFF LE BARS: COMMERCIAL ARBITRATION EXPERTS**



Benoit Le Bars

Key figure(s): Benoit Le Bars, Louise Wright and Jean-André Diaz  
Established: 2009

**Track record:** The team acts in arbitrations in the energy, construction, and concessions sectors (including public contracts and PPP). It participates in strategic cases involving issues of public law and security such as border disputes between States, litigation in connection with weapons systems or defence solutions, or communication methods used in relation to public security.

**Team & differentiation:** Benoit Le Bars, Louise Wright and Jean-André Diaz are respected arbitrators who combined have acted in more than 250 ad hoc or institutional arbitral proceedings. In major international conflicts involving Africa and in emerging countries, they are known for being discrete and effective negotiators.

**KING & SPALDING: AT THE HEART OF INVESTMENT ARBITRATION**



James Castello

Key figure(s): James Castello  
Established: 2009

**Track record:** The firm is active in international commercial and investment arbitration, having represented clients in over 50 cases between investors and States to date. It regularly acts in arbitration involving members of the energy, telecoms, healthcare, finance, environment and construction sectors.

**Team & differentiation:** International arbitration is an integral part of the culture at King & Spalding, whose Paris-based lawyers work in close contact with colleagues at the firm's other offices around the globe, which allows the French team to tap into a vast pool of legal knowledge. Several partners also serve as arbitrators.

## Our analysis

### BETTO PERBEN PRADEL FILHOL: CRISIS MANAGEMENT EXPERTS



Jean-Georges Betto

Key figure(s): Jean-Georges Betto  
Established: 2017

**Track record:** Betto Perben Pradel Filhol defended high-profile Russian investor Sergei Pugachev in a fifteen-billion-dollar investment arbitration against the Russian state. It also represented former French president Nicolas Sarkozy in a case involving the alleged reception of illegal election campaign funding from Libya.

**Team & differentiation:** The firm, which is devoted to resolving international crises, is regularly brought in by parties caught up in high-profile political or media-related scandals. Betto Perben Pradel Filhol is trusted by major players in the defence, energy, aviation and construction sectors, in addition to states, company directors and public figures.

### FRESHFIELDS BRUCKHAUS DERINGER: WELL-ESTABLISHED TEAM OF EXPERTS



Noah Rubins

Key figure(s): Noah Rubins  
Established: 1972

**Track record:** With a presence in France dating back over 40 years, Freshfields has a wide variety of clients including French and foreign public and private companies. The arbitration team acts in a wide range of sectors including energy and natural resources. Its expertise covers commercial disputes and investment treaties as well representing states before international courts.

**Team & differentiation:** The arbitration team combines expertise in French law with international know-how in Eastern European, African and Asian matters. The team attracts attention for coordination of investor-state and commercial cases with offices in Asia. The lawyers also assist with enforcement proceedings and represent sovereign states in ISCID and UNCITRAL cases.

### DERAINS & GHARAVI: NICHE ARBITRATION EXPERTISE



Yves Derains

Key figure(s): Yves Derains  
Established: 2008

**Track record:** Derains & Gharavi handles cases related to business, investment, energy, and telecommunications. It has also represented states from the Middle East as well as international corporations in the following industries: construction, technology, and electrical equipment. The firm has led cases with upwards of a million dollars at stake.

**Team & differentiation:** Composed of 7 partners and thirteen associates, Derains & Gharavi focuses exclusively on international arbitration and litigation and is known for the high-quality of its work, reputable lawyers, and excellent results in large-scale complex cases. The firm quickly adapts to the needs of each client and is also able to work efficiently as a team.

### GAILLARD BANIFATEMI SHELBAYA DISPUTES: EXCELLENCE IN INTERNATIONAL ARBITRATION



Yas Banifatemi

Key figure(s): Yas Banifatemi  
Established: 2021

**Track record:** GBS Disputes has a strong presence in Africa, Latin America and North America. With seven partners, five counsel and over thirty-five associates, based in three major arbitration centres (Paris, London and New York), the team combines the strength of an international firm with the flexibility of a specialized practice for companies, States and State-owned entities in investment treaty and commercial arbitrations under all major arbitration rules, with a permanent office in Egypt.

**Team & differentiation:** Internationally renowned and very well connected in Africa, Gaillard Banifatemi Shelbaya Disputes works with international experts of 27 nationalities and conducts arbitration proceedings in 19 languages including Arabic, Portuguese and Russian. Having assisted major global companies this year, the firm has conducted numerous commercial arbitrations, some advisory activities and enforcement proceedings in the Ohada region.

### SQUIRE PATTON BOGGS: DOYENS OF INTERNATIONAL ARBITRATION



Antoine Adeline

Key figure(s): Antoine Adeline  
Established: 1995

**Track record:** Squire Patton Boggs is trusted by states and multinational companies alike in international investment and commercial arbitrations before leading institutions like the ICC, LCIA and Uncitral. The team successfully defended the Republic of Kosovo in a €380 million investment arbitration against a private German investor.

**Team & differentiation:** The seasoned, multi-lingual team of arbitrators is distinguished by the depth of its understanding of clients' business activities, which gives it an advantage in the crucible of arbitration. It regularly acts in ad-hoc arbitrations, notably on the subject of reinsurance, and has developed a significant mediation practice.

### CURTIS MALLET-PREVOST COLT & MOSLE: LEADING INTERNATIONAL ARBITRATION TEAM



Geoffroy Lyonnet

Key figure(s): Geoffroy Lyonnet  
Established: 1973

**Track record:** Curtis Mallet-Prevost Colt & Mosle acts for state entities in investment arbitration disputes and handles a significant volume of cases with high financial stakes involving Kazakhstan, Romania and Cyprus. The practice has been managing several investment disputes on topics such as intra-EU treaties and corruption issues.

**Team & differentiation:** The firm is particularly active in the energy sector, on oil and gas-related disputes and solar energy regulation issues. With its unique experience and expertise in representing sovereign states, the Paris team is led by the highly experienced Geoffroy Lyonnet, while Peter Wolrich has a reputation for excellence and maintains an extensive international network.



## ARBITRATION

### Best Arbitrators

In each tier, the arbitrators are ordered alphabetically

KEY FIGURE(S)	FIRM
<b>LEADING</b>	
<b>1</b> Laurent Aynès	Darrois Villey Maillot Brochier
Daniel Cohen	Professor
Yves Derains	Derains & Gharavi
Pierre Mayer	Mayer Greenberg
Alexis Mourre	MGC Arbitration
Jan Paulsson	Avocat honoraire
Éric Teynier	Teynier Pic
<b>2</b> Thomas Clay	Professor, Clay Arbitration
Ibrahim Fadlallah	Professor emeritus
Raéd Fathallah	Bredin Prat
Hamid Gharavi	Derains & Gharavi
Laurent Jaeger	King & Spalding
Charles Jarrosson	Professor
Nathalie Meyer Fabre	Meyer Fabre Avocats
Georgios Petrochilos	Three Crowns
Philippe Pinsolle	Quinn Emanuel Urquhart & Sullivan
Brigitte Stern	Professor emeritus
Roland Ziadé	Linklaters
<b>EXCELLENT</b>	
<b>1</b> Bernard Audit	Professor emeritus
W. Laurence Craig	Honorary lawyer
Jalal El Ahdab	Bird & Bird
Paul A. Gélinas	Paul A. Gélinas
Marc Henry	Président de l'Association française d'arbitrage, FTMS Avocats
Christophe Lapp	Advant Altana
Carole Malinvaud	Gide Loyrette Nouel
Fernando Mantilla-Serrano	Latham & Watkins
Nicolas Molfessis	Professor
Christopher Seppälä	White & Case
Christophe Seraglini	Freshfields Bruckhaus Deringer
Eduardo Silva Romero	Dechert
Philippe Stoffel Munck	Professor
Mélanie van Leeuwen	Derains & Gharavi
Todd Wetmore	Three Crowns
<b>2</b> Marie-Laure Bizeau	Medici
Mathieu de Boissésou	Boissésou Arbitration
Yas Banifatemi	Shearman & Sterling
Philippe Cavalieros	Simmons & Simmons
Louis Degos	K&L Gates
Pierre Duprey	Audit Duprey Fekl
Jason Fry	Clifford Chance
Jean-Christophe Honlet	Dentons
Charles Kaplan	Orrick
Dany Khayat	Mayer Brown
Elie Kleiman	Jones Day
Michael Polkinghorne	White & Case
Julie Spinelli	Le 16 Law
Tim Portwood	Bredin Prat
Peter Turner	Freshfields Bruckhaus Deringer
Annet van Hooft	Van Hooft
Peter M. Wolrich	Curtis, Mallet-Prevost, Colt & Mosle
Marie-Aude Ziadé	CBR & Associés
<b>HIGHLY RECOMMENDED</b>	
Georges Affaki	Affaki Avocats
Denis Bensaude	Bensaude
Valence Borgia	Medici
José Caicedo	Mayer Brown
Eliseo Castineira	Castineira
Caroline Duclercq	Medici
Carine Dupeyron	Darrois Villey Maillot Brochier
José Feris	Squire Patton Boggs





## FRANCE

Julien Fouret	Eversheds Sutherland
Laurent Gouiffès	Hogan Lovells
Jean-Pierre Grandjean	Grandjean Avocats
Simon Greenberg	Clifford Chance
Ioana Knoll-Tudor	Jeantet
Benoît Le Bars	Lazareff Le Bars
Barton Legum	Honlet Legum
Alejandro López Ortiz	Mayer Brown
Jean-Claude Magendie	Former magistrate
Jean-Pierre N. Harb	Jones Day
Carmen Núñez-Lagos	Núñez-Lagos Arbitration
Diana Paraguacuto-Mahéo	Foley Hoag
Jacques Salès	Honorary lawyer
Ana Vermal	Proskauer Rose

## RECOMMENDED

Alain Fénéon	Independant
Andrew McDougall	White & Case
Carole Malinvaud	Gide Loyrette Nouel
Catherine Schroeder	Schroeder Arbitration
Charles Nairac	White & Case
Damien Devot	Meyer Fabre Avocats
Detlev Kühner	BMH Avocats
Edouardo Silva Romero	Dechert
Gérard Honig	HMN & Partners
Gérard Ngo	Ngo Jung & Partners
Isabelle Michou	Quinn Emanuel Urquhart & Sullivan
Janice Feigher	Feigher Dispute Resolution
Jérôme Barbet	Enjea
Joachim Kuckenburg	K+ Law & More
Laurence Kiffer	Laurence Kiffer Avocate
Marie-Laure Cartier	Cartier Meyniel Schneller
Marina Matousekova	Talma Dispute Resolution
Mathias Audit	Audit Duprey Fekl
Nada Sader	Derains & Gharavi International
Olivier Cachar	Professor
Patrick Marès	Bosco Avocats
Philippe Delebeque	Independant
Raphael Kaminsky	Teynier Pic
Sébastien Bonnard	Brown Rudnick
Shaparak Saleh	Three Crowns
Sigvard Jarvin	Jarvinarb
Sylvain Bollée	Professor
Thomas Granier	Asafo & Co.
Xavier Boucobza	Professor emeritus
Yann Schneller	Cartier Meyniel Schneller

SCHROEDER ARBITRATION:  
DEPENDABLE ARBITRATION EXPERTISE

Catherine Schroeder

Key figure(s): Catherine Schroeder  
Established: 2021

**Track record:** Catherine Schroeder has experience in complex disputes in a variety of sectors such as energy, construction, mining and telecommunications. She represents clients before French courts in annulment and enforcement proceedings. Schroeder has also handled disputes arising out of joint-ventures, distribution, licensing and derived agreements.

**Team & differentiation:** A sole practitioner, Schroeder launched her eponymous firm in 2021. Over the past few years, she has acted as arbitrator, counsel and secretary to arbitral tribunals in more than 60 proceedings carried out under various arbitration rules (ICC, AFA, DIAC, CAM, SCC, LCIA, CMAP) or ad hoc rules (UNCITRAL).

VAN HOOFT:  
EXTENSIVE ICC EXPERIENCE

Annet van Hooft

Key figure(s): Annet van Hooft  
Established: 2018

**Track record:** Annet van Hooft decided runs her own law firm, based in Paris, which focuses on international arbitration. Van Hooft is admitted to practice both in civil law and common law jurisdictions for construction and energy, IP (pharmaceuticals, life sciences, technology and communication) and corporate law related disputes (JV, M&A).

**Team & differentiation:** Operating as a sole practitioner allows van Hooft avoid the sorts of conflicts of interest prevalent in large firms and provide a better quality of service. van Hooft is a former Vice-Chair of the ICC Commission on Arbitration and ADR, a Co-Chair of the Paris Bar Open Commission on International Arbitration and an Honorary President of the Bucharest International Arbitration Court (BIAC).



## MEDIATION

### Best Law Firms

In each tier, the arbitrators are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Advant Altana</b>	Julien Balensi, Christophe Lapp
<b>August Debouzy</b>	Benjamin van Gaver
<b>Bird &amp; Bird</b>	Djazia Tiourtite, Jalal El Ahdab
<b>Cloix &amp; Mendès-Gil</b>	Sébastien Mendès-Gil
<b>Fidal</b>	Leyla Djavadi, Jean-Louis Fourgoux, Isabelle Vaugon, Daniel Rota
<b>Fierville Ziadé</b>	Marie-Aude Ziadé, Jérémie Fierville
<b>Freshfields Bruckhaus Deringer</b>	Stéphane Bénouville
<b>RSDA</b>	Hirbod Dehghani-Azar
<b>Winston &amp; Strawn</b>	Mathilde Lefranc-Barthe, Jérôme Herbet
<b>EXCELLENT</b>	
<b>Betto Perben</b>	Dominique Perben
<b>cdavocats</b>	Carine Détré
<b>Chatain &amp; Associés</b>	Antoine Chatain
<b>Equanim International</b>	Matthias Fekl
<b>Foley Hoag</b>	Diana Paraguacuto-Mahéo
<b>Féral</b>	Christiane Féral-Schuhl, Bruno Grégoire Sainte-Marie
<b>Franck Gentin</b>	Independant
<b>Grandjean Avocats</b>	Jean-Pierre Grandjean
<b>Hertslet Wolfer &amp; Heintz - HW&amp;H</b>	Dominique Heintz
<b>Hoche Avocats</b>	Solène Delafond, Bastien Mathieu
<b>Hogan Lovells</b>	Thomas Kendra, Laurent Gouiffès
<b>Jurisglobal</b>	Gaétan Di Martino
<b>K&amp;L Gates</b>	Louis Degos
<b>Lerins</b>	Elsa Rodrigues
<b>Lutran Avocats &amp; Médiation</b>	David Lutran
<b>Squire Patton Boggs</b>	Antoine Adeline
<b>STAS &amp; Associés</b>	Christophe Ayela
<b>Tosca Avocats</b>	Catherine Leclercq
<b>White &amp; Case</b>	Andrew de Lotbinière McDougall, Michael Polkinghorne
<b>HIGHLY RECOMMENDED</b>	
<b>1 Alyanakian Avocats</b>	Jean-Vasken Alyanakian
<b>APG Avocats</b>	Gilbert Parleani, Olivier Parleani, Jean-Marie Gazagnes, Bertrand Janssens
<b>Ayache</b>	Michel Ayache
<b>BCTG Avocats</b>	Diane Mouratoglou, Augustin Nicolle
<b>BGB &amp; Associés</b>	Daphné Bès de Berc, Séverine Sanglé-Ferrière
<b>Bosco Avocats</b>	Patrick Marès, Natacha Sinaï-Sinelnikoff
<b>Clyde &amp; Co</b>	Nadia Darwazeh
<b>D'Alverny Avocats</b>	Hubert d'Alverny, Henri-Joseph Trémolet de Villers
<b>DLA Piper</b>	Fabienne Panneau, Vonnick Le Guillou
<b>Dolidon Partners</b>	Guillaume Dolidon, Brice Cotteret
<b>DS Avocats</b>	Benoît Charrière-Bournazel
<b>FLV &amp; Associés</b>	Serge Gravel
<b>FTMS Avocats</b>	Silvestre Tandeau de Marsac
<b>Gaillard Banifatemi Shelbaya Disputes</b>	Yas Banifatemi
<b>Gowling WLG</b>	Frédéric Dereux
<b>Herald Avocats</b>	Jean Castelain, Bertrand Pébrier
<b>Jeantet</b>	Ioana Knoll-Tudor, Xavier Pernot
<b>K&amp;L Gates</b>	Louis Degos
<b>King &amp; Spalding</b>	Joëlle Herschtel, Vanessa Benichou
<b>Kramer Levin</b>	Guillaume Forbin
<b>Laurence Kiffer Avocate</b>	Laurence Kiffer
<b>Lexavoué</b>	Sophie Crépin
<b>Martin Hauser Mediation</b>	Martin Hauser
<b>Mayer Brown</b>	Alejandro Lopéz Ortiz, Dany Khayat, José Caicedo
<b>Morgan Lewis</b>	Alexandre Bailly
<b>Ngo Jung &amp; Partners</b>	Pierre Jung
<b>PBA Legal</b>	Catherine Popineau-Dehaullon
<b>Reinhart Marville Torre</b>	Louis-Marie Absil, Jérôme Marsaudon, Antoine Dérot
<b>Squadra Avocats</b>	Benoît Javaux
<b>Teynier Pic</b>	Eric Teynier, Pierre Pic, Raphaël Kaminsky, Sara Nadeau-Seguin, Danny Rifaat
<b>Ydès</b>	Valérie Nicod
<b>2 Artois Avocats</b>	Isabelle Nicolai
<b>BFPL Avocats</b>	Charlotte Hammelrath, François Berbinau
<b>Coblence Avocats</b>	Benjamin Magnat
<b>Gilles Buis Avocat</b>	Gilles Buis
<b>Lamartine Conseil</b>	Rémi Hanachowicz, Julie Degenève
<b>Legrand Lesage-Catel</b>	Olivier Legrand

## COLLECTIVE BARGAINING

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Actance Avocats</b>	Pierre-Alexis Dumont, Eliane Chateauvieux, Chloe Bouchez, Franck Blin, Virginie Audet, Lucie Vincens, Loic Touranchet, Emeric Sorel, Marion Robert, Nelly Pourtier
<b>August Debouzy</b>	Emmanuelle Barbara, Fabienne Haas, Philippe Durand, Marie-Hélène Bensadoun, Virginie Devos, Catherine Le Manchec, Anaïs Qureshi, Eric Manca
<b>Barthélémy Avocats</b>	Philippe Pataux, Mélanie Souterau, Yannick Libéri, Laurent Gervais, Damien Chenu
<b>Bredin Prat</b>	Paul-Henri Antonmattei, Laetitia Tombarello, Cyril Gaillard, Pascale Lagesse
<b>Brl Avocats</b>	Bastien Nicolini, Henri Guyot, Suzanne Gal, Camille Bres, Hugo Bernard Pouillaude, Jean D'Aleman, Nicolas Czernichow, Thomas Godey, Thomas Humbert, Saïd Sadaoui
<b>Capstan Avocats</b>	Pascal Lagoutte
<b>Factorhy Avocats</b>	Leslie Nicolai, Quentin Frisoni, Uriel Sansy, Gregory Chastagnol, Alexandre Roumieu, Laurent Gamet, Victor Roisin
<b>Fidal</b>	Sylvain Niel, Stéphane Béal
<b>Flichy Grangé Avocats</b>	Joël Grangé, Nabila Fauché-El Aougri, Stéphanie Guedes Da Costa, Jeannie Crédoz-Rosier, Charlotte Michaud, Aurélie Cormier Le Goff, Franck Morel
<b>Fromont Briens</b>	Team of partners
<b>Vivant Avocats</b>	Caroline Merle, Antoine Vivant, Bertrand Castex
<b>EXCELLENT</b>	
<b>1 Chassany Watrelot &amp; Associés</b>	Philippe Chassany, Mathieu Raio de San Lazaro, Yves Merle, Xavier De Jerphanion, Jean Martinez
<b>CMS Francis Lefebvre Avocats</b>	Team of partners
<b>Coblence Avocats</b>	Catherine Davico-Hoarau, Laurent Guardelli, Martine Riou, Myrtille Lapuelle
<b>De Pardieu Brocas Maffei</b>	Philippe Rozec
<b>DLA Piper</b>	Philippe Danesi, Marine Gicquel, Bijan Eghbal, Jérôme Halphen
<b>Edgar Avocats</b>	Guillaume Brédon, Angélique Eyrignoux, Aurélie Roche
<b>Jeantet</b>	Nicolas Mancret, Laetitia Ternisien
<b>Karman Associés</b>	Erwan Jaglin, Florence Froment-Meurice, Romain Chiss, Gilles Auzero
<b>Lusis Avocats</b>	Frédéric Leclercq, Mikaël Pelan, Hortense Gebel, Adeline Larvaron, Hélène Said, Gaia Sanchez
<b>Mgg Legal</b>	Marijke Granier-Guillemarre, Loïc Héron
<b>Orrick</b>	Emmanuel Bénard, Nadège Owen
<b>Proskauer Rose</b>	Beatrice Pola, Nicolas Leger, Yasmine Tarasewicz, Alexandra Stocki
<b>UGGC Avocats</b>	Jennifer Carrel, Sophie Uettwiller, Karine Audouze
<b>Voltaire Avocats</b>	David Guillouet, Philippe Pachoud
<b>2 Advant Altana</b>	Pierre Lubet, Mickaël d'Allende
<b>Eunomie Avocats</b>	Lionel Sebillé, Jérôme Daniel, Thomas Lestavel, Nathalie Dauxerre
<b>Fidere Avocats</b>	Geoffroy de Raincourt, Amandine Gonçalves, Nicolas Chenevoy, Marie-Claire Pottecher, Christophe Frouin, Louis Richard
<b>FTMS Avocats</b>	Jean Néret, Olivier Angotti, Isabelle Pontal, Sabrina Kemel
<b>Latham &amp; Watkins</b>	Matthias Rubner, Agnès Cloarec- Mérendon
<b>LPA-CGR Avocats</b>	Sophie Marinier, Sandra Hundsdörfer, Karine Bézille, Alexandre Bensoussan
<b>Vaughan Avocats</b>	Bastien Ottaviani, Bruno Courtine, Paul van Deth, Fabrice Perruchot, Laure Dubet, Pauline Carrillo, Aude Serres van Gaver
<b>3 Aguera Avocats</b>	Laure Mazon, Philippe de la Brosse
<b>Bersay</b>	Nathalie Cerqueira, Anne-Lise Puget
<b>Franklin</b>	Patrick Thiébart, Myriam De Gaudusson
<b>Gide Loyrette Nouel</b>	David Jonin, François Vergne
<b>HDV Avocats</b>	Michel Morand
<b>Hogan Lovells</b>	Dominique Mendy, Thierry Meillat, Marion Guertault
<b>NMCG Avocats</b>	Arnaud Blanc de La Naulte, Etienne Delattre, Nathalie Maire, Valérie Reynaud, Claire Peroux, Sonia Abodja
<b>PRK &amp; Associés</b>	Philippe Raymond, Marie-Christine Perol, Franck Dremaux, Annick Perol, Stéphanie Kubler, Lionel Herscovici
<b>Racine</b>	Frédéric Broud, Sarah Usunier, Carla Di Fazio Perrin, Philippe Rogez
<b>Raphael Avocats</b>	Isabelle Ayache-Revah, Marion Ayadi
<b>Squire Patton Boggs</b>	Pauline Pierce
<b>Sutra Corre &amp; Associes</b>	Romain Sutra, Alain Sutra, Michèle Corre



## HIGHLY RECOMMENDED

1	<b>Allen &amp; Overy</b>	Claire Toumieux
	<b>Ayache</b>	Caroline André-Hesse
	<b>Baker McKenzie</b>	Olivier Vasset, Denise Broussal, Gilles Jolivet, Nadège Dallais, Jeremie Paubel
	<b>Bird &amp; Bird</b>	Benjamine Fiedler, Nathalie Devernay
	<b>Caravage Avocats</b>	Pierre Brégou, Laura Bertrand
	<b>Clifford Chance</b>	François Farmine
	<b>Cohen &amp; Gresser</b>	Angéline Duffour
	<b>Cornet Vincent Ségurel</b>	Hélène de Saint-Germain, Caroline Henot, Anne-Sophie Le Fur-Leclair, François-Xavier Michel, Anne Pitault, Bertrand Salmon, Isabelle Savier-Pluyette, Laurence Tardivel
	<b>Daem Partners</b>	Isabelle Mathieu, Charles Mathieu
	<b>Dechert</b>	Philippe Thomas
	<b>Delsol Avocats</b>	Philippe Pacotte, Camille Rousset, Elsa Lederlin, Delphine Bretagnolle
	<b>Dupuy &amp; Associés</b>	Florence du Gardier, Pierre Safar
	<b>Eversheds Sutherland</b>	Déborah Attali, Manon Lamotte
	<b>Fieldfisher</b>	Laurence Dumure Lambert, Julia Mohamed
	<b>Freshfields Bruckhaus Deringer</b>	Gwen Senlanne
	<b>Kersus</b>	Florence Richard, Jacques Dubourg
	<b>Morgan Lewis</b>	Sabine Smith-Vidal, Charles Dauthier
<b>Ogletree Deakins</b>	Cécile Martin, Jean-Marc Albiol, Stéphane Bloch, Nicolas Peixoto, Alexandre Abitbol, Karine Dulac	
<b>Osborne Clarke</b>	Jérôme Scapoli, Maxime Pigeon	
2	<b>Bmh Avocats</b>	Aymeric Le Goff, Isabelle le Coq, Anne-Marie Sénéchal-L'Homme
	<b>Bryan Cave Leighton Paisner</b>	Claire Fougea, Marion Brière Ségala
	<b>Charles Russell Speechlys</b>	Kim Champion
	<b>D'Alverny Avocats</b>	Célia Dufour
	<b>Dentons</b>	Frédérique Meslay-Caloni, Katell Deniel-Allioux, Julie Caussade
	<b>Harlay Avocats</b>	Frédérique David
	<b>Hoche Avocats</b>	Frédérique Cassereau, Sophie Dechaumet
	<b>Key Lawyers</b>	Anna-Christina Chaves
	<b>La Garanderie Avocats</b>	Marie-Alice Jourde, Saskia Henninger, Guy Alfosea, Dominique de La Garanderie, Bertrand Merville
	<b>Linklaters</b>	Lionel Vuidard, Geric Clomes
	<b>McDermott Will &amp; Emery</b>	Jilali Maazouz
	<b>Melville Avocats</b>	Pierre Warin, Pierre Chevillard
	<b>PwC Société d'Avocats</b>	Corinne Guyot Chavanon, Aurélie Cluzel d'Andlau, Bernard Borrely
	<b>Séгур Avocats</b>	Brigitte Pelletier, Florence Achir
	<b>Taylor Wessing</b>	Markus Asshoff, Claudia Jonath
	<b>Veil Jourde</b>	Pauline Larroque Daran
	<b>Vivien &amp; Associés</b>	Joëlle Hannelais, Marie-Émilie Rousseau-Brunel
3	<b>Aklea</b>	Sidonie Lacroix-Girard, Sophie Greder
	<b>Argo</b>	Mickael Valette
	<b>Arsis Avocats</b>	Gladys Laferrière, Alexandre Lamy
	<b>BCTG Avocats</b>	Sabine De Paillerets-Matignon
	<b>BFPL Avocats</b>	François Berbinau, Charlotte Hammelrath
	<b>Biard Bouscatel &amp; Associés</b>	Philippe Biard, Claire Bouscatel, Marie Taverne
	<b>Bl &amp; Associés</b>	Sophie Bourguignon, Delphine Derumez, Aurore Guido-Deaibes, Anne-Laure Bénét
	<b>Cloix &amp; Mendès-Gil</b>	Léa Duhamel

<b>Daher Avocats</b>	Hélène Daher, Louise Thiébaud
<b>De Gaulle Fleurance</b>	Thierry Gillot
<b>Deprez Guignot Associés - DDG</b>	Laurent Carrié
<b>Desanlis</b>	Anne Lemarchand, Jean-Philippe Desanlis
<b>DS Avocats</b>	Patricia Jeannin
<b>Galion Avocats</b>	Lionel Paraire
<b>GGV Avocats</b>	Bénédicte Querenet-Hahn
<b>Hughes Hubbard &amp; Reed</b>	Monique Figueiredo, Isabelle Benisty
<b>Joffe &amp; Associés</b>	Blaise Deltombe, Géraldine Lepeyre
<b>K&amp;L Gates</b>	Christine Artus
<b>Lmt Avocats</b>	Thierry Cheymol, Christian Connor
<b>Nomos</b>	Virginie Delestre, Romain Pietri
<b>NUMA</b>	Raphaëlle Busser, Jean-Philippe Passanante
<b>Paetzold Avocats</b>	Stephan Paetzold, Andreas Paetzold, Fabien Créchet, Marine Saphy, Florian Paetzold
<b>Paul Hastings</b>	Stéphane Henry
<b>Petrel &amp; Associes</b>	Pascal Petrel
<b>Rödl &amp; Partner</b>	Tiphaine Puzin, Céline Kammerer
<b>SEA Avocats</b>	Nicolas Sauvage
<b>Sesame Avocats</b>	Barbara Hart, Sébastien Ducamp, Mathieu Combarnous, Sophie Bury
<b>Simmons &amp; Simmons</b>	Laurence Renard
<b>Simon Associés</b>	Nicolas Billon, Hubert de Frémont, David Marais
<b>Skadden</b>	Philippe Desprès
<b>TNDA</b>	Véronique Tuffal-Nerson, Nicolas Durand-Gasselín, Guillaume Verdier, Rémy Douarre
<b>YARDS</b>	Christine Hillig-Poudevigne

### RECOMMENDED

<b>1 Abeille &amp; Associés</b>	Denis Ferre, Laura Tetti, Jean-Baptiste Bado
<b>Amar Legal</b>	Sophie Amar, Anne Grenaud
<b>Arago</b>	Frédéric Navarro
<b>Bardavid Tourneur</b>	Jean-François Tourneur, Éliisa Bardavid
<b>Berry Law</b>	Étienne Pujol
<b>BG2V</b>	Guillaume de Saint Sernin, Marie Content
<b>Calinaud David Avocats</b>	Frédéric Calinaud
<b>Chammas &amp; Marcheteau Avocats</b>	Coline Bied-Charreton
<b>CPC &amp; Associés</b>	Jérémie Delattre
<b>Ddlc</b>	Karen Durand-Hakim, Marie-Cécile de la Chapelle
<b>Eole Avocats</b>	Olivier Bach, Christèle Morand, Alette Pennaneac'h Sellose, Eric Trimolet, Dorothée Rey
<b>Epp Rechtsanwälte Avocats</b>	Emil Epp, Sophie Gossmann
<b>Equipage</b>	Hélène Presle-Lejeune, Françoise Mepillat, Christine Stagnara, Jérôme Chomel de Varagnes
<b>EY Société d'Avocats</b>	Anne-Élisabeth Combes
<b>Guillemin Flichy</b>	Stéphane Flichy
<b>Herald Avocats</b>	Guillaume Roland
<b>Hertslet Wolfer &amp; Heintz - HW&amp;H</b>	Pascal Gastebois
<b>Jones Day</b>	Emmanuelle Rivez-Domont
<b>King &amp; Spalding</b>	Alice Mony
<b>Lamy Lexel</b>	Béatrice Chainé, Isabelle Jaulin





▶	<b>Majj Avocats</b>	Mathieu Raio de San Lazaro, Julien Boucaud-Maître, Juliette Pouyet
	<b>Orva Avocats</b>	François Vaccaro, Chrystelle Deschamps
	<b>Patchwork Avocats</b>	Céline Bruneau, Stéphanie Ropars, Laurent Moreuil
	<b>PDGB</b>	Denis Agranier, Patricia Gomez-Talimi
	<b>Qivive Avocats</b>	Émilie Wider
	<b>Redlink</b>	Benjamin Louzier, Deborah Fallik
	<b>Reinhart Marville Torre</b>	Catherine Broussot-Morin
	<b>Sekri Valentin Zerrouk - Svz</b>	Émilie Meridjen
	<b>Squadra Avocats</b>	Morgane Mondolfo
	<b>Stephenson Harwood</b>	Soazig Prêteseille
	<b>Teitgen &amp; Viottolo</b>	Agnès Viottolo
	<b>Versant Avocats</b>	Maxime Aunos, Guillaume Charent, Nicolas Pottier, Alix Friteux, Émilie Dutrain
	<b>Willway Avocats</b>	Éric Pouliquen, Philippe Axelroude
	<b>Winston &amp; Strawn</b>	Virgile Puyau
<b>2</b>	<b>Achache-Valluet-Arilla &amp; Associés</b>	Florence Achache, Carole Helmer, Delphine Cazenave
	<b>Advocacy 4</b>	Karine Cohen
	<b>Alerion</b>	Jacques Perotto, Jean- Christophe Brun
	<b>Ascent Avocats</b>	Marie-Hélène Fournier Gobert, Joséphine Imbert
	<b>Ashurst</b>	Muriel Pariente
	<b>Asser Avocats</b>	Murielle Asser
	<b>Aston Avocats</b>	Alexandre Ebtedaei
	<b>Berthezène Nevouet Rivet</b>	Christophe Nevouet
	<b>Bignon Lebray</b>	Jérémie Boulbil, Bertrand Debosque, Marie-Charlotte Diriar, Antoine Benoit
	<b>Calix Société d'Avocats</b>	Emmanuel Noiroit
	<b>CS Avocats Associés</b>	Cédric Seguin, Cédric Garnier, Mathieu Bonardi
	<b>Delcade</b>	Frédérique Sallée, Julien Tayeg, Ophélie Lazaro, Charlotte O'Leary
	<b>Dillenschneider Favaro Associés</b>	Françoise Favaro
	<b>DM&amp;D Avocats</b>	Pierre Audiguier, Olivier Meyer
	<b>Eixamp Avocats</b>	Arnaud Marguet, Frédéric Bardet
	<b>Ekiye Avocats</b>	Philippe Chemla, Kevin Bouleau
	<b>Fayan-Roux-Bontoux Associés</b>	Frédéric Fayan-Roux, Séverine Aubert, Xavier Bontoux
	<b>Gfp Avocats</b>	Florence Dupont, Joëlle Muchada
	<b>Klein - Wenner</b>	Uwe Augustin, Patrick Berjaud
	<b>KPMG Avocats</b>	Olivier Masi, Albane Eglinger, Patricia Aubry, Laurence Audidier, Jean-Albert Fuhrer
	<b>L&amp;KA Avocats</b>	Eve Labale
	<b>Lamartine Conseil</b>	Charlotte Moreau, Jérôme Cochet
	<b>Lerins</b>	Johann Sultan
	<b>Majorelle Avocats</b>	Jean-Charles Moriceau, Olivier Motte
	<b>Mermoz Avocats</b>	Catherine Nahmias-Ferrandini
	<b>Miguères Moulin</b>	Luc Miguères
	<b>ML&amp;A</b>	Gabriel Halimi
	<b>Norma Avocats</b>	Sandrine Deroubaix, Julie Lamadon, Florent Millot, Claire Mathurin
	<b>Novia Avocats</b>	Lydia Hamoudi, Clément Salines
	<b>Opleo Avocats</b>	Sandrine Gardel
	<b>Orme Avocats</b>	Karine Hollmann-Agard, Walid Ammar
	<b>Oxnomia Avocats Associés</b>	Montaine Guesdon Vennerie
	<b>PBA Legal</b>	Pascal Bathmanabane, Jean-François Tréton
	<b>Pinsent Masons</b>	Valérie Blandeau

<b>Reed Smith</b>	Séverine Martel
<b>Ressource Avocats</b>	Laurence Mure-Ravaud, Muriel Delumeau, Laurent Beljean
<b>Richelieu Avocats</b>	Benoît Gruau, Jean-Oudard de Préville
<b>SCA</b>	Georges Toumanoff
<b>Scotto Partners</b>	Bertrand Thibaut
<b>Solucial Avocats</b>	Thierry Doutriaux, Louis Vaneecloo, Caroline Barbe
<b>Soulié &amp; Coste-Floret</b>	Jean-Marie Coste-Floret, Valérie Le Bras
<b>Stas &amp; Associés</b>	Vincent Champetier
<b>Steering Legal</b>	Gwenaëlle Artur
<b>Teilen Avocats</b>	Helyett Le Nabour, Gwenaëlle Teissèdre
<b>Valther</b>	Valérie Dubaile
<b>Verdun Verniole Avocats</b>	Franck Verdun, Marie-Chrystel Pican
<b>VOXLAW</b>	Geneviève Beauzac, Antonio Sardinha Marques
<b>Woog &amp; Associés</b>	Marie-Véronique Lumeau
<b>Ydès</b>	Chrystelle Daub, Harold Berrier, Élise Laplanche, Laurence Buratti, Véronique Massot-Pellet, Stéphane Szames
<b>VALUABLE PRACTICE</b>	
<b>5QB Avocats</b>	Karen Berdugo, Cédric Herbin
<b>Acg Avocats</b>	Gérard Chemla, Gérard Thiébaud, Vanessa Lehmann, Évelyne Chassagnon, Gérald Chalon, Olivier Barneff
<b>Agonlex</b>	Pascal Guinot
<b>Alterlex</b>	Elodie Ory, Irene Ngando, Catherine Léger
<b>ARG Avocats</b>	Arnaud Gris
<b>BKP &amp; Associés</b>	Clément Raingeard, Nicolas Perrault
<b>Cabinet Coll</b>	Anne-Constance Coll
<b>Cabinet Finalteri</b>	Anne-Gaëlle Finalteri
<b>Cabinet Zaks</b>	Stéphanie Zaks
<b>Earth Avocats</b>	Sandra Chapart
<b>Ebl Lexington Avocats</b>	Karine Clolus-Dupont
<b>Farthouat Avocats</b>	Christophe Llorca
<b>HD Avocats</b>	Laurent Houarner
<b>Kuckenburg Bureth Boineau Et Associés</b>	Catherine Boineau, Constance Amedegnato
<b>Latournerie Wolfrom Avocats</b>	Amélie d'Heilly, Sarah - Jane Mirou
<b>Legal Workshop</b>	Benoit Dubourdieu
<b>Lexcase</b>	Florence Drapier Faure
<b>Llc &amp; Associés</b>	Yves Bourgain
<b>Meridian Avocats</b>	Marie-Christine Le
<b>Nexo</b>	Laurence Pinchou
<b>Ox Avocats</b>	Nicolas Serre, Sophie Bara
<b>Parthema</b>	Sébastien Miara, Stéphane Jegou, Jasmine Le Dortz, Antoine Gontier
<b>Proffit Chantrier</b>	Ingrid Chantrier
<b>Péchenard &amp; Associés</b>	Emmanuelle Sapène
<b>Sagan Avocats</b>	Alexandra Ferri, Elena Konopnicki
<b>Siléas</b>	Emmanuelle Destailats
<b>SKDB Associés</b>	Stéphanie Kaloff
<b>Voxius Avocats</b>	Florian Carrière, Steven Theallier
<b>Weizmann Borzakian</b>	Jérôme Borzakian, Yohanna Weizmann
<b>White &amp; Case</b>	Alexandre Jaurett
<b>Wize Avocats</b>	Alex Igor Chmelewsky
<b>Yours</b>	Sane Renaudineau, Ariane de Quatrebarbes
<b>Zr Avocats</b>	Muguette Zirah



### Our analysis

#### FLICHY GRANGÉ AVOCATS: GO-TO FIRM FOR LARGE-SCALE REORGANIZATIONS



Joël Grangé

Key figure(s): Joël Grangé  
Established: 1999

**Track record:** Joël Grangé and his team recently acted for a telecoms company during the acquisition of a major service provider. The partners also played a leading role in the stock market debut of a major global content-producer. Furthermore, the lawyers are currently handling the legal aspects of the prospective acquisition by a banking subsidiary active in the vehicle rentals market of a rival operation.

**Team & differentiation:** Replete with labor law experts, Flichy Grangé Avocats is a firm of reference when it comes to handling collective bargaining issues, helping companies find the best arrangements from an economic and operational standpoint. The firm prides itself on a culture of innovation.

#### FROMONT BRIENS: A FIRM WITH LABOR LAW IN ITS DNA



Marie-Laurence Boulanger

Key figure(s): Marie-Laurence Boulanger  
Established: 1993

**Track record:** Over the past year, the team has acted for the subsidiary of an insurance company in a labor-related due diligence concerning the integration of the activity of a third-party company. The partners also acted for a management company in negotiating a redundancy agreement with staff following the merger of several legal entities, notably those located overseas.

**Team & differentiation:** A firm of reference in French legal landscape, Fromont Briens' team takes a 360° approach to representation, proposing a comprehensive, highly technical service thanks to its encyclopedic knowledge of labor law. Home to a full-service labor law practice, the firm is able to tackle the most complex social issues business face in today's world of work.

#### BARTHELEMY AVOCATS: INTELLECTUAL PROWESS AND HIGH PERFORMANCE



Philippe Pataux

Key figure(s): Philippe Pataux  
Established: 1965

**Track record:** Barthélémy Avocats represents industrial companies in large scale restructuring, including redundancy, collective performance and mobility agreements. The firm features a training department, through which the partners provide certified training on individual and collective industrial relations to major companies nationwide.

**Team & differentiation:** More than just a law firm, Barthélémy Avocats sees itself as a think-tank that possesses an acute understanding of labor law at both a practical and theoretic level. The firm's fine-tuned organizational approach, allowing it to hone clients' economic and social performance, is an ethos the partners cleave to.

# EMPLOYMENT LITIGATION

## Best Law Firms

In each tier, the arbitrators are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Actance Avocats</b>	P. Alexis-Dumont, L. Jammet, A. de Lamarzelle, S. Leroy, N. Pourtier, J.-M. Renucci, S. Rey, M. Robert, E. Sorel, L. Touranchet, L. Vincens, V. Audet, F. Blin, C. Bouchez, E. Chateauvieux
<b>August Debouzy</b>	E. Barbara, E. Manca, M.-H. Bensadoun, V. Devos, C. Le Manchec, P. Durand, F. Haas, A. Qureshi
<b>Flichy Grangé Avocats</b>	Cyprien Pialoux, Blandine Allix, Florence Bacquet, Frédéric Guillaume Laprévotte, Arnaud Chaulet
<b>Proskauer Rose</b>	Yasmine Tarasewicz, Nicolas Léger, Alexandra Stocki, Béatrice Pola
<b>2 Bredin Prat</b>	Cyril Gaillard, Pascale Lagesse, Paul-Henri Antonmattei
<b>Brl Avocats</b>	T. Godey, T. Humbert, N. Czernichow, V. Martin-Bozzi, J. d'Aleman, H. Guyot, H. Bernard Pouillaude, C. Bres, S. Gal, S. Sadaoui
<b>Capstan Avocats</b>	Jérôme Margulici
<b>Coblence Avocats</b>	Catherine Davico-Hoarau, Laurent Guardelli, Myrtille Lapuelle, Martine Riou, Chantal Giraud-van Gaver
<b>De Pardieu Brocas Maffei</b>	Philippe Rozec
<b>Dupuy &amp; Associés</b>	Florence du Gardier, Pierre Safar
<b>Factorhy Avocats</b>	Grégory Chastagnol, Laurent Gamet, Leslie Nicolai, Alexandre Roumieu, Uriel Sansy, Quentin Frisoni, Victor Roisin
<b>Fromont Briens</b>	Team of partners
<b>FTMS Avocats</b>	Olivier Angotti, Jean Néret, Sabrina Kemel
<b>Jeanetet</b>	Nicolas Mancret, Laetitia Ternisien
<b>Karman Associés</b>	Erwan Jaglin, Romain Chiss
<b>Reinhart Marville Torre</b>	Olivier Bluche, Agathe Moreau, Catherine Broussot-Morin
<b>TNDA</b>	N. Durand-Gasselín, V. Tuffal-Nerson, M. Rivereau-Trzmeil, G. Verdier, K. Pérotin
<b>Vivant Avocats</b>	Antoine Vivant, Bertrand Castex, Caroline Merle
<b>EXCELLENT</b>	
<b>Advant Altana</b>	Pierre Lubet, Mickaël d'Allende
<b>Aguera Avocats</b>	Christian Brochard, Yann Boisadam, Christophe Bidal, Olivier Geller
<b>Argo</b>	Mickaël Valette
<b>Ayache</b>	Caroline André-Hesse, Justine Coret
<b>Barthélémy Avocats</b>	Sandra Magnaudeix, Youna Kermorgant, Olivier Barrault, Carole Moret, Jérôme Artz, Séverine Artier
<b>BFPL Avocats</b>	Charlotte Hammelrath, François Berbinau
<b>Bird &amp; Bird</b>	Benjamine Fiedler, Nathalie Devernay
<b>Caravage Avocats</b>	Laura Bertrand, Pierre Brégou
<b>CMS Francis Lefebvre Avocats</b>	Nicolas de Sevin
<b>De Gaulle Fleurance &amp; Associés</b>	Thierry Gillot, Déborah David
<b>Dentons</b>	Julie Caussade, Katell Deniel-Allioux
<b>Edgar Avocats</b>	Guillaume Brédon, Angélique Eyrygnoux, Aurélie Roche
<b>Eunomie Avocats</b>	Nathalie Dauxerre, Thomas Lestavel, Lionel Sebille, Jérôme Daniel
<b>Franklin</b>	Myriam de Gaudusson, Patrick Thiébart
<b>Gide Loyrette Nouel</b>	Baudouin de Moucheron, Aurélien Boulanger, David Jonin, François Vergne, Guillaume Navarro
<b>Hoche Avocats</b>	Frédérique Cassereau, Sophie Dechaumet
<b>Hughes Hubbard &amp; Reed</b>	Monique Figueiredo
<b>La Garanderie Avocats</b>	Saskia Henninger, Bertrand Merville
<b>Latham &amp; Watkins</b>	Matthias Rubner
<b>Lusis Avocats</b>	Adeline Larvaron, Mikaël Pelan, Hortense Gebel, Hélène Said, Frédéric Leclercq, Gaïa Sanchez
<b>Ogletree Deakins</b>	Jean-Marc Albiol, Cécile Martin, Stéphane Bloch, Nicolas Peixoto, Karin Dulac, Alexandre Abitbol
<b>Orrick</b>	Emmanuel Bénard, Nadège Owen
<b>PBA Legal</b>	Jean-François Tréton, Pascal Bathmanabane
<b>Pradel Avocats</b>	Camille-Frédéric Pradel, Michel Pradel, Virgile Pradel, Perle-Marie Pradel-Boureux
<b>Racine</b>	Philippe Rogez, Sarah Usunier, Frédéric Broud, Carla Di Fazio Perrin
<b>Vaughan Avocats</b>	Paul van Deth, Laure Dubet
<b>Voltaire Avocats</b>	David Guillouet, Xavier Blunat, Anne Vincent Ibarrondo, François Hubert



## HIGHLY RECOMMENDED

1	Advocacy 4	Karine Cohen
	Allen & Overy	Claire Toumieux
	Arago	Frédéric Navarro
	Arsis Avocats	Gladys Laferrière, Alexandre Lamy
	Astaé Avocats	Philippe Ravisy, Susana Lopes Dos Santos
	Bersay	Nathalie Cerqueira, Anne-Lise Puget
	BL & Associés	Anne-Laure Bénét, Aurore Guido-Deaibes, Delphine Derumez, Sophie Bourguignon
	Bryan Cave Leighton Paisner	Claire Fougea, Marion Brière Ségala
	Cabinet Zaks	Stéphanie Zaks
	Chassany Watrelot & Associés	Jean Gerard, Mohamed Oulkhour, Franck Janin, Julia Pettex-Sabarot
	Clifford Chance	François Farmine
	Cohen & Gresser	Angéline Duffour
	Daem Partners	Isabelle Mathieu, Charles Mathieu
	Dartevelle & Dubest Bellanca	Vincent Blondeau, Bernard Dartevelle, Philippe Rossignol, Fabrice Dubest, Frédéric Bellanca
	Dechert	Philippe Thomas, Thibault Meiers
	Deprez Guignot Associés - DDG	Laurent Carrié
	Desanlis	Jean-Philippe Desanlis, Anne Lemarchand
	DLA Piper	Philippe Danesi, Marine Gicquel, Jérôme Halphen, Bijan Eghbal
	DS Avocats	Patricia Jeannin, Frédéric Godard-Auguste, Gwladys Beauchet
	Eversheds Sutherland	Déborah Attali, Manon Lamotte
	Fidal	Xavier Delassault
	Fidere Avocats	Amandine Goncalves, Nicolas Chenevoy, Marie-Claire Pottecher, Chrisophe Frouin, Louis Richard
	Freshfields Bruckhaus Deringer	Gwen Senlanne
	Galion Avocats	Lionel Paraire
	Guillemin Flichy	Thibault Guillemin, Stéphane Flichy
	HDV Avocats	Valérie Bardin
	Hogan Lovells	Thierry Meillat, Dominique Mendy, Marion Guertault
	JEB Avocats	Jamila El Berry
	Kersus	Florence Richard, Jacques Dubourg
	Ledoux & Associés	Michel Ledoux, Romain Hervet, Frédéric Quinquis, Morgane Courtois D'arcollières, Romain Bouvet
	Lerins	Johann Sultan
	Linklaters	Lionel Vuidard, Geric Clomes
	Lmt Avocats	Thierry Cheymol
	LPA-CGR Avocats	Françoise Pelletier, Karine Bézille, Alexandre Bensoussan, Sandra Hundsdörfer, Sophie Marinier
	McDermott Will & Emery	Jilali Maazouz
	Mermoz Avocats	Catherine Nahmias-Ferrandini
	MGG Legal	Marijke Granier-Guillemarre, Loïc Héron
	Nomos	Virginie Delestre, Romain Pietri
	Orme Avocats	Karine Hollmann-Agard, Walid Ammar
	Osborne Clarke	Maxime Pigeon, Jérôme Scapoli
	PDGB	Denis Agranier, Patricia Gomez-Talimi
	PRK & Associés	P. Raymond, A. Perol, M.-C. Perol, F. Dremaux, S. Kubler, L. Herscovici
	Raphaël Avocats	Isabelle Ayache-Revah, Marion Ayadi
	Redlink	Benjamin Louzier, Deborah Fallik
	Ségur Avocats	Brigitte Pelletier, Florence Achir
	Simon Associés	Nicolas Billon, Hubert De Frémont, David Marais
	Sutra Corre & Associés	Alain Sutra, Michèle Corre, Romain Sutra
	UGGC Avocats	Sophie Uettwiller, Jennifer Carrel
	Vivien & Associés	Marie-Émilie Rousseau-Brunel, Joëlle Hannelais
	Yards	Christine Hillig Poudevigne





## FRANCE

<b>2</b>	<b>Achache-Valluet-Arilla &amp; Associés</b>	Florence Achache, Delphine Cazenave, Carole Helmer
	<b>Assous Avocats</b>	Jérémie Assous
	<b>Axlaw</b>	Stephane Sélégny
	<b>Bardavid Tourneur</b>	Jean-François Tourneur, Éliisa Bardavid
	<b>BCTG Avocats</b>	Sabine De Paillerets-Matignon
	<b>Biard Bouscatel &amp; Associés</b>	Philippe Biard, Claire Bouscatel, Marie Taverner
	<b>BKP &amp; Associés</b>	Nicolas Perrault, Clément Raingard
	<b>Chammas &amp; Marcheteau</b>	Coline Bied-Charreton
	<b>Cloix &amp; Mendès-Gil</b>	Léa Duhamel
	<b>Cornet Vincent Ségurel</b>	Hélène de Saint Germain, Isabelle Savier-Pluyette
	<b>D'Alverny Avocats</b>	Célia Dufour
	<b>DDLC</b>	Marie-Cécile de La Chapelle, Karen Durand-Hakim
	<b>Delsol Avocats</b>	Delphine Bretagnolle, Elsa Lederlin, Philippe Pacotte, Camille Rousset
	<b>DM&amp;D Avocats</b>	Olivier Meyer, Pierre Audiguier
	<b>Equipage</b>	Hélène Presle-Lejeune, Françoise Mepillat, Christine Stagnara, Jérôme Chomel de Varagnes
	<b>Fieldfisher</b>	Laurence Dumure Lambert
	<b>Gowling WLG</b>	Gaëlle Le Breton
	<b>Hertslet Wolfer &amp; Heintz - HW&amp;H</b>	Pascal Gastebois
	<b>Ingouf Avocats</b>	Marie-Laure Ingouf
	<b>Jones Day</b>	Emmanuelle Rivez-Domont
	<b>Laschon &amp; Vallais</b>	Marie-Pascale Vallais
	<b>Majorelle avocats</b>	Jean-Charles Moriceau, Olivier Motte
	<b>Morgan Lewis</b>	Sabine Smith-Vidal, Charles Dauthier
	<b>Nexo</b>	Laurence Pinchou
	<b>NMCG Avocats Associés</b>	Arnaud Blanc de La Naulte, Sonia Abodja
	<b>Opleo Avocats</b>	Pierre-Olivier Bernard, Sandrine Gardel
	<b>Orva Avocats</b>	François Vaccaro, Chrystelle Deschamps
	<b>Oxnomia Avocats Associés</b>	Montaine Guesdon Vennerie
	<b>Paetzold Avocats</b>	Florian Paetzold, Andreas Paetzold, Stephan Paetzold, Fabien Créchet, Marine Saphy
	<b>Parthema</b>	Antoine Gontier, Sébastien Miara, Jasmine Le Dortz, Stéphane Jegou
	<b>Patchwork Avocats</b>	Laurent Moreuil, Stéphanie Ropars, Céline Bruneau
	<b>Paul Hastings</b>	Stéphane Henry
	<b>Péchenard &amp; Associés</b>	Emmanuelle Sapène
	<b>Richelieu Avocats</b>	Benoît Gruau, Jean-Oudard de Préville
	<b>Sekri Valentin Zerrouk - SVZ</b>	Émilie Meridjen
	<b>Sesame Avocats</b>	Sophie Bury, Mathieu Combarous, Sébastien Ducamp, Barbara Hart
	<b>Simmons &amp; Simmons</b>	Laurence Renard
	<b>Soulié &amp; Coste-Floret</b>	Jean-Marie Coste-Floret, Valérie Le Bras
	<b>Squire Patton Boggs</b>	Pauline Pierce
	<b>Steering Legal</b>	Gwenaëlle Artur
	<b>Taylor Wessing</b>	Claudia Jonath, Markus Asshoff
	<b>Teilen Avocats</b>	Helyett Le Nabour, Gwenaëlle Teissèdre
	<b>Teitgen &amp; Viottolo</b>	Agnès Viottolo
	<b>Trajan Avocats</b>	Sophie de Franceschi, Pascale Artaud
	<b>Versant Avocats</b>	Alix Friteux, Guillaume Charent, Émilie Dutrain, Maxime Aunos, Nicolas Pottier
	<b>Wan Avocats</b>	Isabelle Wekstein, Nathalie Attias, Raphaël Naccach
	<b>Willway Avocats</b>	Philippe Axelroude, Éric Pouliquen
	<b>Woog &amp; Associés</b>	Marie-Véronique Lumeau
	<b>Ydès</b>	H. Berrier, L. Buratti, C. Daub, E. Laplanche, V. Massot-Pellet, S. Szames
<b>VALUABLE PRACTICE</b>		
	<b>5QB Avocats</b>	Viviane Stulz
	<b>Abeille &amp; Associés</b>	Denis Ferre, Laura Tetti, Jean-Baptiste Bado
	<b>Agonlex</b>	Pascal Guinot
	<b>Aklea</b>	Sidonie Lacroix-Girard, Sophie Greder
	<b>Alyanakian Avocats</b>	Jean-Vasken Alyanakian



## FRANCE

▶ <b>ARG Avocats</b>	Arnaud Gris
<b>Ascent</b>	Marie-Hélène Fournier Gobert, Joséphine Imbert
<b>ASW Avocats</b>	Murielle Asser
<b>Baker McKenzie</b>	Hugo Dickhardt
<b>Baudet Avocats</b>	Sophie Baudet
<b>BDO Avocats</b>	Émilie Ducorps-Prouvost, Nicolas Latournerie
<b>Bignon Lebray</b>	Marie-Charlotte Diriart, Bertrand Debosque, Antoine Benoit, Jérémie Boulblil
<b>Brunet Avocats</b>	Céline Brunet
<b>Calinaud David Avocats</b>	Frédéric Calinaud
<b>Calix Société d'Avocats</b>	Emmanuel Noirot
<b>CFD Law</b>	Angélique Dérueune
<b>Charles Russell Speechlys</b>	Kim Champion
<b>CPC &amp; Associés</b>	Jérémy Delattre
<b>CS Avocats Associés</b>	Cédric Garnier, Mathieu Bonardi, Cédric Seguin
<b>Daher Avocats</b>	Hélène Daher, Louise Thiébaud
<b>Delcade</b>	Frédérique Sallée
<b>Delvolvé Poniatowski Suay Associés</b>	Laurent Delvolvé
<b>EBL Lexington</b>	Karine Clolus-Dupont, Arnaud Demont
<b>Eixamp Avocats</b>	Arnaud Marguet
<b>Ekiye Avocats</b>	Philippe Chemla, Kevin Bouleau
<b>Eole Avocats</b>	Olivier Bach
<b>FDA - Fénéon Delabrière Avocat</b>	Alexandre Pilliet
<b>FLV &amp; Associés</b>	Antoine Fourmentin, Nicolas Le Quintrec
<b>GGV Avocats</b>	Bénédicte Querenet-Hahn, Markus Erkert
<b>Ginestie Magellan Paley-Vincent</b>	Nicolas Lepetit
<b>Gramond &amp; Associés</b>	Mélanie Labossais-Gramond, David Levy
<b>Harlay Avocats</b>	Frédérique David
<b>Herald Avocats</b>	Guillaume Roland
<b>Joffe &amp; Associés</b>	Blaise Deltombe, Géraldine Lepeytre
<b>King &amp; Spalding</b>	Alice Mony
<b>K&amp;L Gates</b>	Christine Artus
<b>Kantor-Le Borgne</b>	Lise Le Borgne, Maia Kantor
<b>KPMG Avocats</b>	Olivier Masi
<b>Lamy Lexel</b>	Isabelle Jaulin, Béatrice Chainé
<b>Laude Esquier Champey</b>	Claire Machureau
<b>Marici Avocats</b>	Élise Mialhe
<b>Marvell Avocats</b>	Serge Wilinski
<b>Nerio Avocats</b>	Éric Deprez, Alain Salgado
<b>Novia Avocats</b>	Lydia Hamoudi, Clément Salines
<b>OX Avocats</b>	Nicolas Serre, Sophie Bara
<b>Pinsent Masons</b>	Valérie Blandeau
<b>Resolve Avocats</b>	Élise Dangleterre
<b>Siléas</b>	Emmanuelle Destailats
<b>Solon Avocats</b>	Jérémy Chouraqui
<b>Squadra Avocats</b>	Morgane Mondolfo
<b>TGS France Avocats</b>	Christelle Verdier, Philippe Lamour
<b>Velvet Avocats</b>	Auréli Kamali-Dolatabadi
<b>Verdun Verniole Avocats</b>	Franck Verdun, Marie-Chrystel Pican
<b>Victoire avocats</b>	Marylaure Meolans
<b>Voirin Avocat</b>	Alexandra Voirin
<b>Voxius</b>	Florian Carrière, Steven Theallier
<b>Weizmann Borzakian</b>	Yohanna Weizmann, Jérôme Borzakian
<b>Wenner</b>	Valérie Orsini-Morgado, Uwe Augustin
<b>Winston &amp; Strawn</b>	Virgile Puyau
<b>Yours</b>	Sane Renaudineau, Ariane de Quatrebarbes

## SOCIAL ASPECTS OF M&A & LABOR-FORCE AUDITS

### Best Law Firms

In each tier, the arbitrators are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>August Debouzy</b>	M.-H. Bensadoun, V. Devos, C. Le Manchec, P. Durand, A. Qureshi, F. Haas
<b>Bredin Prat</b>	Laetitia Tombarello, Paul-Henri Antonmattei, Pascale Lagesse
<b>Capstan Avocats</b>	Pascal Lagoutte
<b>Clifford Chance</b>	François Farmine
<b>CMS Francis Lefebvre Avocats</b>	Équipe d'associés
<b>Dentons</b>	Julie Caussade, Frédérique Meslay-Caloni, Katell Deniel-Allioux
<b>Flichy Grangé Avocats</b>	J. Grangé, M. Conche, F. Aubonnet, O. Kress, S. Guedes Da Costa, S. Dumas, C. Michaud, J. Crédoz-Rosier, C. Ventejou, C. Schermann
<b>Freshfields Bruckhaus Deringer</b>	Gwen Senlanne
<b>Fromont Briens</b>	Équipe d'associés
<b>Gide Loyrette Nouel</b>	Baudouin de Moucheron, Aurélien Boulanger, David Jonin, Guillaume Navarro, François Vergne
<b>Latham &amp; Watkins</b>	Matthias Rubner
<b>Orrick</b>	Emmanuel Bénard
<b>PwC Société d'Avocats</b>	Bernard Borrelly, Aurélie Cluzel d'Andlau, Corinne Guyot Chavanon
<b>Proskauer Rose</b>	Beatrice Pola, Yasmine Tarasewicz, Nicolas Léger
<b>EXCELLENT</b>	
<b>1 Actance Avocats</b>	P. Alexis-Dumont, L. Jammot, A. de Lamarzelle, S. Leroy, N. Pourtier, J.-M. Renucci, S. Rey, M. Robert, E. Sorel, L. Touranchet, L. Vincens, V. Audet, F. Blin, C. Bouchez, E. Chateauvieux
<b>Allen &amp; Overy</b>	Claire Toumieux
<b>Bird &amp; Bird</b>	Benjamine Fiedler, Nathalie Devernay
<b>Brl Avocats</b>	J. d'Aleman, N. Czernichow, T. Godey, C. Bres, T. Humbert, H. Guyot, S. Gal, H. Bernard Pouillaude
<b>Chassany Watrelot &amp; Associés</b>	Jérôme Watrelot
<b>Dechert</b>	Philippe Thomas, Thibault Meiers
<b>De Pardieu Brocas Maffei</b>	Philippe Rozec
<b>DLA Piper</b>	Philippe Danesi, Marine Gicquel, Bijan Eghbal
<b>Franklin</b>	Patrick Thiébart, Myriam De Gaudusson
<b>FTMS Avocats</b>	Olivier Angotti, Isabelle Pontal, Sabrina Kemel
<b>Hoche Avocats</b>	Frédérique Cassereau, Sophie Dechaumet
<b>Karman Associés</b>	Erwan Jaglin, Romain Chiss
<b>Linklaters</b>	Lionel Vuidard, Geric Clomes
<b>Lusis Avocats</b>	Mikaël Pelan, Hélène Said, Frédéric Leclercq, Adeline Larvaron, Hortense Gebel
<b>McDermott Will &amp; Emery</b>	Jilali Maazouz
<b>Paul Hastings</b>	Stéphane Henry
<b>Raphaël Avocats</b>	Isabelle Ayache-Revah, Marion Ayadi
<b>2 Advant Altana</b>	Pierre Lubet, Mickaël d'Allende
<b>Ayache</b>	Caroline André-Hesse, Justine Coret
<b>Baker Mckenzie</b>	Olivier Vasset, Denise Broussal, Gilles Jolivet, Jeremie Pauble, Nadège Dallais
<b>Barthélémy Avocats</b>	François Millet, Emmanuel Andréo, Hugues Lapalus, Emmanuel Guenet
<b>Coblence Avocats</b>	Myrtille Lapuelle, Laurent Guardelli, Catherine Davico-Hoarau, Martine Riou
<b>De Gaulle Fleurance &amp; Associés</b>	Thierry Gillot, Déborah David
<b>DS Avocats</b>	Patricia Jeannin, Gwladys Beauchet
<b>Eunomie Avocats</b>	Jérôme Daniel, Lionel Sebillé, Thomas Lestavel, Nathalie Dauxerre
<b>EY Société d'Avocats</b>	Anne-Élisabeth Combes, Roselyn Sands
<b>Factorhy Avocats</b>	G. Chastagnol, L. Gamet, L. Nicolai, A. Roumieu, U. Sansy, Q. Frisoni, V. Roisin
<b>Fidal</b>	Stéphane Béal, Aymeric Hamon, Gregory Olczak-Godefert, Arnaud Sainte-Marie, Lorraine Raimbert
<b>Fidere Avocats</b>	Marie-Claire Pottecher, Amandine Gonçalves, Geoffroy De Raincourt
<b>Fieldfisher</b>	Laurence Dumure Lambert
<b>Gowling WLG</b>	Gaëlle Le Breton
<b>Hogan Lovells</b>	Thierry Meillat, Dominique Mendy, Marion Guertault
<b>Jeantet</b>	Nicolas Mancret, Laetitia Ternisien
<b>Jones Day</b>	Emmanuelle Rivez-Domont



<b>LPA-CGR Avocats</b>	Alexandre Bensoussan, Karine Bézille, Sandra Hundsdörfer, Françoise Pelletier, Sophie Marinier
<b>MGG Legal</b>	Marijke Granier Guillemarre, Loïc Héron
<b>PRK &amp; Associés</b>	Philippe Raymond, Annick Perol, Marie-Christine Perol, Franck Dremaux, Stéphanie Kubler
<b>UGGC Avocats</b>	Jennifer Carrel, Sophie Uettwiller
<b>Vivant Avocats</b>	Antoine Vivant, Merle Caroline, Bertrand Castex
<b>HIGHLY RECOMMENDED</b>	
<b>Achache-Valluet-Arilla &amp; Associés</b>	Florence Achache, Carole Helmer, Delphine Cazenave
<b>Alerion</b>	Jacques Perotto, Jean-Christophe Brun
<b>Amar Legal</b>	Sophie Amar
<b>Arago</b>	Frédéric Navarro
<b>Ashurst</b>	Muriel Pariente
<b>BCTG Avocats</b>	Sabine de Paillerets-Matignon
<b>Berrylaw</b>	Étienne Pujol
<b>Bersay</b>	Nathalie Cerqueira, Anne-Lise Puget
<b>Bryan Cave Leighton Paisner</b>	Claire Fougea, Marion Brière Ségala
<b>Cohen &amp; Gresser</b>	Angéline Duffour
<b>Daem Partners</b>	Isabelle Mathieu, Charles Mathieu
<b>Deloitte Société d'Avocats</b>	Véronique Child, Malik Douaoui
<b>Delsol Avocats</b>	Camille Rousset, Philippe Pacotte, Delphine Bretnagolle, Elsa Lederlin
<b>Desanlis</b>	Anne Lemarchand, Jean-Philippe Desanlis
<b>Desfilis</b>	Marion Kahn
<b>Dupuy &amp; Associés</b>	Florence du Gardier, Pierre Safar
<b>Edgar Avocats</b>	Guillaume Brédon, Angélique Eyrignoux, Aurélie Roche
<b>Eversheds Sutherland</b>	Déborah Attali, Manon Lamotte
<b>GGV Avocats</b>	Bénédicte Querenet-Hahn
<b>Harlay Avocats</b>	Frédérique David
<b>Hughes Hubbard &amp; Reed</b>	Monique Figueiredo
<b>Joffe &amp; Associés</b>	Géraldine Lepeyre, Blaise Deltombe
<b>K&amp;L Gates</b>	Équipe d'associés
<b>Kersus</b>	Florence Richard, Jacques Dubourg
<b>Key Lawyers</b>	Anna-Christina Chaves
<b>KPMG Avocats</b>	Albane Eglinger, Olivier Masi
<b>La Garanderie Avocats</b>	Saskia Henninger, Guy Alfosea, Dominique de La Garanderie
<b>LLC &amp; Associés</b>	Arthur Andrieux, Pascale Palandri
<b>Lmt Avocats</b>	Christian Connor, Thierry Cheymol
<b>Majj Avocats</b>	Mathieu Raio De San Lazaro, Juliette Pouyet, Julien Boucaud-Maitre
<b>Marvell Avocats</b>	Serge Wilinski
<b>Mermoz Avocats</b>	Catherine Nahmias-Ferrandini
<b>Morgan Lewis</b>	Sabine Smith-Vidal, Charles Dauthier
<b>Opleo Avocats</b>	Pierre-Olivier Bernard
<b>Osborne Clarke</b>	Maxime Pigeon
<b>PDGB</b>	Patricia Gomez-Talimi, Denis Agranier, Marie Albertini
<b>Racine</b>	Carla Di Fazio Perrin, Sarah Usunier, Frédéric Broud, Philippe Rogez
<b>Redlink</b>	Benjamin Louzier, Deborah Fallik
<b>Reinhart Marville Torre</b>	Catherine Broussot-Morin
<b>Séгур Avocats</b>	Florence Achir
<b>Sekri Valentin Zerrouk - SVZ</b>	Émilie Meridjen
<b>Sesame Avocats</b>	Mathieu Combarnous, Sophie Bury, Sébastien Ducamp, Barbara Hart
<b>Simmons &amp; Simmons</b>	Laurence Renard
<b>Simon Associés</b>	Nicolas Billon, Hubert de Frémont, David Marais
<b>Skadden</b>	Philippe Desprès
<b>Squire Patton Boggs</b>	Pauline Pierce
<b>Taylor Wessing</b>	Markus Asshoff, Claudia Jonath
<b>Vaughan Avocats</b>	Fabrice Peruchot, Bruno Courtine
<b>Veil Jourde</b>	Pauline Larroque Daran
<b>Vivien &amp; Associés</b>	Joëlle Hannelais, Marie-Émilie Rousseau-Brunel
<b>Voltaire Avocats</b>	David Guillouet
<b>Winston &amp; Strawn</b>	Virgile Puyau
<b>Yards</b>	Christine Hillig Poudevigne
<b>Ydès</b>	Chrystelle Daub, Harold Berrier, Élise Laplanche, Laurence Buratti, Véronique Massot Pellet, Stéphane Szames



## VALUABLE PRACTICE

<b>Aguera Avocats</b>	Philippe de la Brosse, Édith Collomb, Audrey Nigon, Laure Mazon
<b>Aklea</b>	Sidonie Lacroix-Girard, Sophie Greder
<b>Aramis</b>	Frédéric Milcamps
<b>Arsis Avocats</b>	Gladys Laferrière, Alexandre Lamy
<b>Aston Avocats</b>	Alexandre Ebtadaei
<b>Bardavid Tourneur</b>	Jean-François Tourneur, Élisabeth Bardavid
<b>BDO Avocats</b>	Émilie Ducorps-Prouvost, Nicolas Latournerie
<b>Bignon Lebray</b>	Jérémy Boublil, Bertrand Debosque, Marie-Charlotte Diriant, Antoine Benoit
<b>BKP &amp; Associés</b>	Clément Raingard, Nicolas Perrault
<b>BMH Avocats</b>	Aymeric Le Goff, Isabelle Le Coq
<b>Cabinet Finalteri</b>	Anne-Gaëlle Finalteri
<b>Calinaud David Avocats</b>	Frédéric Calinaud
<b>Calix Société d'Avocats</b>	Emmanuel Noirot
<b>Caravage Avocats</b>	Laura Bertrand, Pierre Brégou
<b>Chammas &amp; Marcheteau Avocats</b>	Coline Bied-Charreton
<b>Charles Russell Speechlys</b>	Kim Champion
<b>Cornet Vincent Ségurel</b>	H. de Saint Germain, C. Henot, A.-S. Le Fur-Leclair, F.-X. Michel, A. Pitault, B. Salmon, I. Savier-Pluyette, L. Tardivel
<b>D'Alverny Avocats</b>	Célia Dufour
<b>DDL</b>	Marie-Cécile De La Chapelle, Karen Durand-Hakim
<b>Delcade</b>	Julien Tayeg, Frédérique Sallée
<b>Ebl Lexington Avocats</b>	Karine Clolus-Dupont
<b>Eixamp Avocats</b>	Arnaud Marguet
<b>Ekipe Avocats</b>	Kevin Bouleau, Philippe Chemla
<b>Eole Avocats</b>	Olivier Bach
<b>FTPA Avocats</b>	Alexandre Ebtadaei
<b>Galion Avocats</b>	Lionel Paraire
<b>GFP Avocats</b>	Florence Dupont, Joëlle Muchada
<b>Gramond &amp; Associés</b>	David Levy
<b>Guillemin Flichy</b>	Stéphane Flichy
<b>HD Avocats</b>	Laurent Houarner
<b>Isabelle Mayadoux</b>	Isabelle Mayadoux
<b>King &amp; Spalding</b>	Alice Mony
<b>L&amp;KA Avocats</b>	Eve Labalte
<b>Lamartine Conseil</b>	Charlotte Moreau
<b>Lerins</b>	Johann Sultan
<b>Lexcase</b>	Florence Drapier Faure, David Lachassagne
<b>Marquet Sobel Poyer</b>	Sérafine Poyer
<b>Miguères Moulin</b>	Luc Miguères
<b>Nexo</b>	Laurence Pinchou
<b>Orme Avocats</b>	Karine Hollmann-Agard, Walid Ammar
<b>Orva Avocats</b>	François Vaccaro, Chrystelle Deschamps
<b>Patchwork Avocats</b>	Stéphanie Ropars, Céline Bruneau, Laurent Moreuil
<b>Petrel &amp; Associates</b>	Pascal Petrel
<b>Pinsent Masons</b>	Valérie Blandeau
<b>Proffit Chantrier</b>	Ingrid Chantrier
<b>Reed Smith</b>	Séverine Martel
<b>Rigaud Avocats</b>	David Rigaud, Pascale Baron, Xavier Pignaud, Amélie Wazir-Leparquier
<b>Rödl &amp; Partner</b>	Tiphaine Puzin, Céline Kammerer
<b>SCA</b>	Georges Tumanoff
<b>SEA Avocats</b>	Nicolas Sauvage
<b>Steering Legal</b>	Gwenaëlle Artur
<b>Stephenson Harwood</b>	Soazig Prêteselle
<b>Studio Avocats</b>	Leila Hamzaoui
<b>Valther</b>	Valérie Dubaile
<b>Versant Avocats</b>	Maxime Aunos, Guillaume Charent, Émilie Dutrain, Alix Frileux, Nicolas Pottier
<b>Voxlaw</b>	Antonio Sardinha Marques
<b>Weizmann Borzakian</b>	Yohanna Weizmann
<b>White &amp; Case</b>	Alexandre Jaurett
<b>Wize Avocats</b>	Alex Igor Chmelewsky
<b>Woog &amp; Associés</b>	Marie-Véronique Lumeau





## MOBILITY & EXPATRIATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>EY Société d'Avocats</b>	Emmanuel Morisson-Couderc
<b>Vialto</b>	Arzhaël Le Fur, Olivier Dussarat, Rozenn Hamelet, Marie-Claire Delpin, Stéphane Garlot, Isabelle Mathé-Ramos
<b>EXCELLENT</b>	
<b>Actance Avocats</b>	Team of partners
<b>Almenide Avocats</b>	Romain Loire, Sébastien Rodriguez, Céline Rang
<b>Bredin Prat</b>	Pascale Lagesse, Cyril Gaillard, Laetitia Tombarello, Paul-Henri Antonmattei
<b>CMS Francis Lefebvre Avocats</b>	Team of partners
<b>Deloitte Société d'Avocats</b>	Diane Artis, Philippe Legeais, Nadia Hamya, Magda Yasumoto, Julie Reynier, Etienne Boyé, Hélène Delechapt
<b>Fidal</b>	Christine Pellissier
<b>Flichy Grangé Avocats</b>	Caroline Scherrmann, Stéphanie Dumas, Florence Aubonnet, Olivier Kress
<b>Global Tax Network</b>	Pascal Banchereau, Elisabeth Toffaloni
<b>KPMG Avocats</b>	Ann Atchade, Estelle Cupillard, Alain Loehr
<b>LPA-CGR Avocats</b>	Alexandre Bensoussan, Sandra Hundsdörfer, Karine Bézille, Sophie Marinier
<b>Mgg Legal</b>	Marijke Granier-Guillemarre
<b>HIGHLY RECOMMENDED</b>	
<b>1 ASTER</b>	Laurent Chevalier
<b>August Debouzy</b>	Emmanuelle Barbara, Virginie Devos, Isabelle Hadoux-Vallier
<b>Economie Avocats</b>	Lionel Sebille, Nathalie Dauxerre, Thomas Lestavel, Jérôme Daniel
<b>Galahad</b>	Stéphanie Le Men Tenailleau, Nicolas Pregliasco
<b>Huetax</b>	Céline Huet, Dounia Tal
<b>Majorelle Avocats</b>	Jean-Charles Moriceau, Olivier Motte, Clarisse Delaitre
<b>Opleo Avocats</b>	Sandrine Gardel, Pierre-Olivier Bernard
<b>Osborne Clarke</b>	Maxime Pigeon, Jérôme Scapoli
<b>Reed Smith</b>	Séverine Martel
<b>Vaughan Avocats</b>	Cécile Cottin-Dusart
<b>2 Achache-Valluet-Arilla &amp; Associés - Ava Law</b>	Florence Achache, Carole Helmer, Delphine Cazeneuve
<b>Aklea</b>	Sidonie Lacroix-Girard, Sophie Greder
<b>Ashurst</b>	Muriel Pariente
<b>Astaé Avocats</b>	Susana Lopes dos Santos, Philippe Ravisy
<b>Baker Mckenzie</b>	Agnès Charpenet, Denise Broussal
<b>Barthélémy Avocats</b>	Team of partners
<b>Brl Avocats</b>	Nicolas Czernichow, Jean D'Aleman, Thomas Godey, Thomas Humbert, Saïd Sadaoui, Véronique Martin Bozzi, Henri Guyot, Camille Bres, Bastien Nicolini
<b>Capstan Avocats</b>	Team of partners
<b>Chassany Watrelot &amp; Associés</b>	Mohamed Oulkhour
<b>De Pardieu Brocas Maffei</b>	Philippe Rozec
<b>Epp Rechtsanwälte Avocats</b>	Anne-Lise Lamy, Aurélia Heim
<b>Fidere Avocats</b>	Marie-Claire Pottecher, Nicolas Chenevoy, Jean-Yves Frouin
<b>Freshfields Bruckhaus Deringer</b>	Gwen Senlance
<b>Fromont Briens</b>	Team of partners
<b>GGV Avocats</b>	Bénédicte Querenet-Hahn, Markus Erkert
<b>Haywood Wise</b>	Haywood Martin Wise
<b>Kersus</b>	Florence Richard
<b>LCE avocats</b>	Jacques Saint-Jalmes
<b>Lmt Avocats</b>	Christian Connor, Thierry Cheymol
<b>McDermott Will &amp; Emery</b>	Jilali Maazouz
<b>MSE Avocats</b>	Suzanne Seran, Camille Morel d'Arleux
<b>Nomos</b>	Virginie Delestre, Romain Pietri
<b>NUMA</b>	Jean-Philippe Passanante, Raphaëlle Busser
<b>Orrick</b>	Emmanuel Bénard



## FRANCE

<b>Proskauer Rose</b>	Beatrice Pola, Yasmine Tarasewicz, Nicolas Leger, Alexandra Stocki, Cécile Martin
<b>Qivive Avocats &amp; Rechtsanwälte</b>	Émilie Wider, Bérénice Alish
<b>Racine</b>	Carla Di Fazio Perrin, Frédéric Broud, Sarah Usunier, Philippe Rogez
<b>Raphael Avocats</b>	Isabelle Ayache-Revah, Marion Ayadi
<b>Rödl &amp; Partner</b>	Céline Kammerer, Tiphaine Puzin
<b>Taylor Wessing</b>	Markus Asshoff, Claudia Jonath, Christophe Flaicher
<b>UGGC Avocats</b>	Sophie Uettwiller
<b>RECOMMENDED</b>	
<b>Advant Altana</b>	Pierre Lubet, Mickaël d'Allende
<b>Agonlex</b>	Pascal Guinot
<b>Alerion</b>	Jacques Perotto, Jean- Christophe Brun
<b>Allen &amp; Overy</b>	Claire Toumieux
<b>Amar Legal</b>	Sophie Amar
<b>ARG Avocats</b>	Arnaud Gris
<b>Ayache</b>	Caroline André-Hesse, Justine Coret
<b>BCTG Avocats</b>	Sabine De Paillerets-Matignon
<b>BDO Avocats</b>	Émilie Ducorps-Prouvost, Cyril Klajer
<b>Bird &amp; Bird</b>	Nathalie Devernay
<b>Charles Russell Speechlys</b>	Kim Champion
<b>Clifford Chance</b>	Eric Davoudet, François Farmine
<b>Cohen &amp; Gresser</b>	Angéline Duffour
<b>Cornet Vincent Ségurel</b>	Isabelle Savier-Pluyette
<b>D'Alverny Avocats</b>	Célia Dufour
<b>Dechert</b>	Philippe Thomas
<b>Delsol Avocats</b>	Elsa Lederlin, Delphine Bretagnolle, Philippe Pacotte, Camille Rousset
<b>Dentons</b>	Julie Caussade, Frédérique Meslay-Caloni, Katell Déniel-Allioux
<b>DS Avocats</b>	Patricia Jeannin, Frédéric Godard-Auguste
<b>Edgar Avocats</b>	Guillaume Brédon, Aurélie Roche, Angélique Eyrygnoux
<b>Eversheds Sutherland</b>	Déborah Attali
<b>Exilae</b>	Grégoire Hervet
<b>Franklin</b>	Patrick Thiébart, Myriam De Gaudusson
<b>Galion Avocats</b>	Lionel Paraire
<b>Gide Loyrette Nouel</b>	David Jonin, François Vergne
<b>Gowling WLG</b>	Gaëlle Le Breton
<b>Guillemin Flichy</b>	Stéphane Flichy
<b>Harlay Avocats</b>	Frédérique David
<b>Hertslet Wolfer &amp; Heintz - HW&amp;H</b>	Pascal Gastebois
<b>Hoche Avocats</b>	Frédérique Cassereau, Sophie Dechaumet
<b>Jeantet</b>	Nicolas Mancret
<b>La Garanderie Avocats</b>	Saskia Henninger, Guy Alfosea, Dominique de La Garanderie
<b>Lerins</b>	Françoise Mertz, Johann Sultan
<b>Linklaters</b>	Lionel Vuidard, Geric Clomes
<b>Morgan Lewis</b>	Sabine Smith-Vidal, Charles Dauthier
<b>Ogletree Deakins</b>	Jean-Marc Albiol, Cécile Martin
<b>Paetzold Avocats</b>	Marine Saphy, Fabien Créchet, Florian Paetzold, Stephan Paetzold, Andreas Paetzold
<b>Simmons &amp; Simmons</b>	Laurence Renard
<b>Simon Associés</b>	Nicolas Billon
<b>Solucial Avocats</b>	Thierry Doutriaux, Caroline Barbe, Louis Vaneecloo, Diane Dubruel
<b>Sophie Reichman</b>	Sophie Reichman
<b>Squire Patton Boggs</b>	Pauline Pierce
<b>WILLINGTON AVOCATS</b>	Joanna Farah

**COHEN & GRESSER: INTERNATIONAL SAVOIR-FAIRE**

Angéline Duffour

Key figure(s): Angéline Duffour  
Established: 2014

**Track record:** Led by Angéline Duffour, the labor team at Cohen & Gresser acts for French and international companies in highly sensitive labor-law matters. It recently helped a pharmaceutical group draft and implement a major redundancy program, and advised an American multinational undergoing a group-wide restructuring which involved a French subsidiary.

**Team & differentiation:** Reputed for going the extra mile on behalf of clients, the team is equally at ease with day-to-day matters as it is handling high-stakes restructuring. Creative thinking, responsiveness and attention to detail are the hallmarks of a team of specialists that's as accomplished at carrying out internal audits as it is organizing director departures.



## LABOR FORCE OPTIMIZATION: WORK STOPPAGE & STAFF ILLNESS

### Best Law Firms & Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Ayming	Christelle Déchelette, Joanna Krawczyk, Delphine Ben Tahar
Leyton	Julien Vernay
<b>EXCELLENT</b>	
BDO RH	Philippe Benech, Xavier Bontoux
Epsa	Mathieu Gufflet, Sébastien Archinard
G.A.C. Group	Marie-Anne Rocheteau
Inventage	Jean-Marc Kalaidjian, Céline Perrin Kalaidjian, William Coitou
Prévantis	Marie-Caroline Jouve, Olivier Garand
Randstad Risesmart	Arnaud Cartier
<b>HIGHLY RECOMMENDED</b>	
AD Consultem	Carole Attal
Deloitte	Philippe Burger
Latitude RH (Groupe Menway)	Williams Desprez
Mar & Law	Lydia Turc
RMG Conseil	Jean-Marc Gonon
Sintorin	Élodie Gallet de Saint-Aurin, Guillaume Gallet de Saint-Aurin

## HR TRANSFORMATION & CHANGE MANAGEMENT

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Deloitte	Philippe Burger, Arnaud Lavit d'Hautefort
Julhiet Sterwen	Bruno Balichard, Julien Lever, Luc Tardieu, David Gautron
Sia Partners	Mathieu Courtecuisse
Wavestone	Yannick Taupiac
<b>EXCELLENT</b>	
Accenture	Julien Fanon
Alixio Change Management	Franck Delorme
Balthazar	Jean-Noël Felli, Patrick Ottavi
BCG	Alison Bailey
Bearingpoint	Olivier Parent du Châtelet
Capgemini Consulting	Mathieu Dougados, Isabelle Lamothe
ConvictionsRH	Mathieu Laudereau, Maider Nebout, Jean-Marc Froment, Thomas Estadieu, Jean-Pierre Beylat
Eurogroup Consulting	Marie-Laure Fayet, Nathalie Rolland
Groupe Obea	Muriel Sabine, Jérôme Miara
Human(s) Matter	Édouard Blanchard, Alexandre Beaussier, Olivier Fronty, Éric Alonso
Kea & Partners	Thibaut Cournarie
KPMG - Carewan By KPMG	Jean-David Aurange, Céline Lerenard, Geoffrey Carpentier, Anne Trinh
Mazars Alter&Go	Olivier Lenel
Onepoint	Serge Assayag
PwC - Strategy&	Mériadec Jonville
Sopra Steria Next	Julia Lacaze d'Arco, Olivier Devin, Johann Mommer, Fanny Pedezert, David Boulestin, Leila Benachour

<b>Spinpart</b>	Carole Benaim, Sophie d'Angleville, Nathalie Schwartz
<b>Tempo &amp; Co (groupe Colombus)</b>	Sophie Rozet
<b>Topics</b>	Bruno Mettling

### HIGHLY RECOMMENDED

<b>1 C&amp;S Partners</b>	Gérald Bouhourd
<b>Cognizant Business Consulting</b>	Jean-Louis Duflox
<b>Diot Siaci</b>	Clémence Perrin, Anne Cartier
<b>Greenworking</b>	Olivier Brun, Cécilia Durieu, Felicité de Maigret, Clément Roucher
<b>Latitude RH (Groupe Menway)</b>	Williams Desprez
<b>LHH</b>	Aurélie Feld, Jean-Marie Thuillier
<b>Manpowergroup Talent Solutions</b>	Sébastien Van Dyk
<b>Quaternaire</b>	Philippe Delwarde
<b>Sémaphores</b>	Yvon Gay, Olivier Dupont, Guy Tisserant, Patrick Taler, Philippe Hancart
<b>Square</b>	Julien Borderie, Lauriane Boissière -Jeanneau
<b>Uside</b>	Laurence Saunder, Éric Albert, Jean-Luc Emery
<b>WTW</b>	Laurent Termignon

<b>2 Alternego</b>	Philippe Emont, Stéphanie Reetz
<b>Axys Consultants</b>	Frédérique Winckel, Delphine Bourgeot, Laurence Suprano, Grégory Saccomani
<b>Groupe JLO</b>	Jean-Luc Odeyer
<b>Identité RH</b>	Gilles Verrier
<b>Idoya</b>	Michaël Dupuis, Fanny Corman, Élodie Soubigou, Sophie Blanchet, Pamela Hoss
<b>Keyrus</b>	Corinne Grignan-Ollivier
<b>M618 Consulting</b>	Nicolas Monomakhoff, Stéphane Marchal, Jean Courcelle Labrousse
<b>Magellan Consulting</b>	Karim Cherif
<b>Nexum</b>	Céline Simon
<b>Oasys &amp; Cie</b>	David Destoc, Philippe Grabli, Éric Beaudoin
<b>Oneida Associés</b>	Philippe Grabli
<b>Oresys</b>	Yves Salomon, Patrick Leluc, Nicolas Garin
<b>Rhapsodies Conseil</b>	Olivier Barthélemy
<b>Stimulus</b>	David Mahé, Aurélie Judlin, Emmanuel Charlot, Sarah Chalandon
<b>Viaaduc</b>	Richard Liria
<b>We'll</b>	Christian Pousset
<b>Willing</b>	Benjamin Provost

### RECOMMENDED

<b>Akoya Consulting</b>	Antoine Auboïs, Jocelyn Muret
<b>Albus Partners</b>	Jean-Michel Vial
<b>Adaliance</b>	Bruno Panhard
<b>Arthur Hunt</b>	Marie Foucher de Melo
<b>ICM Associates</b>	Charles Gancel
<b>LGP Conseil</b>	Lucie Launay
<b>Moonspark</b>	Patrice Naudy, Virginie Captier, Lucie Boquet, Thibault Chêne, Pierre Santarelli, Fabrice Casanova
<b>More Human Partners</b>	Stéphane Moriou, Fabrice de Saint Sauveur, Stéphanie Launay
<b>Neomoon</b>	Thomas Le Vigoureux, Théodore Roubach, Julien Moulin
<b>Overthemoon</b>	Catherine Destriteaux
<b>Peoplefirst</b>	Philippe Maurette
<b>Perfhomme</b>	D. Ayala, C. Chomillier, M. d'Emilia, N. Deshayes, C. Gilles, M. Coquet, V. Mione-Herrera, C. Caro, B. Metzger, E. Dhenin
<b>Pragma Management</b>	Nicolas Masson, Thierry Brigoviot, Benjamin Duval
<b>Sqorus</b>	Macià Roca, Mathieu Flaig, Coku Moglo
<b>WeMean</b>	Natacha Leymarie



## WORK-LIFE BALANCE & PSYCHOSOCIAL RISK PREVENTION

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 <b>Stimulus</b>	David Mahé, Emmanuel Charlot, Karine Gisclard, Christine Loos
2 <b>Empreinte Humaine</b>	Christophe Nguyen, Jean-Pierre Brun
<b>Uside</b>	Laurence Saunder, Eric Albert, Jean-Luc Emery
<b>EXCELLENT</b>	
1 <b>Better Human</b>	Florence Bénichoux
<b>Eleas</b>	Emmanuel Petit, Guillaume Fhal, Guillaume Lereculey, Benjamin Langé
<b>Groupe JLO</b>	Jean-Luc Odeyer
<b>IAPR</b>	David Destoc, Aude d'Argenlieu
<b>Sémaphores</b>	Olivier Dupont
<b>Workplace Options France</b>	Sébastien Beurlet, Christian Mainguy
2 <b>Artelie Conseil</b>	Bénédicte Haubold
<b>AXIS MUNDI</b>	Patrick Amar
<b>Ekilibre Conseil</b>	Jean-Christophe Villette
<b>Greenworking</b>	Olivier Brun, Cécilia Durieu, Félicité de Maigret, Clément Roucher
<b>Préventis</b>	Martine Feltrin
<b>Qualisocial</b>	Camy Puech
<b>Technologia</b>	Jean-Claude Delgenes
<b>HIGHLY RECOMMENDED</b>	
<b>ACCA</b>	Morgan Philippe, Jean-Christophe Druz
<b>Arthur Hunt</b>	Estelle Boquet
<b>GAE Conseil</b>	Alexis Peschard, Blandine Peschard
<b>Icas France</b>	Benjamin Saviard
<b>Julhiet Sterwen</b>	Luc Tardieu, Vincent Richeux
<b>Plein Sens</b>	Etienne Forcioli Conti
<b>Primum Non Nocere</b>	Olivier Toma
<b>SECAFI</b>	François Cochet
<b>RECOMMENDED</b>	
<b>AlterAlliance</b>	Bruno Lefebvre, Valérie Schégin
<b>ALTERNEGO</b>	Jean Edouard Gresy, Stéphanie Reetz, Philippe Emont, Marie Donzel, Patrick Scharnitzky
<b>Ariane Conseil (Imagine Human)</b>	Valérie Tran, Stéphanie Galvan
<b>Assists</b>	Julien Langlade
<b>Ayming</b>	Joanna Krawczyk
<b>Cateis</b>	Franck Martini
<b>Cohésion International</b>	Frédéric Jacquelet
<b>Deloitte</b>	Philippe Burger, Franck Chéron, Fabien Richard
<b>Diot Siaci</b>	Myriam El Khomri, Emmanuel de Beauschene
<b>fOKS</b>	Emmanuel Paty
<b>Forhuman</b>	Richard Lavergne, Patrick Charrier
<b>Formatys</b>	Valérie Moreau
<b>Latitude RH (Groupe Menway)</b>	Christian Ferrari
<b>Midori</b>	Matthieu Poirot, Emmanuelle Lépine
<b>Mobilisation Management</b>	Wilfrid Vacher
<b>Praelium</b>	Julie Borrás, Sébastien Rieu
<b>Présence Conseil</b>	Philippe Neuville
<b>Psynergia Conseil</b>	Alexandre Mergui
<b>Puzzle Concept</b>	François-Régis Lenoir
<b>Randstad Risesmart</b>	Arnaud Cartier



## LEGAL HEADHUNTERS: PARTNERS

### Best Recruitment Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> D'Antin Conseil Legal Executive Search	Frédéric d'Antin
SSQ	Mélanie Tremblay, Marc Muzard
<b>2</b> Boissonnat Partners	Yves Boissonnat
Simon Thomas	Charles Simon Thomas
<b>EXCELLENT</b>	
<b>1</b> Boyden France	Caroline Oulié
Dana Human Capital	Roland Dana
Equiteam	Dominique Montabrie, Laurent Bouchet
Fed Legal	Ian De Bondt
Tillerman Executive Search	Arnaud De Bonneville
<b>2</b> Emeric Lepoutre & Partners	Emeric Lepoutre
Fox Rodney Search	Simon Benoît, Romain Hériaud
Gladstone	Hanna Ehrlich, Yasmine Khouri
Heidrick & Struggles	Matthieu Galian
LexTeam Executive	Mustafa Sarioglu
Lincoln Group	Béatrice Arras, Gwenael Perrot
Mokpo Consulting	Gatien Job
Robert Walters	Coralie Rachet
Sachinka	Anne Bassi
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Chevillard Executive	Martin Chevillard
Egon Zehnder International	Joost Maes, Jérôme Hamon
Eric Salmon & Partners	Lorraine Kron-du Luart
Jurispartner	Christian Lamy
La Laurencie Legal Executive Search	Amaury de La Laurencie
Laurence Simons International	Laurent Pompanon
Saint Germain Executive	Stéphane Pazin, Benoit Desjardin
Talent Gate	Patricia Berreby, Alicia Biscayart
TeamSearch	Thierry Montécantine, Alexandra Pomerol
<b>2</b> Alexander Hughes	Julien Rozet
Aperlead	Xavier Tandonnet, Marie-Agnès de Malefette-Bouyssou
Cross Border	Nicolas Cimon
Hays	Marion Gadot
Mermoz Associés	Hippolyte Bourlet
RBO Consulting	Sébastien Robineau
Rinnovo	Antoine Valle
Synapse Executive Search	Sonal Colas de la Noue
Team RH	Julie-Isabelle Binon

# GERMANY

## COMMERCIAL LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Freshfields Bruckhaus Deringer</b>	Moritz Becker, Roman Mallmann, Michael Rohls
<b>Gleiss Lutz</b>	David Quinke, Luidger Röckrath, Stefan Rützel
<b>Hengeler Mueller</b>	Philipp Hanfland, Markus Meier, Carsten van de Sande, Johanna Wirth
<b>Linklaters</b>	Rupert Bellinghausen, Alexandros Chatzinerantzis
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Wolf Bussian, Jan Erik Windthorst, Marc Zimmerling
<b>Baker McKenzie</b>	Günter Pickrahn, Joerg Risse
<b>Clifford Chance</b>	Christine Gärtner, Uwe Hornung, Tim Schreiber
<b>CMS Hasche Sigle</b>	Torsten Lörcher, Matthias Schlingmann, Claus Thiery
<b>Hogan Lovells</b>	Tanja Eisenblätter, Detlef Hass, Karl Pömbacher, Jürgen Witte
<b>Latham &amp; Watkins</b>	Christoph A. Baus, Volker Schäfer
<b>Noerr</b>	Helmut Katschthaler
<b>HIGHLY RECOMMENDED</b>	
<b>1 Heuking Kühn Lüer Wojtek</b>	Christian Strasser, Elke Umbeck, Thomas Wambach, Helge-Torsten Wöhlert
<b>SZA Schilling Zutt &amp; Anschutz</b>	Thomas Liebscher, Michael Molitoris, Jochem Reichert, Philipp Rüppel, Stefan Zeyher
<b>Wach und Meckes</b>	Frank Meckes, Tom Petsch, Karl Wach
<b>White &amp; Case</b>	Markus Burianski, Markus Langen, Christian Wirth
<b>2 DLA Piper</b>	Thomas Gädtke, Wolfgang Jäger, Frank Roth
<b>Luther</b>	Stefan Bausch, Richard Happ
<b>WilmerHale</b>	Hans-Georg Kamann, Vanessa Wettner



## GERMANY

### RECOMMENDED

1	<b>ADVANT Beiten</b>	Christof Aha
	<b>avocado</b>	Jörg Michael Voss
	<b>BAUMANN Resolving Disputes</b>	Kathrin Asschenfeldt, Antje Baumann
	<b>Bird &amp; Bird</b>	Benedikt Burger, Philipp Egler, Jiri Jaeger
	<b>Dentons</b>	Heiko Heppner, Thomas Nebel
	<b>Ebner Stolz</b>	Benjamin Fritz, Albrecht von Bismarck, Carsten Witzke
	<b>Epp Rechtsanwälte Avocats</b>	Emil Epp
	<b>Eris Legal</b>	Rainer Korch, Jana Scharm
	<b>Gibson, Dunn &amp; Crutcher</b>	Markus S. Rieder
	<b>GvW Graf Von Westphalen</b>	Frank Süß
	<b>Haver &amp; Mailänder</b>	Roland Kläger
	<b>Herbert Smith Freehills</b>	Mathias Wittinghofer
	<b>Jones Day</b>	Dieter Strubenhoff
	<b>Kantenwein</b>	Stefan Hackel, Alexander Kroeck
	<b>Milbank</b>	Ulrike Friese-Dormann
	<b>Oppenhoff</b>	Peter Klappich
	<b>Patzina Lotz</b>	Christoph Jonas, Thorsten Lotz, René Matz, Uwe Müllner
	<b>Pinsent Masons</b>	Sibylle Schumacher, Johanna Weißbach
	<b>Qivive</b>	Edith Aupetit, Gordian Deger, Jeanne Faymonville, Christophe Kühl
	<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Marcus Grosch
	<b>Taylor Wessing</b>	Donata Freiin von Enzberg
2	<b>Greenfort</b>	Tobias Glienke, Daniel Röder, Gunther A. Weiss
	<b>Massari Olbrich</b>	Philipp Massari
	<b>NEUWERK</b>	Johannes Deiss
	<b>Norton Rose Fulbright</b>	Jamie Nowak
	<b>Sernetz Schäfer</b>	Ferdinand Kruis, Frank Schäfer

#### DENTONS: EXPERTISE IN CROSS-BORDER MANDATES

**Key figure(s):** Heiko Heppner and Thomas Nebel  
**Established:** 2013

**Track record:** Dentons represented Germany's Federal Ministry of Health in claims against suppliers of personal protective equipment; a Chinese asset manager in China, Germany, Italy and a German life sciences/medical technology company, DAX40 listed, in a complex distribution dispute before a LCIA tribunal. Its mass litigation expertise is well established with its success representing Mercedes-Benz.

**Team & differentiation:** Dentons has four offices in Germany: Berlin, Frankfurt, Munich and Düsseldorf. The dispute resolution practice is under the joint leadership of Heiko Heppner, who has extensive experience in disputes with reference to China, and Thomas Nebel, who focuses on construction disputes, corporate disputes including post-M&A disputes, and contentious insolvency.

#### QIVIVE: DEPENDABLE COMMERCIAL LITIGATION EXPERTISE



**Christophe Kühl**

**Key figure(s):** Christophe Kühl, Gordian Deger, Edith Aupetit, Jeanne Faymonville, Anne Brion, Bérénice Alisch and Emilie Wider  
**Established:** 2001

**Track record:** Franco-German law firm Qivive has been assisting French and German-speaking SMEs and large groups with all areas of German and French business law for over two decades. With bi-national lawyers who have studied in Germany and France (the Lyon office currently has two lawyers and one legal officer) Qivive is experienced, responsive and creative.

**Team & differentiation:** With its deep roster of trilingual lawyers (German, French, English) dual trained in French and German law, Qivive provides invaluable expertise on cross-border disputes and German and French law. The firm's speciality is acting as a legal hub for investors with projects or subsidiaries in both jurisdictions. A demonstrable sign of success has been the 30% increase in staff numbers since 2021.



## COMPETITION LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Freshfields Bruckhaus Deringer</b>	Helmut Bergmann, Tobias Klose, Martin Klusmann
<b>Gleiss Lutz</b>	Wolfgang Bosch, Ingo Brinker, Ulrich Denzel, Petra Linsmeier, Christian Steinle
<b>Hengeler Mueller</b>	Alf-Henrik Bischke, Thorsten Mäger, Thomas B. Paul, Christoph Stadler
<b>EXCELLENT</b>	
<b>Cleary Gottlieb</b>	Romina Polley, Dirk Schroeder, Wolfgang Deselaers
<b>Latham &amp; Watkins</b>	Michael J. Esser, Max Hauser
<b>Linklaters</b>	Carsten Grave, Daniela Seeliger
<b>HIGHLY RECOMMENDED</b>	
<b>Clifford Chance</b>	Marc Besen, Michael Dietrich
<b>CMS Hasche Sigle</b>	Harald Kahlenberg, Tim Reher, Markus Schöner
<b>Hogan Lovells</b>	Marc Schweda, Martin Sura
<b>Noerr</b>	Alexander Birnstiel, Kathrin Westermann
<b>Oppenländer</b>	Albrecht Bach, Andreas Hahn, Ulrich Klumpp
<b>RECOMMENDED</b>	
<b>1 Allen &amp; Overy</b>	Börries Ahrens, Ellen Braun
<b>COMMEO</b>	Isabelle Oest, Stephanie Pautke, Jörg-Martin Schultze, Dominique S. Wagener
<b>Dentons</b>	René Grafunder, Jörg Karenfort
<b>Glade Michel Wirtz</b>	Silke Möller, Markus Wirtz
<b>Jones Day</b>	Carsten Gromotke, Johannes Zöttl
<b>Osborne Clarke</b>	Thomas Funke, Sebastian Hack
<b>Luther</b>	Helmut Janssen, Anne Caroline Wegner
<b>SZA Schilling, Zutt &amp; Anschutz</b>	Hans-Joachim Hellmann
<b>WilmerHale</b>	Hans-Georg Kamann, Stefan Ohlhoff, Ulrich Quack
<b>2 Ashurst</b>	Michael Holzhäuser
<b>Baker McKenzie</b>	Christian Burholt, Nicolas Kredel
<b>Bird &amp; Bird</b>	Anne Federle, Jörg Witting
<b>BLOMSTEIN</b>	Anna Blume Huttenlauch
<b>Buntscheck</b>	Martin Buntscheck
<b>DLA Piper</b>	Justus Herrlinger
<b>Hausfeld</b>	Thomas Höppner, Alex Petrasincu, Ann-Christin Richter
<b>Haver &amp; Mailänder</b>	Ulrich Schnelle
<b>Hermanns Wagner Brück</b>	Johann Brück, Corinna Neunzig
<b>Heuking Kühn Lüer Wojtek</b>	Reinhard Siegert, Rainer Velte
<b>Kapellmann</b>	Axel Kallmayer
<b>Mayer Brown</b>	Christian Horstkotte
<b>Milbank</b>	Alexander Rinne
<b>Norton Rose Fulbright</b>	Tim Schaper
<b>ROCAN</b>	Timo Angerbauer, Paul Drössler
<b>Redeker Sellner Dahs</b>	Stephan Gerstner
<b>Schulte</b>	Josef L. Schulte
<b>Taylor Wessing</b>	Marco Hartmann-Rüppel, Stephan Manuel Nagel
<b>White &amp; Case</b>	Tilman Kuhn



## INTERNATIONAL ARBITRATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Baker McKenzie</b>	Markus Altenkirch, Heiko Haller, Ragnar Harbst, Günter Pickrahn, Joerg Risse
<b>CMS Hasche Sigle</b>	Armin Dürschmidt, Klaus Sachs, Torsten Lörcher
<b>Freshfields Bruckhaus Deringer</b>	Boris Kasolowsky, Carsten Wendler
<b>EXCELLENT</b>	
<b>1 Busse Disputes</b>	Daniel Busse, Sven Lange
<b>Gleiss Lutz</b>	David Quinke, Stefan Rützel, Stephan Wilske
<b>Hanefeld</b>	Inka Hanefeld, Jan Heiner Nedden, Nils Schmidt-Ahrendts
<b>Hengeler Mueller</b>	Henning Bälz, Philipp Hanfland, Markus Meier, Carsten van de Sande
<b>Hogan Lovells</b>	Inken Knief, Karl Pörnbacher
<b>2 Clifford Chance</b>	Moritz Keller
<b>Haver &amp; Mailänder</b>	Gert Brandner, Klaus-A. Gerstenmaier, Roland Kläger
<b>Heuking Kühn Lüer Wojtek</b>	Daniel Froesch, Christian Strasser, Elke Umbeck
<b>Latham &amp; Watkins</b>	Sebastian Seelmann-Eggebert
<b>Linklaters</b>	Rupert Bellinghausen, Alexandros Chatzinerantzis
<b>Noerr</b>	Jennifer Bryant, Anke Meier, Meike von Levetzow
<b>Rothorn Legal</b>	Rolf Trittmann
<b>White &amp; Case</b>	Markus Burianski, Moritz Schmidt
<b>HIGHLY RECOMMENDED</b>	
<b>Allen &amp; Overy</b>	Anna Masser, Jan Erik Windthorst
<b>BAUMANN Resolving Disputes</b>	Kathrin Asschenfeldt, Antje Baumann
<b>Borris Hennecke Kneisel</b>	Christian Borris, Rudolf Hennecke, Sebastian Kneisel
<b>Dentons</b>	Heiko Heppner
<b>Luther</b>	Richard Happ
<b>Orrick, Herrington &amp; Sutcliffe</b>	Siegfried H. Elsing, Karsten Faulhaber, Nicholas Kessler
<b>RECOMMENDED</b>	
<b>Ashurst</b>	Arne Fuchs, Nicolas Nohlen, Judith Savang, Nicolas Nohlen
<b>Bird &amp; Bird</b>	Benedikt Burger, Philipp Egler, Jiri Jaeger
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Richard Kreindler
<b>DLA Piper</b>	Daniel Sharma
<b>Eris Legal</b>	Jana Scharm
<b>Gantenberg Dispute Experts</b>	Ulrike Gantenberg
<b>Herbert Smith Freehills</b>	Patricia Nacimiento, Mathias Wittinghofer
<b>Jones Day</b>	Johannes P. Willheim
<b>Kantenwein</b>	Alexander Kroeck, Annett Kuhli-Spatscheck
<b>King &amp; Spalding</b>	Jan K. Schäfer
<b>Morgan Lewis &amp; Bockius</b>	Sabine Konrad
<b>Pinsent Masons</b>	Sibylle Schumacher
<b>Qivive</b>	Edith Aupetit, Christiane Lenz, Jeanne Faymonville
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Anke Sessler
<b>SZA Schilling Zutt &amp; Anschutz</b>	Jochem Reichert
<b>Taylor Wessing</b>	Donata Freiin von Enzberg
<b>Wach und Meckes</b>	Frank Meckes, Tom Petsch, Arno Riethmüller, Robert Straubmeier, Karl Wach

HERBERT SMITH FREEHILLS:  
CROSS-BORDER LITIGATION EXPERTS

Patricia Nacimiento

Key figure(s): Patricia Nacimiento  
Established: 2012

**Track record:** With offices in Frankfurt and Düsseldorf, Herbert Smith Freehills is active on cross-border cases assisting an impressive range of domestic and international clients. The disputes group works on large-scale strategic dispute resolution proceedings including corruption and money laundering, with a special focus on international and German arbitration.

**Team & differentiation:** The German-based disputes group is made up of exemplary lawyers with diverse backgrounds and an expertise, spanning litigation, arbitration, alternative dispute resolution, intellectual property law and compliance/white-collar crime. They provide compliance advice in addition to acting in procedures before both civil and criminal courts.

HEUKING KÜHN LÜER WOJTEK:  
EXPONENTIAL INTERNATIONAL DEVELOPMENT

Elke Umbeck

Key figure(s): Daniel Froesch, Dr. Christian Strasser, Dr. Elke Umbeck, Dr. Thomas Wambach  
Established: 1971

**Track record:** Heuking Kühn Lüer Wojtek has eight offices in Germany and one in Zürich. Prized for its strong cross-border expertise, the litigation and arbitration practice group has outstanding experience in domestic and international arbitration. The firm has seen a sharp increase in arbitration cases related to energy, healthcare, automotive and new industries, and in disputes involving Chinese participation.

**Team & differentiation:** With over 90 members, the litigation & arbitration practice has many years of experience in litigation before state and arbitration courts and in alternative dispute resolution. The team has a thorough understanding of complex economic and technical issues, and develops efficient dispute resolution strategies and asserts client interests, whether in judicial or extrajudicial proceedings.





## ARBITRATION

### Best Arbitrators

In each tier, the arbitrators are ordered alphabetically

KEY FIGURE(S)	FIRM
<b>LEADING</b>	
<b>Klaus Peter Berger</b>	Universität zu Köln
<b>Siegfried H. Elsing</b>	Orrick, Herrington & Sutcliffe
<b>Inka Hanefeld</b>	Hanefeld
<b>Stefan Kröll</b>	Sole practitioner
<b>Torsten Lörcher</b>	CMS Hasche Sigle
<b>Klaus Sachs</b>	CMS Hasche Sigle
<b>Rolf Trittman</b>	rothorn legal
<b>EXCELLENT</b>	
<b>Antje Baumann</b>	BAUMANN Resolving Disputes
<b>Daniel Busse</b>	Busse Disputes
<b>Klaus-A. Gerstenmaier</b>	Haver & Mailänder
<b>Sabine Konrad</b>	Morgan Lewis & Bockius
<b>Wolfgang Kühn</b>	Heuking Kühn Lüer Wojtek
<b>Jörg Risse</b>	Baker McKenzie
<b>Dorothee Ruckteschler</b>	Dorothee Ruckteschler Dispute Resolution
<b>HIGHLY RECOMMENDED</b>	
<b>Christian Borris</b>	Borris Hennecke Kneisel
<b>Arne Fuchs</b>	Ashurst
<b>Ulrike Gantenberg</b>	Gantenberg Dispute Experts
<b>Mathias Habersack</b>	Ludwig Maximilians Universität München
<b>Boris Kasolowsky</b>	Freshfields Bruckhaus Deringer
<b>Alexander Kroeck</b>	Kantenwein
<b>Franck Meckes</b>	Wach und Meckes
<b>Anke Meier</b>	Noerr
<b>Patricia Nacimiento</b>	Herbert Smith Freehills
<b>Stefan Rützel</b>	Gleiss Lutz
<b>Jan K. Schäfer</b>	King & Spalding
<b>Roderich Thümmel</b>	Thümmel, Schütze & Partner
<b>Karl Wach</b>	Wach und Meckes
<b>RECOMMENDED</b>	
<b>Markus Burianski</b>	White & Case
<b>Donata Freiin von Enzberg</b>	Taylor Wessing
<b>Roland Kläger</b>	Haver & Mailänder
<b>Günter Pickrahn</b>	Baker McKenzie
<b>Maximilian Pika</b>	Morgan Lewis
<b>Karl Pörnbacher</b>	Hogan Lovells
<b>David Quinke</b>	Gleiss Lutz
<b>Hilmar Raeschke-Kessler</b>	Lawyer at the Federal Supreme Court
<b>Mathias Wittinghofer</b>	Herbert Smith Freehills



## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>CMS Hasche Sigle</b>	Björn Gaul, Martina Hidalgo, Eckhard Schmid, Oliver Simon, Gerlind Wisskirchen
<b>Gleiss Lutz</b>	Christian Arnold, Martin Diller, Doris-Maria Schuster
<b>Kliemt</b>	Burkard Göpfert, Michael Kliemt, Barbara Reinhard
<b>EXCELLENT</b>	
<b>Freshfields Bruckhaus Deringer</b>	Klaus-Stefan Hohenstatt, Thomas Müller-Bonanni
<b>Noerr</b>	Andreas Butz, Hans-Christoph Schimmelpfennig
<b>Seitz</b>	Thomas Kania, Stefan Seitz
<b>HIGHLY RECOMMENDED</b>	
<b>1 ADVANT Beiten</b>	Michele Bignami, Michaela Felisiak, Daniel Hund, Markus Kuenzel, Wolfgang Lipinski
<b>Allen &amp; Overy</b>	Markulf Behrendt, Sebastian Schulz, Thomas Ubber
<b>Küttner</b>	Thomas Niklas, Jürgen Röllner, Tim Wissmann
<b>Luther</b>	Axel Braun, Robert von Steinau-Steinrück
<b>Pusch Wahlig Workplace Law</b>	Georg Annuss, Jochen Keilich, Tobias Pusch, Thomas Wahlig
<b>vanguard Littler</b>	Frauke Biester-Junker, Thomas Griebbe
<b>2 ARQIS</b>	Tobias Neufeld, Andrea Panzer-Heemeier
<b>Baker McKenzie</b>	Christian Reichel, Alexander Wolff
<b>Epp Rechtsanwälte Avocats</b>	Sophie Gossmann, Jörg Luft
<b>Eversheds Sutherland</b>	Frank Achilles, Stefan Kursawe
<b>GÖRG</b>	Lars Nevian, Marcus Richter
<b>Greenfort</b>	Mark Lembke, Jens-Wilhelm Oberwinter
<b>Heuking Kühn Lüer Wojtek</b>	Regina Glaser, Andreas Walle, Astrid Wellhöner
<b>Pinsent Masons</b>	Peter Christ, David Stoppelmann
<b>Schramm Meyer Kuhnke</b>	Michael Kuhnke, Matthias Lodemann, Holger Meyer, Nils Schramm, Nina Tholuck
<b>Schweibert Lessmann &amp; Partner</b>	Ulrike Schweibert
<b>Taylor Wessing</b>	Marc André Gimmy
<b>Watson Farley &amp; Williams</b>	Philipp Byers, Nikolaus Krienke, Andreas Wiegrefe
<b>RECOMMENDED</b>	
<b>1 ALTENBURG</b>	Stephan Altenburg, Axel Schmädicke
<b>avocado</b>	Thomas Dick, Eric Kessler, Norbert Windeln
<b>Bird &amp; Bird</b>	Ralf Busch, Barbara Geck, Michael Ketterl, Martin Nebeling, Ralph Panzer
<b>Dentons</b>	Markus Diepold, Sascha Grosjean
<b>DLA Piper</b>	Jens Kirchner
<b>Ebner Stolz</b>	Eva Einfeldt, Hanno Rädlein
<b>Hangarter Legal</b>	Daniela Hangarter
<b>Hengeler Mueller</b>	Hendrik Bockenheimer, Christian Hoefs
<b>Heussen</b>	Ralf Busch, Claudine Gemeiner, Michael Ketterl, Reinhold Kopp
<b>Hogan Lovells</b>	Ingrid Ohmann-Sauer, Eckard Schwarz
<b>Justem</b>	Caroline Bitsch
<b>Latham &amp; Watkins</b>	Claudia Heins, Tobias Leder
<b>Linklaters</b>	Matthew Devey, René Döring, Timon Grau
<b>Oppenhoff</b>	Jörn Kuhn, Alexander Willemsen, Gilbert Wurth
<b>Osborne Clarke</b>	David Plitt
<b>Qivive</b>	Anne Brion, Berenice Alisch, Christophe Kühl, Emilie Wider
<b>White &amp; Case</b>	Hendrik Röger
<b>2 act Tischendorf</b>	Thomas Block
<b>BLUEDEX</b>	Christian Bitsch, Michael R. Fausel
<b>dkm</b>	Knut Müller, Thomas Krebs
<b>Jones Day</b>	Paul Melot de Beauregard
<b>Laborius</b>	Peter Schrader
<b>Mayer Brown</b>	Guido Zeppenfeld
<b>Mc Dermott Will &amp; Emery</b>	Volker Teigelkötter
<b>Norton Rose Fulbright</b>	Frank Weberndörfer
<b>Raue</b>	Sascha Herms
<b>rugekrömer</b>	Benjamin Heider, Jan Ruge
<b>Staudacher</b>	Peter Staudacher
<b>SKW Schwarz</b>	Martin Gresslin, Martin Römermann, Michael Wahl
<b>T/S/C</b>	Susanne Clemenz, Johannes Schipp

### EPP RECHTSANWÄLTE AVOCATS: FRANCO-GERMAN CROSS-BORDER EXPERTISE



Jörg Luft

Key figure(s): Sophie Gossmann (avocat), Jörg Luft (Rechtsanwalt)  
Established: 1994

**Track record:** EPP Rechtsanwälte Avocats focuses on employment contracts, dismissal procedures and management matters. The cross-border practice defends employers before German and French courts, in its native language in the target foreign market. The team has long-term relationships with clients from luxury goods, food, automotive and a wide range of other industries.

**Team & differentiation:** With offices in Baden-Baden, Strasbourg, Paris, Bordeaux, Sarreguemines and a new office in Zürich the Franco-German practice provides legal assistance in French legal matters and equally acts for French companies active in German-speaking countries. The firm also advises clients via CBBL, an affiliated network of German-speaking business lawyers in 60 countries.



# ICELAND

## DISPUTE RESOLUTION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Juris</b>	Andri Árnason, Stefán A. Svensson, Andri Andrason
<b>LOGOS Legal Services</b>	Ólafur Eiríksson, Helga Óttarsdóttir, Halldór Brynjar Halldórsson, Óttar Pálsson, Gunnar Sturluson
<b>EXCELLENT</b>	
<b>Landslög Law Offices</b>	Vidar Ludvíksson, Grimur Sigurdsson
<b>Lex Law Offices</b>	Arnar Þór Stefánsson, Kristín Edwald, Eyvindur Sólnes
<b>Réttur – Adalsteinsson &amp; Partners</b>	Sigurður Örn Hilmarrsson, Sigrún Ingibjörg Gísladóttir
<b>HIGHLY RECOMMENDED</b>	
<b>ADVEL Attorneys at Law</b>	Guðmundur Siemsen
<b>BBA/Fjeldco</b>	Þórir Júlíusson, Baldvin Björn Haraldsson
<b>Jonsson &amp; Hall</b>	Gunnar Jónsson

## EEA & COMPETITION LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Lex Law Offices</b>	Eyvindur Sólnes, Þórunn Guðmundsdóttir
<b>LOGOS Legal Services</b>	Helga Óttarsdóttir, Gunnar Sturluson, Árni Vilhjálmsson, Halldór Brynjar Halldórsson
<b>EXCELLENT</b>	
<b>ADVEL Attorneys at Law</b>	Dóra Sif Tynes
<b>Juris</b>	Andri Árnason, Stefán A. Svensson, Hólmfríður Björk Sigurðardóttir
<b>HIGHLY RECOMMENDED</b>	
<b>BBA/Fjeldco</b>	Bjarney Anna Bjarnadóttir, Einar Baldvin Árnason, Halldór Karl Halldórsson
<b>Jonsson &amp; Hall</b>	Geir Gestsson, Hörður Felix Harðarson
<b>VÍK Lögmannsstofa</b>	Bjarnveig Eiríksdóttir, Eiríkur S. Svavarsson



## IRELAND

## DISPUTE RESOLUTION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>A&amp;I Goodbody</b>	Dario Dagostino, Liam Kennedy, Enda Hurley, Joe Kelly
<b>Arthur Cox</b>	Andrew Lenny, Eve Mulconry
<b>Mccann Fitzgerald</b>	Roddy Bourke, Terence McCrann, Helen Kilroy, Rosaleen Byrne
<b>William Fry</b>	Owen O'Sullivan, Garrett Breen, Lisa Carty
<b>EXCELLENT</b>	
<b>1 Mason Hayes &amp; Curran</b>	Declan Black, Maurice Phelan
<b>Matheson</b>	Nicola Dunleavy, Julie Murphy-O'Connor, Tony O'Grady
<b>2 Addleshaw Goddard</b>	Maura Connolly
<b>Eversheds Sutherland</b>	Pamela O'Neill, Norman Fitzgerald, Dermot McEvoy
<b>HIGHLY RECOMMENDED</b>	
<b>1 Beauchamps</b>	Emma Keegan
<b>Dillon Eustace</b>	John Doyle
<b>LK Shields</b>	Jill Callanan
<b>Maples Group</b>	Robin McDonnell
<b>2 Byrne Wallace</b>	Jon Legorburu
<b>DAC Beachcroft</b>	Lisa Broderick, Rowena McCormack
<b>Hayes Solicitors</b>	Joe O'Malley, Mary Hough
<b>Kennedys</b>	Andrew McGahey
<b>Philip Lee</b>	Damien Young
<b>RDJ</b>	Darryl Broderick
<b>Whitney Moore</b>	Aoife Murphy
<b>RECOMMENDED</b>	
<b>Fieldfisher</b>	Killian O'Reilly, Mark Woodcock
<b>Holmes O'Malley Sexton</b>	Harry Fehily, Michael Murphy, Pat McInerney
<b>Lavelle Solicitors</b>	Ciarán Leavy
<b>Leman Solicitors</b>	Larry Fenelon, Ronan McGoldrick
<b>O'Flynn Exhams</b>	Shane Crossan





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## ITALY

## COMMERCIAL LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 <b>BonelliErede</b>	Monica Iacoviello, Giuseppe Lombardi, Vittorio Allavena
2 <b>Cleary Gottlieb Steen &amp; Hamilton</b>	Ferdinando Emanuele, Carlo Santoro
<b>EXCELLENT</b>	
<b>Freshfields Bruckhaus Deringer</b>	Enrico Castellani, Giuseppe Curtò, Fabrizio Arossa
<b>Gatti Pavesi Bianchi Ludovici</b>	Lorenzo Pintus, Carlo Pavesi
<b>Gianni &amp; Origoni</b>	Antonio Auricchio, GianBattista Origoni, Paolo Gnignati, Alberto Nanni
<b>Legance</b>	Daniele Geronzi, Stefano Parlatore, Daria Pastore
<b>Mariconda e Associati</b>	Vincenzo Mariconda
<b>Pedersoli e Associati</b>	Andrea Magliani, Carlo Pedersoli
<b>HIGHLY RECOMMENDED</b>	
1 <b>ADVANT Nctm</b>	Alberto Toffoletto
<b>Allen &amp; Overy</b>	Massimo Greco, Francesca Petronio
<b>Chiomenti</b>	Silvio Martuccelli
<b>Clifford Chance</b>	Fabio Guastadisegni
<b>Dattrino</b>	Massimo Dattrino
<b>Dentons</b>	Sara Biglieri
<b>FIVELEX</b>	Alfredo Craca, Claudio Tatozzi, Vittorio Pisapia
<b>Hi.lex</b>	Maurizio Traverso, Emanuele Breggia
<b>LCA Studio Legale</b>	Gian Paolo Coppola, Salvatore Sanzo, Luciano Castelli
<b>Orsingher Ortu</b>	Paolo Pototschnig, Valeria Mazzoletti
<b>Studio Legale De Nova</b>	Giorgio De Nova

<b>2</b>	<b>ArbLit</b>	Marco Torsello
	<b>De Berti Jacchia Franchini Forlani</b>	Maria Cristina Franchini, David Maria Santoro
	<b>DLA Piper</b>	Stefano Modenesi
	<b>Gattai, Minoli, Partners</b>	Sergio Fulco, Luca Minoli, Filippo Rossi
	<b>Giliberti Triscornia e Associati</b>	Enrico Giliberti
	<b>Greenberg Traurig Santa Maria</b>	Alberto Santa Maria, Mariafrancesca De Leo
	<b>Hogan Lovells</b>	Francesca Rolla, Andrea Atteritano, Christian Di Mauro
	<b>Linklaters</b>	Alessandro Villani
	<b>Pavia e Ansaldo</b>	Marina Santarelli, Maurizio Vasciminni, Roberto Oliva
	<b>Portolano Cavallo</b>	Micael Montinari, Martina Lucenti
	<b>Withers</b>	Cristina Pagni, Matilde Rota
	<b>Studio Legale Avv. Giuseppe Iannaccone e Associati</b>	Giuseppe Iannaccone
<b>RECOMMENDED</b>		
	<b>Astolfo Di Amato e Associati</b>	Astolfo Di Amato, Alessio Di Amato, Francesca Paola Rinaldi
	<b>Baker McKenzie</b>	Lorenzo de Martinis
	<b>Carnelutti</b>	Salvatore Nolasco
	<b>Eversheds Sutherland</b>	Renato Fiumalbi
	<b>Gitti and Partners</b>	Marco Rizzo
	<b>Grimaldi Studio Legale</b>	Davide Contini
	<b>Macchi Di Cellere Gangemi</b>	Silvia Lazzaretti
	<b>Molinari Agostinelli</b>	Ugo Molinari, Roberto Crosti
	<b>Mondini Bonora Ginevra</b>	Giacomo Bonelli, Paolo Flavio Mondini
	<b>Osborne Clarke</b>	Federico Banti
<b>VALUABLE PRACTICE</b>		
	<b>BSVA</b>	Alessandro Bellofiore, Daniela Stelé
	<b>Castaldi Partners</b>	Andrea Campilungo
	<b>CDRA (Studio Legale Comandè Di Nola Restuccia)</b>	Antonino Restuccia
	<b>Giovanardi Studio Legale</b>	Carlo Alberto Giovanardi
	<b>Grande Stevens Studio Legale</b>	Daniele Cericola
	<b>K&amp;L Gates</b>	Andrea Campana, Stefano Bardella
	<b>Quorum</b>	Nicola Romano, Andrea Colantoni
	<b>Rödl &amp; Partner</b>	Massimiliano Perletti
	<b>Ughi &amp; Nunziante</b>	Roberto Leccese, Laurence Bulan

## BSVA: CORPORATE AND COMMERCIAL EXPERTS IN A VARIETY OF INDUSTRIES



Daniela Stelé

Key figure(s): Alessandro Bellofiore and Daniela Stelé  
Established: 2003

**Track record:** The litigation team is fully qualified to handle commercial, corporate, real estate and tax disputes at all levels. It also boasts a strong ability to reach pre-litigation settlements. Benefiting from the firm's solid experience in a number of practice areas, it assists an array of clients from a wide variety of industries.

**Team & differentiation:** Founding partner Alessandro Bellofiore specializes in corporate law and assists in domestic and international arbitrations and disputes. Daniela Stelé is an expert in commercial litigation matters arising from various industries and is qualified as a lawyer both in Italy and France.





## COMPETITION LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> BonelliErede	Claudio Tesauro, Francesco Anglani
Cleary Gottlieb Steen & Hamilton	Marco D'Ostuni, Matteo Beretta
<b>2</b>	
Chiomenti	Cristoforo Osti, Gian Michele Roberti
Freshfields Bruckhaus Deringer	Gian Luca Zampa
Gianni & Origoni	Piero Fattori, Alberto Pera
<b>EXCELLENT</b>	
ADVANT Nctm	Luca Toffoletti
Cintioli & Associati	Fabio Cintioli
Gattai, Minoli, Partners	Silvia D'Alberti, Fabiana Campopiano
Gatti Pavesi Bianchi Ludovici	Stefano Grassani, Filippo Arena
Legance	Vito Auricchio
Linklaters	Lucio D'Amario
Orsingher Ortu	Carlo Edoardo Cazzato
Pavia e Ansaldo	Filippo Fioretti
Pedersoli e Associati	Davide Cacchioli
<b>HIGHLY RECOMMENDED</b>	
3D Legal - D'Andria Studio Legale	Gennaro D'Andria
Allen & Overy	Emilio De Giorgi
Baker McKenzie	Andrea Cicala
Caiazzo Donnini Pappalardo & Associati	Rino Caiazzo
Clifford Chance	Luciano Di Via
De Berti Jacchia Franchini Forlani	Roberto Jacchia, Antonella Terranova
Dentons	Michele Carpagnano
DLA Piper	Domenico Gullo, Alessandro Boso Caretta
Eversheds Sutherland	Alessandro Greco
Greenberg Traurig Santa Maria	Edoardo Gambaro
Hogan Lovells	Sabrina Borocci
Orrick, Herrington & Sutcliffe	Pietro Merlino
Osborne Clarke	Enrico Fabrizi
Rucellai & Raffaelli	Enrico Adriano Raffaelli
Trevisan & Cuonzo	Vittorio Cerulli Irelli, Luca Trevisan
White & Case	Veronica Pinotti
<b>RECOMMENDED</b>	
Grimaldi Studio Legale	Francesco Sciaudone
Tonucci & Partners	Giorgio Alù Saffi
WLex	Francesca Sutti

### PAVIA E ANSALDO: SKILLFUL ASSISTANCE IN ADVISORY, LITIGATION AND GOLDEN POWER CASES



Filippo Fioretti

Key figure(s): Filippo Fioretti and Maria Rosaria Raspanti  
Established: 1961

**Track record:** The team is renowned for handling all competition and antitrust matters, including advisory and litigation cases as well as the increasing important golden-power issues. It also advises on compliance and guides companies and multinationals from sectors such as energy and telecommunications.

**Team & differentiation:** Rome-based Filippo Fioretti is the head of the department and frequently advises on the competition aspects of M&A transactions. Maria Rosaria Raspanti is also based in Rome and handles regulatory cases.

## COMPETITION LITIGATION

### Best Expert Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Compass Lexecon</b>	Lorenzo Coppi, Martina Caldana
<b>Consulenze Economiche</b>	Carlo Scarpa
<b>Lear</b>	Paolo Buccirossi, Salvatore Nava
<b>Officina Economica</b>	Ines Tomasi, Alessia Ghelfi, Michele Puccio
<b>Oxera</b>	Barbara Veronese, Roberto Alimonti
<b>EXCELLENT</b>	
<b>Copenhagen Economics</b>	Elisa Pau*
<b>GMT Economics</b>	Claudio Calcagno*
<b>NERA Economic Consulting</b>	Nicola Tosini*
<b>HIGHLY RECOMMENDED</b>	
<b>Bocconi University</b>	Michele Polo
<b>Studio Merini</b>	Matteo Merini

\*Not based full-time in Italy

## BANKING & FINANCE LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Cappelli RCCD</b>	Silvio Riolo, Eugenio Pizzetti
<b>Freshfields Bruckhaus Deringer</b>	Enrico Castellani
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Massimo Greco
<b>Cedrini&amp;Zamagni</b>	Luca Zamagni
<b>Clifford Chance</b>	Fabio Guastadisegni
<b>Di Gravio Avvocati</b>	Valerio Di Gravio
<b>Gatti Pavesi Bianchi Ludovici</b>	Luigi Arturo Bianchi
<b>Greenberg Trauring Santa Maria</b>	Mariafrancesca De Leo
<b>Studio Legale De Nova</b>	Giorgio De Nova





## INTERNATIONAL ARBITRATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
ArbLit	Luca Radicati Di Brozolo, Michele Sabatini, Massimo Benedettelli
BonelliErede	Andrea Carlevaris, Laurence Shore, Paolo Di Giovanni
Cleary Gottlieb Steen & Hamilton	Ferdinando Emanuele, Carlo Santoro
<b>EXCELLENT</b>	
ADVANT Nctm	Alberto Toffoletto, Angelo Anglani
De Berti Jacchia Franchini Forlani	Michelangelo Cicogna
Legance	Cecilia Carrara, Daniele Geronzi, Daria Pastore, Roberto Randazzo
<b>HIGHLY RECOMMENDED</b>	
Chiomenti	Andrea Bernava, Silvio Martuccelli, Giacomo Rojas Elgueta
DJR Arbitration & Litigation	Maria Beatrice Deli, Monique Sasson
Gatti Pavesi Bianchi Ludovici	Francesco Gatti, Carlo Pavesi
Giliberti Triscornia e Associati	Enrico Giliberti
Hi.lex	Maurizio Traverso
<b>RECOMMENDED</b>	
Dentons	Roberto Lipari
Elexi	Cristina Martinetti
Gattai, Minoli, Partners	Filippo Rossi
Pavia e Ansaldo	Marina Santarelli
Pedersoli Studio Legale	Alessandro Pedersoli, Andrea Magliani
Portolano Cavallo	Martina Lucenti, Micael Montinari
SLCG	Roberto Calabresi
<b>VALUABLE PRACTICE</b>	
<b>1</b> Squire Patton Boggs	Galileo Pozzoli
Studio Legale De Nova	Giorgio De Nova
Withers	Matilde Rota
<b>2</b> LCA Studio Legale	Gian Paolo Coppola
Orsingher Ortu	Paolo Pototschnig
Rödl & Partner	Massimiliano Perletti
Visconti & Associati	Giuseppe Visconti

## LEGANCE: EXTENSIVE EXPERIENCE AND DEPTH OF KNOWLEDGE



Cecilia Carrara

Key figure(s): Cecilia Carrara, Daniele Geronzi, Daria Pastore, Roberto Randazzo  
Established: 2007

**Track record:** The team is widely esteemed for its longstanding experience in commercial arbitration, finding itself very active in ESG litigation. Legance's team of expert lawyers enjoy an excellent reputation with regards to international disputes spanning a number of sectors, such as construction, transport and energy, among others.

**Team & differentiation:** Rome-based Cecilia Carrara speaks five languages and has recently been designated by the Italian government as a member of the ICSID Panel of Conciliators. Milan-based Daniele Geronzi is co-head of the department, while Roberto Randazzo is responsible for the ESG and Impact industry. Daria Pastore is based in Rome and is an expert in all commercial matters.

## INTERNATIONAL ARBITRATION

### Best Arbitrators

In each tier, the arbitrators are ordered alphabetically

KEY FIGURE(S)	FIRM
<b>LEADING</b>	
Antonio Crivellaro	BonelliErede
Luca Radicati di Brozolo	ArbLit
Maria Beatrice Deli	DJR Arbitration & Litigation
<b>EXCELLENT</b>	
Andrea Carlevaris	BonelliErede
Cecilia Carrara	Legance
Giacomo Rojas Elgueta	Chiomenti
Laurence Shore	BonelliErede
Massimo Benedettelli	ArbLit
Michelangelo Cicogna	De Berti Jacchia Franchini Forlani
Michele Sabatini	ArbLit
<b>HIGHLY RECOMMENDED</b>	
Alberto Toffoletto	ADVANT Nctm
Andrea Giardina	Sole practitioner
Cristina Martinetti	Elexi
Ferdinando Emanuele	Cleary Gottlieb Steen & Hamilton
Giorgio De Nova	Studio Legale De Nova
Giorgio Sacerdoti	CBN & Partners
Luigi Fumagalli	Studio Luzzatto
Monique Sasson	DJR Arbitration & Litigation
<b>RECOMMENDED</b>	
Andrea Bernava	Chiomenti
Angelo Anglani	ADVANT Nctm
Barbara Concolino	BonelliErede
Guido Alpa	Sole practitioner
Massimo Coccia	Coccia De Angelis & Associati
Riccardo Luzzatto	Studio Luzzatto
Silvia Lazerretti	Macchi di Cellere Gangemi
Ugo Draetta	Sole practitioner

**DOMESTIC ARBITRATION****Best Arbitrators**

In each tier, the arbitrators are ordered alphabetically

KEY FIGURE(S)	FIRM
<b>LEADING</b>	
<b>Alessandro Pedersoli</b>	Pedersoli Studio Legale
<b>Andrea D'Angelo</b>	Studio Carbone e D'Angelo
<b>Giorgio De Nova</b>	Studio Legale De Nova
<b>Sergio Maria Carbone</b>	Studio Carbone e D'Angelo
<b>Vincenzo Mariconda</b>	Mariconda e Associati
<b>EXCELLENT</b>	
<b>Alberto Toffoletto</b>	ADVANT Nctm
<b>Enrico Giliberti</b>	Giliberti Triscornia e Assocaiti
<b>Maria Beatrice Deli</b>	DJR Arbitration & Litigation
<b>Maria Rosaria Raspanti</b>	Pavia e Ansaldo
<b>Michelangelo Cicogna</b>	De Berti Jacchia Franchini Forlani
<b>Natalino Irti</b>	Studio Legale Irti
<b>HIGHLY RECOMMENDED</b>	
<b>Alberto Santa Maria</b>	Greenberg Traurig Santa Maria
<b>Cristina Martinetti</b>	Elexi
<b>Massimo Dattrino</b>	Studio Legale Dattrino
<b>Paolo Di Giovanni</b>	BonelliErede
<b>Riccardo Luzzatto</b>	Studio Luzzatto
<b>RECOMMENDED</b>	
<b>Andrea Bernava</b>	Chiomenti
<b>Enrico Castellani</b>	Freshfields Bruckhaus Deringer
<b>Giuseppe Portale</b>	Portale Purpura Studio Legale
<b>Maurizio Traverso</b>	Hi.lex
<b>VALUABLE PRACTICE</b>	
<b>Franco Anelli</b>	Sole practitioner
<b>Gianroberto Villa</b>	Sole practitioner
<b>Guido Alpa</b>	Sole practitioner
<b>Maria Elena Armandola</b>	Pavia e Ansaldo
<b>Martina Lucenti</b>	Portolano Cavallo
<b>Micael Montinari</b>	Portolano Cavallo
<b>Paolo Pototschnig</b>	Orsingher Ortu

## LABOR ADVISORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
BonelliErede	Marcello Giustiniani, Antonella Negri
Toffoletto De Luca Tamajo	Franco Toffoletto, Raffaele De Luca Tamajo
Trifirò & Partners	Giacinto Favalli, Salvatore Trifirò
<b>EXCELLENT</b>	
<b>1</b> Failla & Partners	Luca Failla
Gatti Pavesi Bianchi Ludovici	Paola Tradati, Nicola Bonante
Ichino Brugnattelli e Associati	Pietro Ichino, Guglielmo Burragato, Margherita Covi, Andrea Fortunat
KPMG Lablaw	Francesco Rotondi, Michela Bani, Laura Cinicola
Legance	Alberto Maggi
Maresca, Morricco, Boccia & Associati	Arturo Maresca
Zambelli & Partners	Angelo Zambelli, Barbara Grasselli, Alberto Testi
<b>2</b> ADVANT Nctm	Michele Bignami, Roberta Russo
Aldocalza	Aldo Calza
Baker McKenzie	Massimiliano Biolchini, Uberto Percivalle
Chiomenti	Emanuele Barberis, Annalisa Reale
Gianni & Origoni	Alessandra Ferroni, Saverio Schiavone
Hogan Lovells	Vittorio Moresco
<b>HIGHLY RECOMMENDED</b>	
Daverio & Florio Studio Legale	Fabrizio Daverio, Salvatore Florio
Dentons	Davide Boffi
Elexia Avvocati e Commercialisti	Gianluca Crespi
Ferrario Provenzali Nicodemi & Partners	Roberto Ferrario, Paolo Provenzali, Andrea Nicodemi
Marazza & Associati	Marco Marazza, Domenico De Feo
Morpurgo e Associati	Claudio Morpurgo, Anna Menicatti
Orsingher Ortu	Alessandro De Palma, Luca Garramone
Scorcelli & Partners	Renato Scorcelli, Sara Huge
<b>RECOMMENDED</b>	
Bird & Bird	Amedeo Rampolla
De Berti Jacchia Franchini Forlani	Guido Callegari, Gaspare Roma
Eversheds Sutherland	Marcello Floris, Valentina Pomares
LCA Studio Legale	Giuseppe Bologna, Ranieri Romani
Lexellent	Giulietta Bergamaschi, Giovanni Battista Benvenuto, Stefano Piras
Littler	Carlo Majer, Edgardo Ratti
Norton Rose Fulbright	Attilio Pavone
Pavia e Ansaldo	Enrico Del Guerra
Pedersoli Studio Legale	Francesco Simoneschi
Portolano Cavallo	Andrea Gangemi
Simmons & Simmons	Davide Sportelli
Stanchi Studio Legale	Andrea Stanchi
Studio Legale Associato Beccaria e Capurro	Filippo Capurro
Watson Farley Williams	Giuseppe Bulgarini d'Elci
<b>VALUABLE PRACTICE</b>	
Carnelutti	Marco Sartori
Fava e Associati	Gabriele Fava
Franzosi Dal Negro Setti	Paola Polliani
K&L Gates	Roberto Podda
Lettieri & Tanca	Mattia Lettieri, Francesco Tanca
Nunziante Magrone	Giuseppe Cucurachi
Quorum	Andrea Patrizi
Studio Grande Stevens	Filippo Disertori
Studio Legale Cartella-Manzoni	Carlo Manzoni
Tonucci & Partners	Cristina Mazzamauro
Ughi & Nunziante	Federico Torzo

#### ZAMBELLI & PARTNERS: NEW BOUTIQUE FOUNDED BY RESPECTED EXPERTS



Angelo Zambelli

Key figure(s): Angelo Zambelli and Barbara Grasselli, Alberto Testi  
Established: 2022

**Track record:** The boutique is composed of distinguished experts in employment law, labor law and industrial relations. The well-experienced lawyers assist major companies in extraordinary operations and complex reorganizations, standing on the front line for major negotiations in labor relations.

**Team & differentiation:** Name partner and founder Angelo Zambelli is based in Milan and boasts more than two decades of experience in labor-and-employment-related cases. Barbara Grasselli is an expert in company crisis situations, while Alberto Testi is recognized for his negotiation and litigation capabilities.

#### PAVIA E ANSALDO: IN-DEPTH ASSISTANCE IN COMPLEX CASES



Enrico Del Guerra

Key figure(s): Enrico Del Guerra  
Established: 1961

**Track record:** The firm assists clients in major disputes and restructurings, as well as in the drafting of both subordinate employment and consultancy contracts. It also boasts a focus on executive remuneration and incentive packages. He is particularly active in the industrial, food, fashion and agribusiness sectors.

**Team & differentiation:** Enrico del Guerra is based in Milan and heads the employment law department. He represents clients in disputes at all levels, is a recognised expert on health and safety in the workplace and has amassed more than 30 years of experience in the sector.



## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>BonelliErede</b>	Marcello Giustiniani, Antonella Negri
<b>Failla &amp; Partners</b>	Luca Failla
<b>Toffoletto De Luca Tamajo</b>	Franco Toffoletto, Raffaele De Luca Tamajo
<b>Trifirò &amp; Partners</b>	Giacinto Favalli, Salvatore Trifirò
<b>EXCELLENT</b>	
<b>Aldocalza</b>	Aldo Calza
<b>Gatti Pavesi Bianchi Ludovici</b>	Paola Tradati, Nicola Bonante
<b>Ichino Brugnattelli e Associati</b>	Pietro Ichino, Guglielmo Burragato, Margherita Covi, Andrea Fortunat
<b>KPMG Lablaw</b>	Francesco Rotondi, Angelo Quarto
<b>Maresca, Morrico, Boccia &amp; Associati</b>	Arturo Maresca
<b>Scorcelli &amp; Partners</b>	Renato Scorcelli, Sara Hüge
<b>Zambelli &amp; Partners</b>	Angelo Zambelli, Barbara Grasselli, Alberto Testi
<b>HIGHLY RECOMMENDED</b>	
<b>ADVANT Nctm</b>	Roberta Russo, Michele Bignami
<b>Chiomenti</b>	Emanuele Barberis, Annalisa Reale
<b>Daverio &amp; Florio Studio Legale</b>	Fabrizio Daverio, Salvatore Florio, Bernadina Calafiori
<b>Elexia Avvocati e Commercialisti</b>	Gianluca Crespi
<b>Ferrario Provenzali Nicodemi &amp; Partners</b>	Roberto Ferrario, Paolo Provenzali, Andrea Nicodemi
<b>Gianni &amp; Origoni</b>	Alessandra Ferroni, Saverio Schiavone
<b>LCA Studio Legale</b>	Giuseppe Bologna, Ranieri Romani
<b>Legance</b>	Alberto Maggi
<b>Lexellent</b>	Giulietta Bergamaschi, Giovanni Battista Benvenuto, Stefano Piras
<b>Marazza &amp; Associati</b>	Marco Marazza, Domenico De Feo
<b>Marco De Bellis &amp; Partners</b>	Marco De Bellis
<b>Morpurgo e Associati</b>	Claudio Morpurgo, Andrea Pagliara
<b>Orsingher Ortu</b>	Alessandro De Palma, Luca Garramone
<b>Pedersoli Studio Legale</b>	Francesco Simoneschi
<b>Stanchi Studio Legale</b>	Andrea Stanchi
<b>RECOMMENDED</b>	
<b>Baker McKenzie</b>	Massimiliano Biolchini
<b>Bird &amp; Bird</b>	Amedeo Rampolla
<b>De Berti Jacchia Franchini Forlani</b>	Guido Callegari, Gaspare Roma
<b>Eversheds Sutherland</b>	Marcello Floris
<b>Fava e Associati</b>	Gabriele Fava
<b>Franzosi Dal Negro Setti</b>	Paola Polliani
<b>Hogan Lovells</b>	Vittorio Moresco
<b>Gattai, Minoli, Partners</b>	Lorenzo Cairo
<b>Lettieri &amp; Tanca</b>	Mattia Lettieri, Francesco Tanca
<b>Nunziante Magrone</b>	Giuseppe Cucurachi
<b>Pavia e Ansaldo</b>	Enrico Del Guerra
<b>Portolano Cavallo</b>	Andrea Gangemi
<b>Simmons &amp; Simmons</b>	Davide Sportelli
<b>Studio Legale Associato Beccaria e Capurro</b>	Filippo Capurro
<b>Watson Farley Williams</b>	Giuseppe Bulgarini d'Elci
<b>VALUABLE PRACTICE</b>	
<b>BSVA</b>	Giovannina Ventura
<b>Carnelutti</b>	Giulia Busin
<b>Studio Grande Stevens</b>	Filippo Disertori
<b>K&amp;L Gates</b>	Roberto Podda
<b>Littler</b>	Carlo Majer, Edgardo Ratti
<b>Quorum</b>	Andrea Patrizi

#### BSVA: SKILLED IN PUBLIC LABOR DISPUTES



Giovannina Ventura

Key figure(s): Giovannina Ventura

Established: 2003

**Track record:** The team is recognized for its distinguished capabilities assisting clients in all kinds of disputes relating to labor and employment law. It covers a range of matters, including litigation arising from private and public companies and has a particular focus in social security.

**Team & differentiation:** Giovannina Ventura is the head of the department and is based in Milan. Ventura has a particularly high level of specialization in labor disputes, as well as in administrative litigation and social security. She has more than 20 years' experience in the field.

#### ORSINGHER ORTU: LABOR, UNIONS AND SOCIAL SECURITY EXPERTS



Alessandro De Palma

Key figure(s): Alessandro De Palma and Luca Garramone

Established: 2007

**Track record:** The firm assist domestic and international companies in both advisory matters and disputes, dealing with the labor aspects of corporate transactions as well as reorganisations, lay-offs and collective redundancies. It represents clients from a number of sectors, including banking & finance, healthcare and food.

**Team & differentiation:** Alessandro De Palma is based in Milan and handles all aspects concerning employment and labor law. Luca Garramone joined Orsingher Ortu in 2022 and has a focus on trade union and social security law matters.



## PAYROLL SERVICES & HR CONSULTANCY

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 <b>De Fusco &amp; Partners</b>	Enzo De Fusco
<b>Studio Rota Porta</b>	Alessandro Rota Porta
<b>2</b>	
<b>ArlatiGhislandi</b>	Valeria Amoruso
<b>Brischiani &amp; Partners</b>	Massimo Brischiani
<b>NexumStp</b>	Paolo Stern, Gianluca Petricca
<b>EXCELLENT</b>	
<b>Ceccato Tormen &amp; Partners</b>	Dario Ceccato, Paolo Tormen
<b>Italia Paghe</b>	Lucio Sindaco
<b>Pirola Pennuto Zei &amp; Associati</b>	Carlo Dori
<b>Studio Dott. Luca Tullio Lazzarini</b>	Luca Tullio Lazzarini
<b>Studio Volontè &amp; Associati</b>	Matteo Ferrè
<b>HIGHLY RECOMMENDED</b>	
<b>A&amp;F Consulting</b>	Giovanni Carioni
<b>F2A</b>	Roberta Maspes
<b>JOBCODE</b>	Luca Insabato
<b>LDP</b>	Arianna De Carlo
<b>Studio de Gioia</b>	Andrea de Gioia
<b>Studio di Nunzio e Associati</b>	Potito di Nunzio
<b>Studio Furfaro</b>	Luca Furfaro
<b>Studio Lupino e Falco</b>	Alessandro Falco, Maurizio Lupino
<b>Studio Pagani Payroll</b>	Donatella Mariani
<b>Studio Prati</b>	Isabella Prati, Alberto Prati
<b>Studio Stella e Associati</b>	Antonio Stella, Roberta Ferrauto, Damiano Battaglion
<b>RECOMMENDED</b>	
<b>Giuseppe Spina &amp; Partners</b>	Franca Gori, Tommaso Mengucci

### CECCATO TORMEN & PARTNERS: DISTINGUISHED HR CONSULTANCY WITH A FOCUS ON INTERNATIONALIZATION



Dario Ceccato

Key figure(s): Dario Ceccato and Paolo Tormen  
Established: 2017

**Track record:** The team supports companies in their internationalization ambitions, providing high-value guidance on contractual, administrative, social security, contributory e-fiscal matters. It also helps with developing welfare plans as well as establishing auditing processes. Clients also benefit from its industrial relations and crisis situation expertise.

**Team & differentiation:** Founding and name partners Dario Ceccato and Paolo Tormen specialize in the management of human resources, trade union relations and welfare processes, being able to assist clients in restructuring and development processes. Offices are located in Abano Terme (Padua) and Treviso.

# LUXEMBOURG

## COMMERCIAL LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Arendt &amp; Medernach</b>	François Kremer, Clara Mara-Marhuenda
<b>BSP</b>	Fabio Trevisan, Anne Morel, Laure-Hélène Gaicio-Fievez
<b>Elvinger Hoss Prussen</b>	Marc Elvinger, Pierre Elvinger, Elisabeth Omes
<b>Kleyr Grasso</b>	Marc Kleyr, Donata Grasso, Pascal Sassel, François Collot, Yasmine Poos, Henri de Ron
<b>Loyens &amp; Loeff</b>	Véronique Hoffeld, Henri Dupong, Sabrina Martin
<b>Molitor</b>	François Cautaearts, Philippe Thiebaud, Paulo Lopes Da Silva, Armel Waisse, Michel Molitor
<b>Wurth Kinsch Olinger</b>	Patrick Kinsch
<b>EXCELLENT</b>	
<b>1 Brucher, Thieltgen &amp; Partners</b>	Nicolas Thieltgen, Marie Bena
<b>Clifford Chance</b>	Albert Moro
<b>2 Bonn &amp; Schmitt</b>	Alain Grosjean, Pol Steinhäuser, Cédric Bellwald
<b>Dsm Avocats À La Cour</b>	Mario Di Stefano, Marie-Paule Gillen, Alban Colson
<b>Linklaters</b>	Guy Loesch, Katrien Baetens
<b>Lutgen + Associés</b>	Jeanne Feltgen, Pierre Hurt
<b>Thewes &amp; Reuter</b>	Marc Thewes, Pierre Reuter
<b>HIGHLY RECOMMENDED</b>	
<b>1 Allen &amp; Overy</b>	Thomas Berger
<b>Baker McKenzie</b>	Annie Elfassi, Merona Gehbrhiwet
<b>Luther</b>	Mathieu Laurent, Robert Goerend
<b>2 Chevalier &amp; Sciales</b>	Rémi Chevalier
<b>Hansen Muller Marchand</b>	Hervé Hansen, Céline Marchand
<b>Lorang Robert Komninos</b>	Lydie Lorang, Andreas Komninos
<b>NautaDutilh</b>	Antoine Laniez, Vincent Wellens
<b>Turk &amp; Prum</b>	François Prum



RECOMMENDED

Carat & Szombathy	Marie-Laure Carat
Christmannschmitt	Arnaud Schmitt, Bertrand Christmann
DLA Piper	Carole Rhein, Olivier Reisch
Harvey	Guy Perrot
Moyse & Associates	François Moyse
Pierre Thielen Avocats	Peggy Goossens
Pinsent Masons	Eric Perru
Schiltz & Schiltz	Franz Schiltz
White & Case	Alexandre Hublet

Our analysis

BRUCHER, THIELTGEN & PARTNERS: RISING LITIGATION POWER



Nicolas Thieltgen

Key figure(s): Nicolas Thieltgen  
Established: 2005

**Track record:** The firm handles an ever increasing number of litigations linked to shareholder and banking disputes, and has developed its footprint in arbitration cases. Insolvency litigation exploded in the Fall of 2022 and accounts for a large proportion of the firm's activity this year. They are increasingly active on behalf of real estate companies and financial institutions.

**Team & differentiation:** Headed by Marie Bena and Nicolas Thieltgen the 17-member team is capable of handling a broad range of white-collar-crime matters and major cases requiring specialized expertise. It is taking on an ever-larger amount of commercial and investment arbitration cases, either as counsel or arbitrator.

PINSENT MASON'S: TRUSTED LITIGATION ADVISORS



Eric Perru

Key figure(s): Eric Perru  
Established: 2022

**Track record:** With knowledge of commercial litigation, the newly established Luxembourg firm regularly acts as plaintiff and defendant in proceedings related to contract, fiscal, business and private law. The team acts in domestic and cross-border matters in different industries (real estate, private equity, insurance, financial services), maintaining close contact with corporates and individuals at all times.

**Team & differentiation:** Eric Perru has extensive experience in civil, banking and commercial litigation. He handles complex civil and commercial matters and has a wealth of expertise in contract law, enforcement procedures and debt collection, in addition to art law specialization. His associate, Romain Viard, has experience in civil and commercial law as well as private international law.

CHEVALIER & SCIALES: WELL-GROUNDED FINANCIAL DISPUTE EXPERTISE



Rémi Chevalier

Key figure(s): Rémi Chevalier  
Established: 2005

**Track record:** The boutique combines creative strategies with a practical, business-centric approach, whether managing high-stakes disputes for private entities and financial institutions, advising on contentious matters or in alternative dispute resolutions. They successfully represented a financial institution in the enforcement of a €500 million arbitral award against a European State in the Grand-Duchy of Luxembourg.

**Team & differentiation:** Headed by Rémi Chevalier, the arbitration department recently handled the defense of claimants in an investment arbitration regarding the application of the \$1 billion bilateral investment treaty between Switzerland and the Czech Republic. Chevalier has been appointed counsel before the European Courts of Human Rights.



## INTERNATIONAL ARBITRATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Arendt &amp; Medernach</b>	François Kremer, Paschalis Paschalidis, Estelle Brisson
<b>BSP</b>	Fabio Trevisan, Laure-Hélène Gaicio-Fievez
<b>Elvinger Hoss Prussen</b>	Marc Elvinger, Pierre Elvinger
<b>Wurth Kinsch Olinger</b>	Patrick Kinsch
<b>EXCELLENT</b>	
<b>B&amp;f Avocats</b>	Vincent Bolard
<b>Clifford Chance</b>	Albert Moro
<b>Kleyr Grasso</b>	Marc Kleyr, Donata Grasso
<b>Loyens &amp; Loeff</b>	Véronique Hoffeld
<b>Molitor</b>	Paulo Lopes Da Silva, Armel Waisse, Michel Molitor
<b>NautaDutilh</b>	Antoine Laniez
<b>HIGHLY RECOMMENDED</b>	
<b>1 Brucher, Thieltgen &amp; Partners</b>	Marie Bena, Nicolas Thieltgen
<b>Dsm Avocats À La Cour</b>	Mario Di Stefano
<b>Linklaters</b>	Guy Loesch
<b>Thewes &amp; Reuter</b>	Pierre Reuter, Marc Thewes
<b>Turk &amp; Prum</b>	François Prum
<b>2 Baker McKenzie</b>	Johann Bensimon, Annie Elfassi
<b>Bonn &amp; Schmitt</b>	Alain Grosjean, Jean-Baptiste Meyrier
<b>Chevalier &amp; Sciales</b>	Rémi Chevalier
<b>Lorang Robert Komminos</b>	Lydie Lorang

**NAUTADUTILH: STRATEGIC ARBITRATION COUNSEL**

Antoine Laniez

Key figure(s): Antoine Laniez  
Established: 2002

**Track record:** The dispute resolution department focuses on commercial arbitration and related enforcement against or for sovereign states. It also handles financial services and insolvency related disputes offering an integrated litigation and arbitration service which accounts for half of the practice's activity. The firm's trio of Benelux offices helps it work seamlessly across the region.

**Team & differentiation:** Practice head Antoine Laniez' team is particularly active in the field of arbitration and cross border enforcement of arbitral awards. He has lectured on international arbitration at the University of Luxembourg since 2020 and is on the committee drafting the new Luxembourg arbitration law, set to be adopted early 2023.

**BSP: ARBITRATION JUGGERNAUTS**

Fabio Trevisan

Key figure(s): Anne Morel, Fabio Trevisan  
Established: 1994

**Track record:** With a high volume of corporate litigation matters such as shareholder disputes and active in the enforcement of arbitral awards, the department handles an increasing number of lucrative cross-border matters. It has enlarged its presence in the international arbitration forum and is a firm of reference for litigation funding proceedings.

**Team & differentiation:** The dispute resolution team of three partners and nine other lawyers is highly specialized in complex commercial, financial, and corporate disputes. In order to offer better cross-matter advice, the dispute resolution, employment, compensation & benefits and data protection & privacy teams have launched a new legaltech tool and conducted training in legal design.

**BAKER MCKENZIE: CROSS-BORDER KNOW-HOW ON COMPLEX DISPUTES**

Annie Elfassi

Key figure(s): Johann Bensimon, Annie Elfassi  
Established: 2010

**Track record:** The highly regarded dispute resolution department expertly handles all aspects of arbitration, shareholder disputes, breach of contract, breach of fiduciary duty and fraud. It assists clients dealing with sensitive corporate and commercial disputes as well as disputes involving insolvency and debt collection processes.

**Team & differentiation:** Annie Elfassi heads the litigation and employment department in Luxembourg, which includes five associates. As part of an integrated global network of 74 offices across 45 countries, the team is able to cater to a host of national and multinational clients and is uniquely placed to act in complex, multijurisdictional disputes.



## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	André Marc, Gilles Dall'Agnol, Maurice Macchi
Arendt & Medernach	Philippe Schmit, Jean-Luc Putz, Lorraine Chéry
Castegnaro	Guy Castegnaro, Ariane Claverie
<b>EXCELLENT</b>	
<b>1</b> Baker McKenzie	Annie Elfassi, Sabrina Bodson
BSP	Anne Morel, Harmonie Méraud
Elvinger Hoss Prussen	Pierre Elvinger, Flora Apostlou, Anouck Schneider
Kleyr Grasso	Christian Jungers, Philippe Ney, Anissa Bali, Céline Defay
<b>2</b> Adam & Bleser	Romain Adam, Claude Bleser, Dominique Farys, Stéphanie Anen
Brucher, Thieltgen & Partners	Marie Bena
Molitor	François Cautaearts, Régis Muller, Paolo da Silva
Thewes & Reuter	Pierre Reuter, Anne Charton
Unalome Legal	Cindy Arces, Marielle Stevenot
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Clifford Chance	Albert Moro
Etude Hélène Weydert	Hélène Weydert
Norton Rose Fulbright	Yuri Auffinger
Schiltz & Schiltz	Anne Ferry
<b>2</b> Bonn & Schmitt	Pol Steinhäuser, Alain Grosjean, Gabriel Bleser
Dsm Avocats À La Cour	Mario Di Stefano
Linklaters	Audrey Bertolotti
Loyens & Loeff	Sabrina Martin, Farah Jeraj
Luther	Marie Sinniger
Luxlex	Benoît Maréchal
NautaDutilh	Antoine Laniez, Alexis Glavasevic
Pinsent Masons	Muriel Piquard

#### BRUCHER, THIELTGEN & PARTNERS: IN-DEPTH LABOR EXPERTISE



Marie Bena

Key figure(s): Marie Bena,  
Nicolas Thieltgen  
Established: 2005

**Track record:** Kept busy with many post-co-vid topics, alongside employment related due diligence, the labor practice handles a growing number of mass redundancy or removal of management cases which are less rapidly settled these days due to new regulations covering bonuses and clawback provisions. Labor litigation and criminal labor law have been on the increase too. The firm advises local and international clients.

**Team & differentiation:** Team members effortlessly switch between advisory and litigation work as needed. The main partners are a formidable team, having worked together for almost two decades. Younger members of the firm receive a great deal of online training on Luxembourg and international labor law.

#### BSP: BROAD KNOWLEDGE AND RELIABLE ADVISORS



Anne Morel

Key figure(s): Anne Morel  
Established: 1994

**Track record:** Assisting clients in all situations, from day-to-day management to representation before Luxembourg courts when a dispute arises. BSP has achieved a great number of negotiations and out-of-court settlements. They also have developed a broad knowledge of the corporate cycles, advising on cross-border employment issues in the context of transfers or corporate restructurings.

**Team & differentiation:** The one partner & five associates team acts as a key counsel and provides in-house training to their clients. They have put in place hotlines providing day-to-day HR support and have been very active in the implementation of strategic and innovative schemes and preparing for the transposition of the whistleblowing directive through a cross-expertise offer.





## PAYROLL SERVICES & HR CONSULTANCY

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>MAPPING</b>	
<b>Abiomis</b>	Arthur Parisot
<b>AFC Benelux</b>	Olivier Differdange
<b>Austin Bright</b>	Nicolas Branckart
<b>BDO Luxembourg</b>	Karine Pontet Curtat
<b>Deloitte</b>	Delphine Blaise
<b>Easy Hr</b>	Melanie Mascarell
<b>EY</b>	Andrea Sucur
<b>FT &amp; Partners</b>	Vincent Tucci
<b>Grant Thornton</b>	Jean-Philippe Franssen
<b>Hays</b>	Matthieu Hodas
<b>If Payroll &amp; Hr</b>	Isabelle Brandenburg, Paola Longhino
<b>KPMG</b>	Xavier Martinez
<b>Paperless.lu</b>	David Raison
<b>PwC</b>	Nelly Mazzarol
<b>Rsm Cosal</b>	Manuel Hack
<b>SD Worx</b>	Kelly Lespinoy, Thierry Vanbever
<b>Securex</b>	Anne-Laure Parisot

# MONACO

## CIVIL & COMMERCIAL LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Gardetto Law Offices</b>	Jean-Charles Gardetto
<b>Zabaldano Avocats</b>	Arnaud Zabaldano
<b>2 CMS Pasquier Ciulla Marquet Pastor Svava &amp; Gazo</b>	Olivier Marquet, Sophie Marquet, Stephan Pastor
<b>99 Avocats Associés</b>	Thomas Giaccardi
<b>EXCELLENT</b>	
<b>Etude D'Avocats Ballerio &amp; Lécuyer</b>	Charles Lécuyer, Christophe Ballerio
<b>Etude Marquet</b>	Alexis Marquet
<b>Etude Mullot</b>	Richard Mullot
<b>Étude Régis Bergonzi</b>	Régis Bergonzi, Sophie Petit, Laurent Jereb

### GARDETTO LAW OFFICES: LITIGATION POWERHOUSE WITH INTERNATIONAL EXPERTISE



Jean-Charles Gardetto

Key figure(s): Jean-Charles Gardetto  
Established: 1988

**Track record:** The firm has an impressive cross-border track record and is frequently called upon to handle complex matters with international dimensions. The firm acts on behalf of institutional as well as private clients in a range of cases, including contractual disputes, financial litigation, private disputes, liability law, debt recovery, enforcement/exequatur, among others.

**Team & differentiation:** The firm has a strong international culture and a network capable of handling the most complex international issues. The firm is Monaco's member of Lex Mundi, InterLaw, Multi-Law and IR Global, and holds an ISO 9001 certification. Jean-Charles Gardetto is the key contact; he is supported by senior associates Virginie Pauly-Mulot, Lauri Dimitrov and Djendel Yassen.

## CIVIL & COMMERCIAL LITIGATION

### Best Legal Advisors

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>DL Corporate &amp; Regulatory</b>	Rémi Delforge
<b>Donald Manasse Law Offices</b>	Donald Manasse
<b>HFW</b>	Ian Cranston, Andrew Charlier
<b>EXCELLENT</b>	
<b>Alfa Monaco</b>	Mireille Chauvet, Jean-Pierre Campana
<b>Gordon S. Blair</b>	David de Pariente
<b>Tempest Legal Services</b>	Nathalie Tanzi

# NETHERLANDS

## COMMERCIAL LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Richard de Haan
<b>BarentsKrans</b>	Martijn van Maanen, Rieme-Jan Tjittes, William Schonewille
<b>De Brauw Blackstone Westbroek</b>	Edward van Geuns
<b>Houthoff</b>	Albert Knigge, Dirk Knottenbelt, Bart van der Wiel
<b>NautaDutilh</b>	Paul Olden, Rutger Kalsbeek
<b>Pels Rijcken &amp; Droogleever Fortuijn</b>	Willem Heemskerck, Hans van Wijk
<b>Stibbe</b>	Fons Leijten, Jeroen Kortmann
<b>EXCELLENT</b>	
<b>1 Loyens &amp; Loeff</b>	Mijke Sinnighe Damsté, Sidney Berendsen
<b>2 Clifford Chance</b>	Dirk-Jan Duynstee, Juliette Luycks
<b>Baker McKenzie</b>	Frank Kroes
<b>DLA Piper</b>	Ewald Netten
<b>Van Doorne</b>	Jasper Leedeckerken
<b>HIGHLY RECOMMENDED</b>	
<b>1 AKD</b>	Patrick Haas
<b>Evers Soerjatin</b>	Marcel Evers, Ellen Soerjatin, Stein van Thiel
<b>Linklaters</b>	Daniella Strik
<b>2 Bird &amp; Bird</b>	Evelyn Tjon-En-Fa, Olaf Trojan
<b>Dentons</b>	Michel Deckers
<b>Florent</b>	Yvette Borrius, Chris Jager
<b>Jones Day</b>	Gerjanne te Winkel
<b>Lexence</b>	Timo Jansen, Bram Thomas Craemer
<b>Simmons &amp; Simmons</b>	Niek Peters
<b>Stek</b>	Jan Bart van de Hel, Gerben Smit
<b>RECOMMENDED</b>	
<b>Bureau Brandeis</b>	Louis Berger, Frank Peters
<b>CMS</b>	Leonard Böhmer
<b>Eversheds Sutherland</b>	Yuri Wehrmeijer
<b>Freshfields Bruckhaus Deringer</b>	Jeroen van Hezewijk
<b>Höcker Advocaten</b>	Marc Wolters
<b>Norton Rose Fulbright</b>	Yke Lennartz, Jan Duyvensz
<b>Ploum</b>	Maurice Verhoeven
<b>Wijn &amp; Stael</b>	Noor Zetteler, Thijs van Zanten
<b>Windt Le Grand Leeuwenburgh</b>	Richard Le Grand, Irene Tax, Bart Gerretsen, Ruben Leeuwenburgh
<b>VALUABLE PRACTICE</b>	
<b>Buren</b>	Philip ter Burg, Jan Holthuis, Li Jiao
<b>Greenberg Traurig</b>	Allard Huizing
<b>Kennedy Van der Laan</b>	Christoph Jeloschek, Martine de Koning
<b>Osborne &amp; Clark</b>	Jeroen Bedaux
<b>Pot Jonker Advocaten</b>	Floris Diepraam
<b>Russell Advocaten</b>	Paul Russell
<b>Taylor Wessing</b>	Nick Kampschreur
<b>OSK Advocaten</b>	Jurjen De Korte
<b>Ysquare</b>	Rufus Abeln, Bregje Korthals Altes

## INTERNATIONAL ARBITRATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Marieke van Hooijdonk, Arnold Croiset van Uchelen, Brechje van der Velden
<b>De Brauw Blackstone Westbroek</b>	Marnix Leijten
<b>Houthoff</b>	Dirk Knottenbelt, Albert Knigge, Bart van der Wiel
<b>EXCELLENT</b>	
<b>1 NautaDutilh</b>	Kasper Krzeminski, Mirjam van de Hel – Koedoot, Paul Olden
<b>Van Doorne</b>	Rogier Schellaars, Bas van Zelst
<b>2</b>	
<b>Linklaters</b>	Gerard Meijer, Daniella Strik
<b>Loyens &amp; Loeff</b>	Tom Claassens
<b>Pels Rijcken &amp; Droogleever Fortuijn</b>	Mark Birnage, Willem Heemskerk
<b>HIGHLY RECOMMENDED</b>	
<b>1 DLA Piper</b>	Michiel Coenraads
<b>Freshfields Bruckhaus Deringer</b>	Jeroen van Hezewijk
<b>OSK Advocaten</b>	Jurjen De Korte
<b>2</b>	
<b>Baker McKenzie</b>	Frank Kroes
<b>BarentsKrans</b>	Rieme-Jan Tjittes
<b>Clifford Chance</b>	Juliette Luycks
<b>Conway &amp; Partners</b>	Shawn Conway
<b>Evers Soerjatin</b>	Ellen Soerjatin, Marcel Evers
<b>Lemstra Van der Korst</b>	Pieter van der Korst, Jurjen Lemstra
<b>Stibbe</b>	Jeroen Kortmann, Fons Leijten



## NORWAY

## DISPUTE RESOLUTION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Simonsen Vogt Wiig</b>	Christian Reusch, Anette Fjeld, Kristoffer Larsen Rognvik, Knud Jacob Knudsen, Frank Almås
<b>Wiersholm</b>	Thomas G. Naalsund, Olav Fr. Perland, Stephan Jervell, Ronny Lund, Christian Hauge, Morten Goller
<b>Wikborg Rein</b>	Ola Ø. Nisja, Kaare Andreas Shetelig, Ola Haugen, Marie Nesvik
<b>EXCELLENT</b>	
<b>Advokatfirmaet Glittertind</b>	Anders Ryssdal, Emanuel Feinberg
<b>Advokatfirmaet Haavind</b>	Henning Nordtvedt, Johnny Johansen, Mikal Brøndmo, Rasmus Asbjørnsen
<b>Advokatfirmaet Schjødt</b>	Per M. Ristvedt, Halvard Helle
<b>BAHR</b>	Atle Skaldebø-Rød, Jan B. Jansen
<b>CMS Kluge</b>	Christian Galtung, Amund Noss, Steffen Asmundsson
<b>Thommessen</b>	Kristine Hyldmo Bjørnvik
<b>HIGHLY RECOMMENDED</b>	
<b>Advokatfirmaet CLP</b>	Egil Jarslett, Kyrre Eggen
<b>Advokatfirmaet Hjort</b>	Kristin Veierød, Frode A. Innjord, Nils Christian Langtved
<b>Arntzen de Besche</b>	Andreas Nordby, Terje Granvang
<b>DLA Piper Norway</b>	Helge Neraal, Tage Brigte A. Skoghøy, Ørjan Salvesen Haukaas
<b>Kvale Advokatfirma</b>	Per Conradi Andersen, Andreas Stang Lund
<b>SANDS</b>	Morten Steenstrup, Hege Birkeland Ersdal, Bjørn Stordrange
<b>RECOMMENDED</b>	
<b>Advokatfirma Kogstad Lunde &amp; Co</b>	Trond Werner Lunde, Terje Marthinsen
<b>Advokatfirmaet Grette</b>	Jacob S. Bjonness-Jacobsen, Rolf W. Markussen, Line Wefald
<b>Advokatfirmaet Selmer</b>	Mads Fuglesang, Fredrik Lilleaas Ellingsen, Carl E. Roberts



## EEA & COMPETITION LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>BAHR</b>	Helge Stemshaug, Beret Sundet, Arne Torsten Andersen
<b>Simonsen Vogt Wiig</b>	Jan Magne Langseth, Anders Thue, Karin Fløistad, Mona Søyland, Christian Bjørtuft Ellingsen, Espen Bakken
<b>Thommessen</b>	Siri Teigum, Eivind J Vesterkjær, Wenche Sædal
<b>Wiersholm</b>	Håkon Cosma Størdal, Stephan L. Jervell, Thomas G. Naalsund
<b>EXCELLENT</b>	
<b>Advokatfirmaet Schjødt</b>	Olav Kolstad, Thomas Nordby
<b>Arntzen de Besche</b>	Stein Ove Solberg, Svein Terje Tveit
<b>Wikborg Rein</b>	Mads Magnussen, Hanne Zimmer
<b>HIGHLY RECOMMENDED</b>	
<b>Advokatfirmaet Haavind</b>	Simen Klevstrand
<b>Advokatfirmaet Selmer</b>	Ole-Andreas Torgersen, Karen Anne Rekkedal
<b>CMS Kluge</b>	Bjørnar Alterskjær, Henrik Nordling
<b>Kvale Advokatfirma</b>	Kristin Hjelmaas Valla, Jens Christian Gjesti, Gjermund Mathisen, Robert Lund
<b>RECOMMENDED</b>	
<b>Advokatfirmaet Grette</b>	Odd Stemsrud
<b>Advokatfirmaet Hjort</b>	Monica Syrdal, Heddy Ludvigsen
<b>Bull &amp; Co Advokatfirma</b>	Andreas Wahl, Rune Nordengen
<b>DLA Piper Norway</b>	Line Voldstad, Kjetil Haare Johansen
<b>SANDS</b>	Thomas Sando, Aksel Joachim Hageler



## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Advokatfirmaet Haavind</b>	Gaute Krokann, Lars Kokkvold, Pål Kvernaas
<b>Advokatfirmaet Hjort</b>	Lars Fr. Styren, Jens Kristian Johansen, Anne Marie Due
<b>Arntzen de Besche</b>	Knut-Marius Sture, Håvard Sandnes
<b>Simonsen Vogt Wiig</b>	Lill Egeland, Thomas Talén, Trine-Lise Fromreide, Per Chr. Eriksen
<b>Wiersholm</b>	Jan Fougner, Eli Aasheim, Christel Søreide
<b>EXCELLENT</b>	
<b>Advokatfirmaet Schjødt</b>	Martin Jetlund
<b>Advokatfirmaet Selmer</b>	André Istad Johansen, Hans Jørgen Bender
<b>BAHR</b>	Tarjei Thorkildsen, Tor Olav Carlsen
<b>Homble Olsby Advokatfirma</b>	Ole Kristian Olsby, Runar Homble, Trond Erik Kvalsnes, Trond Erik Solheim
<b>Thommessen</b>	Stein Kimsås-Otterbech, Trond Hatland, Tron Dalheim
<b>Wikborg Rein</b>	Simen Lium, Fredrik Gisholt, Jan L. Backer, Christian Backe
<b>HIGHLY RECOMMENDED</b>	
<b>Advokatfirmaet Føyen</b>	Preben Haugmoen Mo, Marianne Klausen
<b>CMS Kluge</b>	Marco Lilli, Johan Krabbe-Knudsen, Nina Gundersen Sandnes, Anders Stenbrenden
<b>DLA Piper Norway</b>	Per Benonisen, Rajvinder Singh Bains
<b>Kvale Advokatfirma</b>	Nicolay Skarning, Monica Gjerde Sperre, Jan-Erik Sverre
<b>SANDS</b>	Per Ragnar Bronken, Henning M. Heitmann
<b>RECOMMENDED</b>	
<b>Advokatfirmaet Grette</b>	Thorkil H. Aschehoug, Hege Grønsberg Abrahamsen
<b>Advokatfirmaet Ræder AS</b>	Ragnhild J Nakling, Siri Falch-Olsen
<b>Advokatfirmaet Storeng, Beck &amp; Due Lund</b>	Kari Bergeius Andersen
<b>Brækhus Advokatfirma</b>	Eirin Simonsen, Christian Engelstad
<b>Bull &amp; Co Advokatfirma</b>	Anette Mellbye, Jørgen Burdal, Kåre Bjørlo
<b>Deloitte Advokatfirma</b>	Bjørn Ofstad

# POLAND

## DISPUTE RESOLUTION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Clifford Chance	Marcin Ciemiński, Bartosz Krużewski
Soltysinski Kawecki & Szlezak	Dariusz Skuza, Stanisław Soltysiński, Rafał Waszkiewicz
<b>EXCELLENT</b>	
<b>1</b> CMS Cameron McKenna Nabarro Olswang Posniak i Bejm	Anna Cudna-Wagner
Dentons	Anna Maria Pukszo, Wojciech Kozłowski
Domanski Zakrzewski Palinka	Paweł Lewandowski, Józef Palinka
<b>2</b> Allen & Overy	Bartosz Merczyński, Krystyna Szczepanowska-Kozłowska
RöHRENSCHEF	Marcin Radwan-Röhrenschef
Wardynski & Partners	Jan Ciećwierz, Tomasz Wardyński
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Baker McKenzie Krzyżowski i Wspólnicy	Łukasz Hejmej
DWF Poland	Rafał Morek, Maciej Jamka
GREENBERG TRAURIG Nowakowska-Zimoch Wysokiński	Paweł Pietkiewicz
JDP Drapala & Partners	Przemysław Drapala, Andrzej Sokółowski
Kochanski & Partners	Marek Jeżewski
Laszczuk & Partners	Maciej Łaszczyk, Justyna Szpara
Linklaters	Cezary Wiśniewski
White & Case	Michał Subocz
WKB Wiercinski, Kwiecinski, Baehr	Bartłomiej Jankowski
<b>2</b> Bird & Bird Szepietowski i wspólnicy	Adam Kowalczyk, Bartłomiej Niewczas
DLA Piper	Krzysztof Kycia
Eversheds Sutherland Poland	Maciej Józwiak
Gessel, Koziorowski sp.k	Beata Gessel-Kalinowska vel Kalisz, Piotr Schramm
Hogan Lovells	Wojciech Marchwicki
Kubas Kos Galkowski	Andrzej Kubas
Rymarz Zdort	Karina Aust-Niewiadomska, Andrzej Miklas, Krzysztof Sajchta; Lukasz Zak
<b>RECOMMENDED</b>	
BSJP	Krzysztof Kowalczyk
Gide Loyrette Nouel	Piotr Sadownik
Maruta Wachta	Damian Gudel
Radzikowski, Szubielska i Wspólnicy	Marcin Boruc
SSW Pragmatic Solutions	Janusz Mazurek
<b>VALUABLE PRACTICE</b>	
B2R Law Jankowski Stroinski Zieba	Bartłomiej Jankowski
CDZ Chajec, Don-Siemion & Partners	Piotr Kryczek
Drzewiecki, Tomaszek i Wspólnicy	Zbigniew Drzewiecki, Andrzej Tomaszek
Kieszkowska Rutkowska Kolasinski Kancelaria Prawna	Ewa Rutkowska
RKKW – Kwasnicki, Wrobel & Partnerzy	Damian Dworek, Dariusz Kulgawczuk



## COMPETITION & ANTITRUST LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Marta Sendrowicz
Clifford Chance	Iwona Terlecka
Dentons	Agnieszka Stefanowicz-Barańska
Linklaters	Małgorzata Sz waj
Wierciński Kweciński Baehr	Aleksander Stawicki, Bartosz Turno
<b>EXCELLENT</b>	
Baker McKenzie	Marcin Trepka
CMS Poland	Małgorzata Urbańska
DLA Piper	Andrzej Balicki
Greenberg Traurig Grzesiak	Robert Gago
Modzelewska & Paśnik	Małgorzata Modzelewska de Raad
Soltysinski Kawecki & Szlezak	Krzysztof Kanton
<b>HIGHLY RECOMMENDED</b>	
Affre I Wspólnicy	Joanna Affre
Gide Loyrette Nouel	Dariusz Tokarczuk
Hansberry Tomkiel	Dorothy Hansberry-Bieguńska
Hogan Lovells	Piotr Skurzynski
Kieszkowska Rutkowska Kolasiński	Marcin Kolasiński
Rymarz Zdort	Iwona Her
Traple Konarski Podrecki	Tomasz Targosz
Wardynski & Partners	Antoni Bolecki
White & Case	Katarzyna Czapracka

## LABOR LAW

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Raczkowski Paruch</b>	Bartłomiej Raczkowski, Iwona Jaroszevska-Ignatowska, Dominika Dorre-Kolasa, Łukasz Kuczkowski
<b>Wardynski &amp; Partners</b>	Agnieszka Lisiecka, Szymon Kubiak
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Piotr Rawski, Michał Lisawa
<b>CMS</b>	Katarzyna Dulewicz
<b>Dentons</b>	Aleksandra Minkowicz-Flanek
<b>DLA Piper</b>	Agnieszka Lechman-Filipiak
<b>Domanski Zakrzewski Palinka</b>	Bogusław Kapłon
<b>Wojewódka I Wspólnicy Kancelaria Prawa Pracy</b>	Marcin Wojewódka, Alicja Pawelec
<b>Zawirska Gasior - Radcowie Prawni I Adwokaci</b>	Patrycja Zawirska, Grzegorz Ruszczyk
<b>HIGHLY RECOMMENDED</b>	
<b>1 A Sobczyk I Współpracownicy Law Offices</b>	Arkadiusz Sobczyk
<b>Chajec Don-Siemion &amp; Zyto</b>	Ewa Don-Siemion, Piotr Kryczek
<b>Eversheds Sutherland</b>	Ewa Łachowska-Brol
<b>Greenberg Traurig Grzesiak</b>	Anna Hałas-Krawczyk
<b>2 Bird &amp; Bird</b>	Karolina Stawicka
<b>Bkb Baran Książek Bigaj</b>	Daniel Książek
<b>Clifford Chance</b>	Tomasz Derda
<b>Drzewiecki Tomaszek</b>	Dawid Jakub Zdebiak, Waldemar Gujski
<b>Sadkowski I Wspólnicy</b>	Marzena Łabędź
<b>Sołtysiński Kawecki &amp; Szlęzak</b>	Agnieszka Fedor
<b>Squire Patton Boggs Swiecicki Krzesniak</b>	Małgorzata Grzelak
<b>Wolf Theiss</b>	Peter Daszkowski
<b>RECOMMENDED</b>	
<b>Bww Banasik Wozniak I Wspólnicy</b>	Aleksandra Woźniak
<b>Ey Law</b>	Zuzanna Zakrzewska
<b>Gide Loyrette Nouel</b>	Paweł Grzeškowiak
<b>Hogan Lovells</b>	Marek Wroniak, Agnieszka Szczodra-Hajduk
<b>Linklaters</b>	Monika Krzyszkowska-Dąbrowska
<b>Noerr</b>	Katarzyna Zwierz-Wilkocka, Jarosław Kalikowski
<b>Olesinski &amp; Wspolnicy</b>	Lucyna Brayshaw, Anna Chrobot
<b>Penteris</b>	Agnieszka Pytlas
<b>Wiewiórski Legal</b>	Magdalena Szeptycka, Marek Maciej Wiewiórski
<b>Wkb Wiercinski, Kwiecinski, Baehr</b>	Wioleta Polak



# PORTUGAL

## CIVIL AND COMMERCIAL LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Morais Leitão, Galvão Teles, Soares da Silva &amp; Associados</b>	António Pinto Leite, Filipe Vaz Pinto, Francisco Cortez, Rui Patrício
<b>PLMJ</b>	Joaquim Shearman de Macedo, Rita Samoreno Gomes, João Tiago Morais Antunes, Pedro Metello de Nápoles
<b>Úria Menéndez - Proença de Carvalho</b>	Adriano Squilacce, Fernando Aguilár de Carvalho, Nuno Salazar Casanova, Tito Arantes Fontes
<b>Vda</b>	Frederico Gonçalves Pereira, Miguel Pinto Cardoso, Carla Gonçalves Borges, António Magalhães Cardoso, Rui Andrade
<b>EXCELLENT</b>	
<b>Abreu Advogados</b>	Alexandra Nascimento Correia, Guilherme Santos Silva, Teresa Brito da Silva, Gonçalo Malheiro, Paulo de Tarso Domingues, André Pereira da Fonseca
<b>CMS Rui Pena &amp; Arnaut</b>	Miguel Esperança Pina, Nuno Pena, Rita Gouveia
<b>Cuatrecasas</b>	Frederico Bettencourt, Miguel de Almada
<b>Linklaters</b>	Nuno Ferreira Lousa, Ricardo Guimarães
<b>Sérvulo &amp; Associados</b>	João Saúde, Mafalda Ferreira Santos, António Teles
<b>SRS Advogados</b>	José Carlos Soares Machado, Maria José de Tavares, Natália Garcia Alves, José Jácome, Regina Santos Pereira
<b>HIGHLY RECOMMENDED</b>	
<b>CCA Law</b>	Rita Cruz, Marta Duarte, Carlos Cruz, Henrique Salinas
<b>Garrigues</b>	João Duarte de Sousa
<b>Miranda &amp; Associados</b>	Sofia Martins
<b>Telles</b>	André Navarro de Noronha, Fernando Pizarro Monteiro, Nuno Miguel Lourenço
<b>RECOMMENDED</b>	
<b>Antas da Cunha Eija</b>	João Carlos Teixeira
<b>Caiado Guerreiro Sociedade de Advogados</b>	João Caiado Guerreiro, Sandra Ferreira Dias
<b>CRS Advogados</b>	Telmo Guerreiro, Semiao, Raquel Galinha Roque
<b>CS' Associados</b>	João Maria Pimentel
<b>DLA Piper</b>	João Nuno Azevedo Neves, Vanessa Antunes
<b>Enes Cabral</b>	Pedro de Almeida Cabral
<b>PRA – Raposo, Sá Miranda &amp; Associados</b>	Pedro Raposo, Carlos Duque, Rute Oliveira Serôdio
<b>Raposo Bernardo &amp; Associados</b>	Nelson Raposo Bernardo, Joana Andrade Correia
<b>SPS</b>	Pedro Malta da Silveira

### SÉRVULO & ASSOCIADOS: ONE STOP SHOP FOR DISPUTE RESOLUTION



João Saúde

Key figure(s): João Saúde, Mafalda Ferreira Santos and António Teles

Established: 1999

**Track record:** The firm assisted TAP in corporate judicial proceedings against SPdH, regarding a resolution annulment, which was later declared extinguished by both parties, a deal valued at more than €6.9m. Sérvulo also advised Banco Espírito Santo (BES) in its liquidation process and its committee in the analysis of claims lodged by more than 30,000 creditors, with a total value close to €1bn.

**Team & differentiation:** With a strong focus on financial litigation, the team at Sérvulo & Associados also stands out for advising prestigious clients from the sports, automotive, natural resources, life sciences, pharma, banking and real estate industries. Their cross-border litigation advisory continues to grow year after year Sérvulo's litigation and arbitration team prides themselves as a one-stop-shop.

### SRS LEGAL: LARGE SCALE, HIGH-PROFILE AND EXPERIENCED TEAM



José Carlos Soares Machado

Key figure(s): José Carlos Soares Machado, Maria José de Tavares, Natália Garcia Alves, José Jácome, Regina Santos Pereira and Carla Neves Matias

Established: 1992

**Track record:** SRS Legal demonstrated its expertise advising several international investment funds in a lawsuit against former Banco Espírito Santo regarding a capital increase of BES, claiming losses around €100m. It represented a company and several director and non-management shareholders, in a €15m corporate case against a block of shareholders hostile to management in several simultaneous litigations.

**Team & differentiation:** Known for its expertise in financial markets, real estate and insurance, along with its focus on high-profile cases for national and international clients in the areas of contractual disputes and corporate litigation, SRS's dispute resolution practice group consists of 22 lawyers, including six partners, led by José Carlos Soares Machado, who is president of the Círculo de Advogados do Contencioso.



## ARBITRATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Morais Leitão, Galvão Teles, Soares da Silva & Associados	António Pinto Leite, Filipe Vaz Pinto
PLMJ	Pedro Metello de Nápoles, Joaquim Shearman de Macedo, Mariana França Gouveia
VdA	Frederico Gonçalves Pereira, Miguel Pinto Cardoso, Carla Gonçalves Borges, Rui Andrade
<b>EXCELLENT</b>	
Cuatrecasas	Frederico Bettencourt Ferreira, Miguel de Almada
Linklaters	Nuno Ferreira Lousa, Ricardo Guimarães
Miranda & Associados	Sofia Martins
Sérvulo & Associados	João Saúde, Rui Medeiros
SRS Legal	José Carlos Soares Machado, Jose Jacome
Uría Menéndez - Proença de Carvalho	Fernando Aguilar de Carvalho, Tito Arantes Fontes
<b>HIGHLY RECOMMENDED</b>	
CMS Portugal	Miguel Esperança, Nuno Pena, Rita Gouveia
CS' Associados	Rui Pinto Duarte
DLA Piper	Armindo Ribeiro Mendes
<b>RECOMMENDED</b>	
Abreu Advogados	Guilherme Santos Silva, Teresa Anselmo Vaz, Paulo de Tarso Domingues, Goncalo Malheiro, Andre Pereira Da Fonseca
Enes Cabral	Pedro de Almeida Cabral
Raposo Bernardo & Associados	Nelson Raposo Bernardo, Joana Andrade Correia

## ARBITRATORS

### Best Arbitrators

In each tier, the arbitrators are ordered alphabetically

KEY FIGURE(S)	FIRM
<b>LEADING</b>	
José Miguel Júdice	Júdice Arbitration
José Robin de Andrade	Independent Arbitrator
Sofia Martins	Miranda
<b>EXCELLENT</b>	
António Pinto Leite	Morais Leitão, Galvão Teles, Soares da Silva & Associados
Armindo Ribeiro Mendes	DLA Piper
Filipa Cansado Carvalho	Independent Arbitrator
Paula Costa e Silva	Independent Arbitrator
Paulo Mota Pinto	Independent Arbitrator
Rui Pinto Duarte	CS' Associados
<b>HIGHLY RECOMMENDED</b>	
António Menezes Cordeiro	Independent arbitrator
António Pinto Leite	Morais Leitão, Galvão Teles, Soares da Silva & Associados
Filipe Vaz Pinto	Morais Leitão, Galvão Teles, Soares da Silva & Associados
Luis Miguel Cortes Martins	Cuatrecasas
Pedro Metello de Nápoles	PLMJ
Rui Medeiros	Sérvulo & Associados
José Luis Moreira da Silva	SRS
<b>RECOMMENDED</b>	
Catarina Monteiro Pires	Morais Leitão, Galvão Teles, Soares da Silva & Associados
Fernando Ferreira Pinto	Ferreira Pinto & Associados
Mariana França Gouveia	PLMJ
Miguel de Almada	Cuatrecasas
Sofia Ribeiro Mendes	DLA Piper

### PAULA COSTA E SILVA: WIDE-RANGING EXPERTISE AND A TRACK RECORD OF SUCCESSFUL SOLUTIONS



Paula Costa e Silva

Key figure(s): Paula Costa e Silva (independent arbitrator)  
Established: 1999

**Track record:** Paula is the vice-chairman of the board of the Commercial Arbitration Center of the Portuguese Chamber of Commerce and Industry, and is also a member of the Consulting Counsel of Concórdia - Centre for Conciliation, Dispute Mediation and Arbitration. Paula is a member of several arbitration centers and honorary effective member of the Brazilian Institute of Procedural Law.

**Team & differentiation:** Independent arbitrator Paula Costa e Silva arbitrates in institutional and ad-hoc public-private partnerships matters. She is a full professor at the Faculty of Law of Lisbon University where her vast expertise in national and international arbitration in Europe and LatAm makes her a highly sought after professor.



## LABOR LAW

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Abreu Advogados	Carmo Sousa Machado, Patrícia Perestrelo
DLA Piper	Benjamim Mendes, João Guedes
Morais Leitão, Galvão Teles, Soares da Silva & Associados	Helena Tapp Barroso, Luís Miguel Monteiro, Pedro Pardal Goulão
SRS Legal	César Sá Esteves, Ana Luísa Beirão, Cláudia Varela, Maria de Lancaster Valente, Mariana Caldeira Sarávia
<b>EXCELLENT</b>	
CMS Rui Pena & Arnaut	Susana Afonso Costa, Sofia Mateus
Cuatrecasas	Maria da Glória Leitão, Rui Vaz Pereira
PLMJ	Nuno Ferreira Morgado, Nuno Guedes Vaz, Tiago Cortes
Uriá Menéndez - Proença de Carvalho	André Pestana Nascimento
<b>HIGHLY RECOMMENDED</b>	
CS'Associados	Pedro Furtado Martins
Garrigues	Rui Valente
PBBR - Sociedade de Advogados RL	Inês Reis
Sérvulo & Associados	Rita Canas da Silva
VdA	Rui Andrade, Manuel Cavaleiro Brandão
<b>RECOMMENDED</b>	
Andersen	José Mota Soares
BAS - Sociedade de Advogados	Alexandra Almeida Mota, Pedro Madeira de Brito, Dália Cardadeiro, Nuno Miguel Vieira
CCA Law	Pedro Antunes
DCM Littler	David Carvalho Martins
Gama Glória	Elisa Summavielle, Mariana Cabana, Rafael Martins Aguiar
Miranda & Associados	Diogo Leote Nobre, João S. Amaral, Nuno Gouveia, Paula Caldeira Dutschmann
PRA – Raposo, Sá Miranda & Associados	Joana de Sá
Raposo Bernardo & Associados	Ana Cláudia Rangel, Mafalda Contumélias Batista
SPS	Manuel Gibert Prates
Telles	Gonçalo Pinto Ferreira
<b>RECOMMENDED</b>	
Cerejeira Namora, Marinho Falcao	Nuno Cerejeira Namora
CRS Advogados	Telmo Guerreiro Semião
Ecija	Pedro da Quitéria Faria
Vasconcelos Arruda	Inês Arruda

### SRS LEGAL: PIONEERS IN SPECIALIZED SERVICE



Maria de Lancaster Valente

Key figure(s): César Sá Esteves, Ana Luísa Beirão, Maria de Lancaster Valente, Mariana Caldeira Sarávia, Cláudia Varela  
Established: 1992

**Track record:** SRS Legal advised on one of the most complex and critical government dossiers, regarding the strategy, planning and execution of the long-term restructuring of TAP Air Portugal. The firm also assisted companies of the Barraqueiro Group against the Portuguese Social Security Authority about the obligation of companies to pay contributions on compensation for work, this case would establish jurisprudence regarding the interpretation of the law.

**Team & differentiation:** SRS Legal's employment department has a distinguished reputation in service delivery excellence both at a national and international level and differentiates itself by offering exclusive and highly sub-specialized advice in areas such as strategic consultancy, projects, litigation, international advisory, social security and collective bargaining.



# RUSSIA

NEW RESEARCH INTO THE RUSSIAN MARKET WAS NOT CONDUCTED THIS YEAR IN LIGHT OF THE COUNTRY'S INVASION OF UKRAINE.

## INTERNATIONAL ARBITRATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Aitkulov &amp; Partners</b>	Olga Semushina, Timur Aitkulov, Victor Parkhomenko
<b>Baker McKenzie</b>	Vladimir Khvalei
<b>Egorov Puginsky Afanasiev &amp; Partners</b>	Evgeny Rashevsky, Andrew Lomas, Ilya Nikiforov
<b>Rybalkin, Gortsunyan &amp; Partners</b>	Dmitry Dyakin
<b>EXCELLENT</b>	
<b>1 Bryan Cave Leighton Paisner</b>	Roman Khodykin, Elena Trusova
<b>DLA Piper</b>	Yaroslav Moshennikov, Oleg Skvortsov
<b>Herbert Smith Freehills</b>	Alexei Panich
<b>KK&amp;P (Kulkov, Kolotilov &amp; Partners)</b>	Maxim Kulkov
<b>Monastyrsky, Zyuba, Stepanov &amp; Partners</b>	Yuri Monastyrsky, Kirill Udovichenko
<b>2 Dentons</b>	Roman Zaitsev, Mikhail Ivanov
<b>Hogan Lovells</b>	Alexei Dudko
<b>KIAP</b>	Anna Grishchenkova
<b>Norton Rose Fullbright</b>	Yaroslav Klimov
<b>White &amp; Case</b>	Julia Zagonek
<b>HIGHLY RECOMMENDED</b>	
<b>Allen &amp; Overy</b>	Igor Gorchakov
<b>Alrud Law Firm</b>	Sergey Petrachkov, Magomed Gasanov
<b>Bgp Litigation</b>	Maxim Kuzmin, Ilya Sorokin
<b>Fbk Legal</b>	Alexander Ermolenko
<b>Morgan, Lewis &amp; Bockius</b>	Dmitry Ivanov
<b>Pepeliaev Group</b>	Yuri Vorobyev
<b>Petrol Chilikov</b>	Egor Chilikov, Olesya Petrol
<b>RECOMMENDED</b>	
<b>1 Freshfields Bruckhaus Deringer</b>	Noah Rubins
<b>Linklaters</b>	Neil Boyd, Arina Fot, Alexander Khretinin
<b>Nektorov, Saveliev &amp; Partners</b>	Iliia Rachkov, Roman Makarov
<b>QUORUS</b>	Maxim Mezentsev
<b>2 ADVANT Beiten</b>	Alexander Bezborodov, Gerd Lenga
<b>Rodin &amp; Partners</b>	Timur Djabbarov, Artem Rodin
<b>SILA International Lawyers</b>	Ivan Bykovskiy

### AITKULOV & PARTNERS: INTERNATIONAL ARBITRATION POWERHOUSE



Timur Aitkulov

Key figure(s): Timur Aitkulov, Olga Semushina and Victor Parkhomenko  
Established: 2021

**Track record:** A spin-off from Clifford Chance established in early 2021, the professionals behind disputes boutique Aitkulov & Partners already had a strong track record in contentious proceedings and, since founding their own firm, have continued to attract significant international arbitration mandates from major clients, including a claim worth about \$300 million for a major international bank in a bankruptcy matter.

**Team & differentiation:** Especially strong in cases related to construction, bankruptcy and shareholder disputes, Aitkulov & Partners focuses on elite-level dispute resolution. Timur Aitkulov heads the practice, with invaluable assistance from partners Olga Semushina and Viktor Parkhomenko; all three adept at handling high-stakes litigation as well as major international arbitration mandates.

## SPAIN

## COMMERCIAL LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Antonio Vazquez-Guillen, Javier Mendieta, Javier Castresana
<b>Cuatrecasas</b>	Alfonso Iglesia, Antonio Pipó, Juan Antonio Ruiz, Álvaro Mendiola, César Rivera
<b>Clifford Chance</b>	Ignacio Diaz, Iñigo Villoria
<b>Garrigues</b>	Alberto Pimenta
<b>Pérez-Llorca</b>	Félix J. Montero, Guillermina Ester, Beatriz García, Juan Rodríguez, Jordi Gras
<b>Uría Menéndez</b>	Jesús Remón Peñalver, Alex Ferreres, Eduardo Trigo, Manuel García-Villarrubia, José Miguel Fatás, Alvaro Lopez de Argumendo
<b>EXCELLENT</b>	
<b>Gómez-Acebo &amp; Pombo</b>	Inés Vázquez García, Juan Viaño Lara, Rodrigo López
<b>Hogan Lovells</b>	Gonzalo Ardila
<b>Linklaters</b>	Borja Fernández de Trocóniz
<b>Ontier</b>	Pedro Rodero Rodríguez, Cristina Camarero Espinosa
<b>Squire Patton Boggs</b>	Fernando González
<b>HIGHLY RECOMMENDED</b>	
<b>Ashurst</b>	José Antonio Rodríguez
<b>B. Cremades y Asociados</b>	Bernardo M. Cremades, Bernardo M. Cremades, Jr., Ángel Tejada, Javier Juliani
<b>CMS</b>	Juan Ignacio Fernández Aguado, Luis Javier Vidal
<b>DLA Piper</b>	Borja de Obeso
<b>Herbert Smith Freehills</b>	Eduardo Soler Tappa, Javier de Carvajal





## SPAIN

<b>Evergreen Legal</b>	Fernando Lanzón
<b>Eversheds Sutherland</b>	Antonio Bravo, Kiko Carrión, Marta González, José Mariano Cruz, Luis Bermejo
<b>Freshfields Bruckhaus Deringer</b>	Rafael Murillo
<b>King &amp; Wood Mallesons</b>	Alfredo Guerrero
<b>Jones Day</b>	Mercedes Fernández
<b>Ramón y Cajal</b>	Ramón Fernández-Aceytuno, Álvaro Bueno Bartrina, Luis Briones
<b>Simmons &amp; Simmons</b>	Andrés Mochales, Fernando Aizpún, Santiago Hurtado, Raquel Ballesteros
<b>RECOMMENDED</b>	
<b>Andersen</b>	Íñigo Rodríguez-Sastre
<b>Araoz &amp; Rueda</b>	Eduardo de León, Alejandro Fernández de Araoz
<b>Auren</b>	Daniel Sáez
<b>Broseta</b>	Patricia Gualde
<b>Cases &amp; Lacambra</b>	Jose Piñeiro
<b>Ceca Magán</b>	Emilio Gude Menéndez, Jesús Carrasco
<b>Dentons</b>	José María García Santos
<b>DWF-RCD</b>	Ignacio Benejam, Jordi Sanchez, Alfonso Maristany, Felipe Cabredo, Salvio Codes
<b>La Guard</b>	Juan Pablo Correa Delcasso
<b>Lupicinio International Law Firm</b>	Esther Cubillo
<b>Roca Junyent</b>	Marlen Estévez, Pascual Sala, Alfonso Gili, Pablo Calvo-Sotelo
<b>Samaniego Law</b>	Javier Samaniego
<b>Sánchez Butrón Abogados</b>	Cleo García, Domenico Guarneri, Cayetano Sánchez
<b>VALUABLE PRACTICE</b>	
<b>AGM Abogados</b>	Gregorio Riber, Miguel Noriega, Sergio López, Guillermo Bayas
<b>Ecija</b>	Víctor Moralo
<b>López-Ibor Abogados</b>	Alfonso López-Ibor, Pablo Henriquez de Luna
<b>Lopez Torres Abogados</b>	Juan Lopez Torres
<b>Ventura Garcés</b>	Andrea Garcés, Víctor de Cambra, Íñigo Ramilo
<b>Zurbarán Abogados</b>	Adolfo Cuéllar, José Manuel García-Quílez

### PÉREZ-LLORCA: SOPHISTICATED ADVISORS WITH CROSS-BORDER EXPERTISE



Félix J. Montero

**Key figure(s):** Félix J. Montero, Guillermina Ester, Beatriz García, Juan Rodríguez, Jordi Gras  
**Established:** 1983

**Track record:** Pérez-Llorca advised Traton SE, a Volkswagen Group company, on proceedings valued around €3bn, initiated by truck purchasers claiming damages allegedly arising from anticompetitive practices. They also represented Técnicas Reunidas in a €135m deal regarding an ICC arbitration related to the expansion and modernization works of an oil refinery located in Talara, Perú.

**Team & differentiation:** Pérez-Llorca offers sophisticated and high-quality advice before commercial, civil and administrative courts for major clients such as international funds, domestic and foreign investors and large companies. The firm has a strong team composed of expert litigators with cross-border experience and a multidisciplinary focus on all their cases.



## LEGAL HEADHUNTERS

### Best Recruitment Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
IurisTalent	Javier Moreno, Xavier Miravalls, Mila González
Signium	Ignacio Bao
Page Executive	Sancho Peña
<b>EXCELLENT</b>	
F&B Consultores	Paula Fuentes
Iterlegis	María Burgos, Marta Del Coto
Michael Page	Maria Chavero
SSQ	Alejandro Kress
Talengo	José Ignacio Jiménez, Mayte Martínez
<b>HIGHLY RECOMMENDED</b>	
Boyden	Luis Diaz-Obregón, Miguel Ángel Zuñil
Hays	Mónica Lobato Gil
Morgan Phillips	Fernando Guijarro, Alfredo Santos
Robert Walters	Victor Monreal
LHH	José Muñoz-Seca
Transearch	Carlos Cortés
Wyser	Marta Sanz
<b>RECOMMENDED</b>	
Colding Advisors	Javier Colilla Barreiro, Luis del Castillo Golding

### ITERLEGIS: FOR LAWYERS BY LAWYERS



Maria Burgos

Key figure(s): Maria Burgos and Marta Del Coto  
Established: 2008

**Track record:** Iterlegis is a well established legal headhunting outfit which has its origin in Belgian firm Vialegis. The Madrid and Barcelona based firm pioneered the legal headhunter business model in the Spanish market and remains one of its foremost practitioners. Iterlegis specializes in the search and selection of lawyers and partners for top law firms and legal directors and in-house lawyers for major multinationals.

**Team & differentiation:** The Spanish branch is led by two former lawyers Maria Burgos and Marta Del Coto, operating in Madrid and Barcelona respectively. The firm's approach is based on the principal of for lawyers by lawyers. They specialize in the following profiles: in-house lawyers, corporate lawyers, tax advisors and compliance officers, as well as business services professionals in the legal sector.



## INTERNATIONAL ARBITRATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Antonio Vazquez-Guillen, Emma Morales
Arias	David Arias, Luis Capel, Oliver Cojo
B. Cremades y Asociados	Bernardo M Cremades, Bernardo M Cremades Jr
Cuatrecasas	Alfonso Iglesia, Alberto Fortún, Álvaro Mendiola, Alfonso Gómez-Acebo, Manuel Franco
Uría Menéndez	Gabriel Bottini, Álvaro López de Argumedo, Jesús Remón Peñalver, Cristian Gual Grau
<b>EXCELLENT</b>	
Clifford Chance	Ignacio Díaz
Garrigues	Francisco M. Serrano
Gómez-Acebo & Pombo	Juan Viaño Lara, Rodrigo Lopez, Inés Vázquez García
Herbert Smith Freehills	Paulino Fajardo, Ristead de Paor
Jones Day	Mercedes Fernández
Linklaters	Borja Fernandez de Troconiz
Pérez-Llorca	Guillermina Ester, Félix J. Montero, Fernando Bedoya, Jordi Gras, Beatriz Garcia
White & Case	Ignacio Madalena, Francisco Malaga
<b>HIGHLY RECOMMENDED</b>	
Ashurst	María José Menéndez, José Antonio Rodríguez
Evergreen Legal	Fernando Lanzon
Hogan Lovells	Alba Briones
Ius + Acquitas	Tomas Villatoro, Eliseo Martinez
King & Wood Mallesons	Alfredo Guerrero
Stampa Abogados	Gonzalo Stampa
<b>RECOMMENDED</b>	
Andersen	Íñigo Rodríguez-Sastre, Elena Sevilla
Araoz & Rueda	Ángel S. Freire
DLA Piper	Borja de Obeso
Eversheds Sutherland	Antonio Bravo, Pilar Colomes
Freshfields Bruckhaus Deringer	Rafael Murillo
Ontier	Christina Camarero Espinosa, Mercedes Romero
Roca Junyent	Marlen Estévez, Gonzalo Serrano, Pascual Sala, Alfonso Gili

ALLEN & OVERY:  
TOP ADVISORS AT HOME AND ABROAD

Antonio Vázquez-Guillén

Key figure(s): Antonio Vázquez-Guillén, Javier Mendieta and Emma Morales  
Established: 1991

**Track record:** Allen & Overy's international arbitration team acted for over 30 international investors in 12 ECT claims totalling €2bn against the Kingdom of Spain, regarding retrospective changes made to the regulatory investment framework governing the renewables sector. The team advised BBVA in an arbitration against Distrito Castellana Norte, over a corporate resolution which suppressed pre-emption rights foreseen in the company bylaws.

**Team & differentiation:** The team leads the market in Energy Charter Treaty (ECT) arbitrations, acting in 12 out of 51 proceedings currently pending against the Kingdom of Spain. The Madrid team is actively involved in high-profile commercial arbitrations arising out of the breach of agreements in diverse sectors, such as joint-venture agreements, sponsorship agreements, turn-key contracts, agency agreements and challenges of corporate resolutions.

EVERSHEDS SUTHERLAND:  
HIGH PROFILE INTERNATIONAL CLIENTS

Antonio Bravo Taberné

Key figure(s): Antonio Bravo Taberné, Raphael Gil and Pilar Colomé  
Established: 2009

**Track record:** Eversheds Sutherland advised Sener Ingeniería y Sistemas, a major multinational infrastructure and energy corporate group, in arbitration proceedings centered on the construction of two biomass cogeneration plants in Spain, a transaction valued in €3.8bn. The firm coordinates arbitration proceedings involving Spanish clients conducted in LatAm from their office in Madrid, with support from local law firms.

**Team & differentiation:** Eversheds Sutherland has an expert team of experienced professionals who serve major clients in the infrastructure & energy, construction & industrial engineering, transport & automotive and insurance sectors. The team handles international, complex and high-value proceedings before some of the most important arbitration chambers in Spain and abroad.



## ARBITRATORS

### Best Arbitrators

In each tier, the arbitrators are ordered alphabetically

KEY FIGURE(S)	FIRM
<b>LEADING</b>	
José María Alonso	Alonso & Díez-Hochleitner Abogados
Jose Antonio Caínzos	Jose Antonio Caínzos LDR
David Arias	Arias SLP
Bernardo Cremades	B. Cremades y Asociados
Juan Fernández-Armesto	Armesto & Asociados
Carlos González-Bueno	González-Bueno SLP
Clifford J. Hendel	Hendel IDR
Antonio Hierro	Hierro Estudio Legal
Javier Íscar de Hoyos	Íscar Arbitraje
Deva Villanúa	Armesto & Asociados
<b>EXCELLENT</b>	
Jesús Almoguera	J. Almoguera Abogados
Manuel Conthe	Manuel Conthe Arbitrator
Mercedes Fernandez	Jones Day
Javier Fernández-Samaniego	Samaniego Law
Alfonso Iglesia	Cuatrecasas
Patricia Saiz	Independent arbitrator
Miguel Virgós	Virgós Arbitration
<b>HIGHLY RECOMMENDED</b>	
Victor Bonnin	VB Arbitration
Marco de Benito	Estudio de Benito
Alfonso Gómez-Acebo	Cuatrecasas
Elena Gutiérrez García de Cortázar	MGC Arbitration
Álvaro López de Argumedo	Uría Menéndez
Jesús Remón Peñalver	Uría Menéndez
Pilar Perales	Independent Arbitrator
Gonzalo Stampa	Stampa Abogados
<b>RECOMMENDED</b>	
Raquel Ballesteros	Simmons & Simmons
Fernando Lanzón	Evergreen Legal
Seguimundo Navarro	inArb
Mercedes Romero	Ontier

### ÍSCAR ARBITRAJE: PRECISE ADVICE WITH A PERSONAL TOUCH



Javier Íscar de Hoyos

Key figure(s): Javier Íscar de Hoyos  
Established: 2019

**Track record:** The firm has been sole arbitrator, co-arbitrator or tribunal president in more than 21 arbitrations at all levels, including institutional and ad hoc arbitrations in the national and international field. Íscar Arbitraje is active in Spain, Chile, Mexico and Peru in areas including construction, insurance, engineering and urban leasing, working different cases under ICC, and Court of Arbitration of the Madrid Bar Association rules, among others.

**Team & differentiation:** The firm is headed by Javier Íscar de Hoyos, who is the president of the *Asociación Europea de Arbitraje, El Corte Hispano Marroquí de Arbitraje* and was recently relected by unanimous vote to continue as president of *El Centro Iberoamericano de Arbitraje*. Javier Íscar gathers the international arbitration community annually as the organizer of the Open de Arbitraje event in Madrid.



# LABOR LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Ceca Magán Abogados</b>	Enrique Ceca Gómez-Arevalillo, Luis Pérez Juste, Alberto Novoa Mendoza, Jorge Sarazá Granados
<b>Cuatrecasas</b>	Rubén Agote, Jorge Aranz, Juan Bonilla, Rubén Doctor, Ignacio Jabato, Jordi Puigbó, Lara Vivas
<b>Garrigues</b>	Rosa Zarza, Adriano Gómez, María José Ramos
<b>Sagardoy Abogados</b>	Román Gil, Martín Godino, David Isaac Tobía, María Jesús Herrera, Raquel Muñiz
<b>Uría Menéndez</b>	Mario Barros, Juan Reyes, Sergio Ponce, Ana Alós, Raul Boo
<b>EXCELLENT</b>	
<b>Abdón Pedrajas Littler</b>	Antonio Pedrajas, Ivan López, Alfonso Pedrajas, Sonia Cortés, Inés Molero
<b>Allen &amp; Overy</b>	Silvia Bauzá
<b>Baker McKenzie</b>	Fermín Guardiola, David Díaz, José Prieto, Mireia Sabaté
<b>DLA Piper</b>	Pilar Menor
<b>Pérez-Llorca</b>	Daniel Cifuentes, Luis E. Fernández Pallarés, Laura Pérez, Isabel Moya, Manel Hernández
<b>HIGHLY RECOMMENDED</b>	
<b>BDO Abogados</b>	Ignacio Sampere , Montse Rodríguez
<b>CMS Albiñana &amp; Suárez de Lezo</b>	César Navarro, Elena Esparza
<b>Everfive Abogados</b>	Pablo Bernal, Santiago Carrero, Rita Fernández-Figares, José Luis Díez, Álvaro García
<b>Eversheds Sutherland</b>	Jacobo Martínez
<b>Gómez-Acebo &amp; Pombo</b>	Ignacio del Fraile, Juan Antonio de Lanzas, Borja González, Lourdes Escassi, Begoña Vilar
<b>Hogan Lovells</b>	Luis De la Villa
<b>King &amp; Wood Mallesons</b>	Carlos Gil
<b>Labormatters Abogados</b>	Alfredo Aspra, Jaime Silva, Sergio Juárez, Pedro Alonso, Puy Abril
<b>Simmons &amp; Simmons</b>	Eduardo Peñacoba, Juan Calvente
<b>RECOMMENDED</b>	
<b>Andersen</b>	Victoria Caldevilla
<b>Deloitte Legal</b>	Fernando Bazán, Xavier Pallarés
<b>DWF-RCD</b>	Cristina Samaranch, Dídac Ripollés, Antonio Navarro
<b>Freshfields Bruckhaus Deringer</b>	Raquel Flórez
<b>Legaltrade Abogados</b>	Arancha Cantos
<b>Ontier</b>	Javier Rodríguez
<b>Ramón y Cajal Abogados</b>	Santiago Pulido
<b>Roca Junyent</b>	Albert Rodríguez, María Rosa Rodríguez, María José Sánchez
<b>Zurbarán Abogados</b>	Miguel Cuéllar Portero





## LABOR ADVISORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Ceca Magán Abogados</b>	Enrique Ceca Gómez-Arevalillo, Luis Pérez Juste, Alberto Novoa Mendoza, Jorge Sarazá Granados
<b>Cuatrecasas</b>	Rubén Agote, Jorge Aranaz, Juan Bonilla, Rubén Doctor, Ignacio Jabato, Jordi Puigbó, Lara Vivas
<b>Garrigues</b>	Rosa Zarza, Adriano Gómez, María José Ramos
<b>Sagardoy Abogados</b>	Román Gil, Martín Godino, David Isaac Tobía, María Jesús Herrera, Raquel Muñiz
<b>Uriá Menéndez</b>	Mario Barros, Juan Reyes, Sergio Ponce, Ana Alós, Raul Boo
<b>EXCELLENT</b>	
<b>Abdón Pedrajas Littler</b>	Antonio Pedrajas, Ivan López, Alfonso Pedrajas, Sonia Cortés, Inés Molero
<b>Allen &amp; Overy</b>	Silvia Bauzá
<b>Baker McKenzie</b>	Fermín Guardiola, David Díaz, José Prieto, Mireia Sabaté
<b>BDO Abogados</b>	Montse Rodríguez, Ignacio Sampere
<b>DLA Piper</b>	Pilar Menor, Paz de la Iglesia
<b>Eversheds Sutherland</b>	Jacobo Martínez
<b>King &amp; Wood Mallesons</b>	Carlos Gil
<b>Pérez-Llorca</b>	Daniel Cifuentes, Luis E. Fernández Pallarés, Laura Pérez, Isabel Moya, Manel Hernández
<b>HIGHLY RECOMMENDED</b>	
<b>Deloitte Legal</b>	Fernando Bazán, Xavier Pallarés
<b>Everfive Abogados</b>	Santiago Carrero, Rita Fernández-Fígares, Pablo Bernal, José Luis Díez, Álvaro García
<b>Gómez-Acebo &amp; Pombo</b>	Ignacio del Fraile, Juan Antonio de Lanzas, Borja González, Lourdes Escassi, Begoña Vilar
<b>Hogan Lovells</b>	Luis De la Villa
<b>Labormatters</b>	Alfredo Aspra, Jaime Silva, Sergio Juárez, Pedro Alonso, Puy Abril
<b>Simmons &amp; Simmons</b>	Eduardo Peñacoba, Juan Calvente
<b>Squire Patton Boggs</b>	Ignacio Regojo
<b>RECOMMENDED</b>	
<b>Andersen</b>	Victoria Caldevilla
<b>Araoz &amp; Rueda</b>	Alfonso Suárez
<b>CMS Albiñana &amp; Suárez de Lezo</b>	César Navarro, Elena Esparza
<b>DWF-RCD</b>	Cristina Samaranch, Dídac Ripollés, Antonio Navarro
<b>Freshfields Bruckhaus Deringer</b>	Raquel Flórez
<b>Legaltrade Abogados</b>	Aranca Cantos
<b>Linklaters</b>	Maira Guitart
<b>Maió Legal</b>	Ángela Toro
<b>Ontier</b>	Javier Rodríguez
<b>Roca Junyent</b>	Albert Rodríguez, María Rosa Rodríguez, María José Sánchez
<b>Sanchez Butron</b>	Manoli Gómez García, Luis Monzó Díez, Beatriz Penalva Botella
<b>Zurbarán Abogados</b>	Miguel Cuéllar Portero



## Our analysis

### ALLEN & OVERY: CLIENTS' CHOICE



Silvia Bauzá

Key figure(s): Silvia Bauzá  
Established: 1991

**Track record:** Allen & Overy's team assisted on the negotiation and drafting of Airbus Group Spain's new collective bargaining agreement, which covered three companies and 12,000+ employees. They also advised American Tower on the labor aspects of its €7.7bn acquisition of Telxius Towers. The firm's practice won the 2022 Leaders League Iberian Summit Award for Best Law Firm in the Labor category.

**Team & differentiation:** Allen & Overy's labor practice is led by partner Silvia Bauzá, who has advised on a number of large corporate restructurings for both Spanish and international companies, she has a broad experience in all areas of employment law. The group prides itself on its expertise in labor litigation, especially complex, collective and individual legal proceedings.

### EVERSHEDS SUTHERLAND: A SAFE BET



Jacobo Martínez Pérez-Espinosa

Key figure(s): Jacobo Martínez Pérez-Espinosa  
Established: 2009

**Track record:** The firm advised Teleflex Medical in a substantial procedure to modify the variable remuneration of its employees, reaching an agreement with all the worker's representative bodies. It also represented Panasonic Avionics in a third ERTE procedure, leading the negotiation with unions and workers representatives to reach an agreement for all parties.

**Team & differentiation:** Led by Jacobo Martínez, the sizable labor team at Eversheds Sutherland is recognized for its deep understanding of complex remuneration schemes, the employment aspects of corporate transactions, restructurings, collective negotiations and employment litigation. Its team of specialized, dedicated lawyers provides client-centered advice. The firm has an HR consultancy to advise clients on remuneration and talent issues.

### GÓMEZ-ACEBO & POMBO: INNOVATIVE AND SOPHISTICATED



Ignacio del Fraile

Key figure(s): Ignacio del Fraile, Juan Antonio de Lanzas, Borja González, Lourdes Escassi and Begoña Vilar  
Established: 1971

**Track record:** GA\_P advised Toys R Us in a collective dismissal related to transfers and terminations due to stores closures. Their advice is centered in judicial hearings arisen as a consequence of the terminations. They also advised Caterpillar Centro de Formación in a very complex judicial hearing related to a termination of an executive with allegation of infringement of fundamental rights, a deal valued in € 1.5m.

**Team & differentiation:** The firm offers a personalized service with direct attention to their cases creating a bond of trust with their clients. GA\_P is the only Spanish firm to enjoy membership of the Employment Law Alliance (ELA) one of the most prestigious alliances of firms in employment law. The team is composed of more than 20 lawyers, who offer innovative, comprehensive solutions tailored to their client's needs.



## LITIGATION, SUPPORT & FORENSICS

### Best Support Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Accuracy	Laura Cózar, Eduard Saura
Deloitte	Alejandro Nuñez Sotoca, Jorge Lledías
Kroll	María Luisa Castrillo, Vicente Estrada, Diego Perul, Carmen Mencía
EY Parthenon	Manuel López García
FTI Consulting Spain	Manuel Marín, David Aliaga
KPMG Forensic - España	Alberto Rabano, Fernando Cuñado, María Victoria Fernández, Carlos Barceló, Pablo Bernad
PwC Forensic	Javier López Andreo
<b>EXCELLENT</b>	
Alvarez & Marshall	Juan J. Valderas Martos
BDO	Javier Espel, Manuel Vargas González
The Brattle Group	José Antonio García
Grant Thornton	Fernando Lacasa
Nera Economic Consulting	Oscar Arnedillo
RSM	David Sardá
<b>HIGHLY RECOMMENDED</b>	
Auren	Ana Jiménez Martín, Mario Alonso
J.S. HELD Spain	Enrique Abiega
Crowe Spain	Luis Martínón
Mazars	Alberto Martínez Salazar
UHY Fay & Co	Luis Arturo Pedraza Munoz
Vir Audit	Ramon Riera, Joan Riba Casellas
Zenit	Manel Borrás Salvat, Salvador Grabulós Núñez, Elisabet Figueras Ollé, Xavier Jorba Tomàs.
<b>RECOMMENDED</b>	
Netvalue Forensic	Lara Alares Anegón
S&A Financial Advisory	Juan José Silva Polo

### KPMG FORENSIC – ESPAÑA: PIONEERS IN ADVISORY



Fernando Cuñado

Key figure(s): Alberto Rabano, Fernando Cuñado, Pablo Bernad, María Fernández and Carlos Barceló  
Established: 2006

**Track record:** KPMG Forensic – España assists clients in protecting their businesses and provides assistance in situations of dispute and irregularity, where there is a mismatch between facts and figures or where certain behaviors lack of corporate expectations and applicable regulations. The Spanish office is pioneer in dispute resolution and arbitration before chambers including ICC, SCC, LCIA, ICSID or UNCITRAL with more than 25 years of experience in the field.

**Team & differentiation:** KPMG Forensic – España has a distinct focus which include immersion in detail, robust procedures and the application of research techniques. Given their extended presence in the market, the team has wide experience in complex and high-volume matters which they solve using advance technology. This gives them the capacity to process big amounts of information, which helps them solve complex cases in the most efficient and fast way.

## LITIGATION FUNDERS

### Most Active Funds

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>Arcano Partners</b>	Álvaro de Remedios
<b>Burford Capital</b>	Christopher Bogart, Jonathan Molot
<b>Deminor</b>	Paloma Castro
<b>Harbour Litigation Funding</b>	Stephen O'Dowd
<b>Fortress Investment Group</b>	Christopher Linkas
<b>Legisfund</b>	Ignacio Delgado Larena-Avellaneda
<b>Omni Bridgeway</b>	Raymond van Hulst, Wieger Wielinga
<b>PLA - Procurator Litigation Advisors</b>	Jesus Rodrigo
<b>Ramco Litigation Funding</b>	Cristina Soler
<b>Stonward</b>	Guido Demarco
<b>Therium Capital Management</b>	Fred Bowman, John Byrne

#### DEMINOR: EXPANDING EXPERTISE INTO SPAIN



**Paloma Castro  
Hernández**

Key figure(s): Paloma Castro  
Hernández

Established: 1990

**Track record:** Deminor has actively supported 37 recovery cases in 15 different jurisdictions. In 82% of all concluded cases their clients achieved a positive recovery with an average recovery ratio of 42.6% and duration of all concluded cases of 4.9 years. Their track record reflects its careful selection of cases and prudent assessment of risks, which are vital to the long-term sustainability of the firm. Some of their most relevant cases include: Fortis case in Belgium, Olympus case in Japan, Maddoff Victim Fund in the US.

**Team & differentiation:** With a new office in Madrid, led by Paloma Castro, Deminor stands by their clients, managing and funding individual or group litigation to maximize their recoveries. They provide their clients with the resources, focus and legal expertise needed to successfully litigate and monetize their claims. Deminor has been analysing a large number of Spanish and Latin American cases.

#### STONWARD: FUNDING YOUR SOLUTION



**Guido Demarco**

Key figure(s): Guido  
Demarco, Armando Betancor

Established: 2020

**Track record:** Strong position in the areas of commercial litigation, antitrust and insolvency. Stonward advises their clients to find the angle to their legal assets, so that they can capitalize the strengths, offering bespoke solutions to access legal finance. Stonward manages a portfolio of claims relating to commercial cases, IP, restructuring and insolvency, and antitrust infringements, including the truck cartel.

**Team & differentiation:** The team has built a reputation for being pioneers of the litigation funding sector in Spain, combining years of experience in this field with legal technical expertise and a deep understanding of the Spanish and LatAm markets and culture. Guido Demarco is a well recognized professional in the industry for its ability to structure cases, additionally the recent incorporations of Chris Garvey, Blas González and Armando Betancor to the Board of Investments positioned Stonward as the go to funder in the country.



# SWEDEN

## DISPUTE RESOLUTION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Advokatfirman Vinge</b>	James Hope, Krister Azelius, Silvia Dahlberg
<b>Mannheimer Swartling</b>	Kristoffer Löf, Anders Ingvarson
<b>EXCELLENT</b>	
<b>Advokatfirman Cederquist</b>	Erik Wernberg
<b>Delphi</b>	Sverker Bonde
<b>Gernandt &amp; Danielsson</b>	Björn Tude, Daniel Waerne, Manfred Löfvenhaft
<b>Hammarskiöld</b>	Andreas Johard, Sandra Kaznova, Per Sundin, Peder Hammarskiöld
<b>Roschier</b>	Johan Sidklev
<b>Setterwalls Advokatbyrå</b>	Johan Strömbäck, Magnus Berlin
<b>Wallin &amp; Partners</b>	Martin Wallin
<b>Westerberg &amp; Partners</b>	Bo G. H. Nilsson, Ginta Ahrel
<b>White &amp; Case Sweden</b>	Anders Reldén
<b>HIGHLY RECOMMENDED</b>	
<b>A1 Advokater</b>	Torgny Wetterberg, Thomas Tendorf, Kristoffer Ribbing, Tomas Pleiner, Johannes Lundblad
<b>Baker McKenzie</b>	Jonas Benedictsson, Erik Forsin
<b>Hannes Snellman</b>	Pontus Ewerlöf
<b>Kastell Advokatbyrå</b>	Henrik Bielenstein, Magnus Eriksson
<b>Nybron Advokater</b>	Marcus Johansson, Charlotta Falkman
<b>Wistrand</b>	Mårten Hulterström, Jörgen Eklund, Andreas Rönnheden, Harry Bergman
<b>RECOMMENDED</b>	
<b>Advokatfirman Schjødt</b>	Ola Hansson
<b>DLA Piper Sweden</b>	Henrik Wollmén
<b>Hellström Law</b>	Jonas Wetterfors
<b>Linklaters</b>	Niclas Widjeskog
<b>Magnusson</b>	Magdalena Berg, Johan Molin
<b>Norburg &amp; Scherp</b>	Fredrik Norburg, Pontus Scherp, Kristina Ljungström
<b>Norelid Advokatbyrå</b>	Susanna Norelid, Fredrik Seemann
<b>TIME DANOWSKY Advokatbyrå</b>	Andreas Eriksson



## EU & COMPETITION LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Advokatfirman Vinge</b>	Anna Palmérus, Johan Karlsson, Marcus Glader, Pär Remnelid, Rikard Azelius
<b>Bokwall Rislund Advokatbyrå</b>	Amir Mohseni, Emil Fahlén Godö, Olle Rislund
<b>Mannheimer Swartling</b>	Johan Carle, Stefan Perván Lindeborg, Fredrik Sjövall
<b>EXCELLENT</b>	
<b>Advokatfirman Cederquist</b>	Fredrik Lindblom, Elsa Arbrandt
<b>Kastell Advokatbyrå</b>	Christina Mailund, Erik Söderlind, Pamela Hansson
<b>Roschier</b>	Kristian Hugmark
<b>HIGHLY RECOMMENDED</b>	
<b>Advokatfirman Schjødt</b>	Mats Johnsson, Fredrik Linder
<b>Delphi</b>	Elisabeth Eklund
<b>Gernandt &amp; Danielsson</b>	Foad Hoseinian
<b>Hammarskiöld</b>	Claes Langenius, Malin Albert
<b>Hannes Snellman</b>	Peter Forsberg, Joakim Lavér
<b>RECOMMENDED</b>	
<b>Advokat Eric Ericsson</b>	Eric Ericsson
<b>Afirm Advokat AB</b>	Andres Acevedo
<b>Cirio Law Firm</b>	Ulrica Saloman
<b>Front Advokater</b>	Robert Moldén, Kaisa Adlercreutz
<b>MAQS Advokatbyrå</b>	Mikael Åström
<b>Setterwalls Advokatbyrå</b>	Erik Gadman, Bo Berndtsson, Rolf Larsson

## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Advokatfirman Cederquist</b>	Robert Stromberg, Jens Tillqvist
<b>Advokatfirman Vinge</b>	Fredrik Dahl, Ingela Malmberg, Åsa Gotthardsson
<b>Mannheimer Swartling</b>	Henric Diefke, Anders Nordström
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Sten Bauer
<b>Elmzell Advokatbyrå</b>	Jenny Hellberg, Lars Hartzell, Petter Wenehult
<b>Roschier</b>	Jenny Welander Wadström
<b>Setterwalls Advokatbyrå</b>	Henrik Kjellander, Åsa Erlandsson
<b>HIGHLY RECOMMENDED</b>	
<b>Advokatfirman Schjødt</b>	Jenny Jilmstad
<b>Bird &amp; Bird</b>	Katarina Åhlberg
<b>Delphi</b>	Magnus Berterud, Fredrik Nordlöf
<b>DLA Piper Sweden</b>	Johan Sundberg, Björn Rustare
<b>MAQS Advokatbyrå</b>	Lars Lövgren, Mats Nilsson, Marie Marklund
<b>Morris Law</b>	Martin Vildhede, Roger Wier
<b>Töngren Magnell &amp; Partners Advokatfirma</b>	Anna Jerndorf, Lisa Ericsson
<b>RECOMMENDED</b>	
<b>Advokatfirman Lindahl</b>	Cecilia Kindgren-Bengtsson, Anders Leijon
<b>Eversheds Sutherland</b>	Per Westman, Torbjörn Lindmark
<b>Hellström Law</b>	Johan Karlman, Mats Hellström, Anna Fernqvist Svensson, Erika Juvander Heveus
<b>Magnusson</b>	Magdalena Berg
<b>Wesslau Söderqvist Advokatbyrå</b>	Jessica Stålhammar, Petra Loodberg, Martin Bergander, Ulf Blommé
<b>Wistrand</b>	Jakob Bernande, Jörgen Larsson

# SWITZERLAND

## COMMERCIAL LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bär &amp; Karrer</b>	Aurélie Conrad Hari, Nadja Jaisli Kull, Matthew T. Reiter, Andrew Garbarski, Andreas Länzlinger, Cesare Jermini, Cinzia Catelli, Pascal Hachem
<b>Homburger</b>	Balz Gross, Gabrielle Nater-Bass, Roman Baechler, Mariella Orelli, Felix Dasser
<b>Lenz &amp; Stachelin</b>	Miguel Oural, Martin Burkhardt, Daniel Tunik, Harold Frey, Dominique Müller, Thierry Calame, Hikmat Maleh, Peter Ling
<b>Schellenberg Wittmer</b>	Peter Burckhardt, Urs Hoffmann-Nowotny, Louis Burrus, Christian Girod, Stefan Leimgruber
<b>EXCELLENT</b>	
<b>1 Niederer Kraft Frey</b>	Valerie Meyer Bahar, Peter C. Honegger, Ernst Schmid, Tamir Livschitz, Daniel Eisele, Lukas Beeler, Juerg Bloch, Nicolas Kuonen
<b>Pestalozzi</b>	Christophe Emonet, Michael Kramer, Laurent Killias, Thomas Rohner, Florian Mohs
<b>Vischer</b>	Christian Oetiker, Thomas Weibel, Daniele Favalli, Gérald Virieux
<b>Walder Wyss</b>	Dieter Hofmann, Micha Bühler, Rodolphe Gautier, Oliver M. Kunz
<b>2</b>	
<b>CMS von Erlach Partners</b>	Jodok Wicki, Christian Lüscher, Philipp Dickenmann, Niklaus Zaugg, Pierre Ducret, Daniel Kinzer
<b>Lalive</b>	André Brunschweiler, Dominik Elmiger, Sandrine Giroud, Marc Henzelin, Nicolas Ollivier, Alexander Troller, Marc D. Veit
<b>Nater Dallafior</b>	Manuel Arroyo, Roberto Dallafior, Hans Nater, Patrik Salzmann, Benjamin Schumacher, Maria Walter, Zoe De Santis, Mathis Berger
<b>Niedermann Rechtsanwälte</b>	Robin Grand, Nicolas Herzog
<b>Wartmann Merker</b>	Peter Hafner, Peter Reichart
<b>HIGHLY RECOMMENDED</b>	
<b>1 Kellerhals Carrard</b>	Lukas Bopp, Peter Schatz, Andreas Guengerich, Ivan Paparelli, Annemarie Streuli
<b>Poncet Turrettini</b>	Carlo Lombardini, Michel Bergmann



## SWITZERLAND

<b>2 Baker McKenzie</b>	Luca Beffa, Urs Zenhäusern
<b>Bratschi</b>	Mirco Ceregato, Sandra De Vito Bieri, Adrian Wyss
<b>Degni &amp; Vecchio</b>	Pierluca Degni, Sandro Vecchio
<b>FBT Avocats</b>	Serge Fasel
<b>Loyens &amp; Loeff</b>	Robin Moser
<b>MANGEAT</b>	Grégoire Mangeat, Fanny Margairaz
<b>MLL Meyerlustenberger Lachenal Froriep</b>	Bernard Lachenal, Alain Gros, Marcel Steinegger, Léonard Stoyanov
<b>Quinn Emanuel Urquart &amp; Sullivan</b>	Thomas Werlen, Dr. Pierre-Yves Marro, Dr. Simon Vorburger
<b>Thouvenin Rechtsanwälte</b>	Daniel Stoll, Patrick Rohn, Michael Bösch
<b>RECOMMENDED</b>	
<b>Archipel</b>	Lezgin Polater, Guillaume Tattevin
<b>Bianchischwald</b>	Jean-Marc Carnicé, Cyrill Süess
<b>Blum &amp; Grob</b>	Albrecht Langhart, Hans-Ulrich Kupsch
<b>BMG Avocats</b>	Rocco Rondi
<b>Borel &amp; Barbey</b>	Alexandre de Weck
<b>Brun &amp; Forrer</b>	Philip Kern
<b>Buis Bürgi</b>	Eric Buis, Paul Bürgi
<b>Burckhardt</b>	Ramon Mabillard, David Liatowitsch
<b>Canonica Valticos De Preux &amp; Associés</b>	Guerric Canonica, Pierre de Preux
<b>Chabrier Avocats</b>	Marc Hassberger, Hervé Crausaz
<b>Eversheds Sutherland</b>	Peter Haas, Patrick Eberhardt
<b>Jacquemoud Stanislas</b>	Jean-Pierre Jacquemoud, Marc Balavoine, Guy Stanislas
<b>Lévy Kaufmann-Kohler</b>	Antonio Rigozzi, Sébastien Besson
<b>Lustenberger Rechtsanwälte</b>	Claudius Triebold, Tobias Zuberbühler, Michael Lazopoulos
<b>Monfrini Bitton Klein</b>	Edouard Kaiflin, Natalia Hidalgo
<b>Prager Dreifuss</b>	Urs Feller
<b>Resolution Legal Partners</b>	Pascal de Preux
<b>RKR Attorneys at Law</b>	Marc Russenberger
<b>Staiger Attorneys At Law</b>	Philipp Känzig, Jonas Stüssi
<b>Wenger Plattner</b>	Stephan Kesselbach
<b>Wenger Vieli</b>	Georg Zondler, Nicolas Bracher, Philipp Lindenmayer



Our analysis

**VISCHER:  
GROWING AND STABLE LITIGATION TEAM**



Daniele Favalli

**Key figure(s):** Daniele Favalli, Gérald Virieux and Thomas Weibel  
**Established:** 2000

**Track Record:** Vischer's steadily growing dispute resolution team offers services related to insurance, IT and telecom outsourcing, and banking, among others. They currently represent MCH Group, a live marketing company in Basel, and AIG, an international business specializing in insurance products.

**Team & Differentiation:** Led by three partners in three locations, Daniele Favalli (Zurich), Gérald Virieux (Geneva), and Thomas Weibel (Basel) have a team of 26 lawyers. Favalli is an insurance litigation expert. Virieux focuses on cross-border and employment disputes. Weibel specializes in disputes in the finance, defense, and aviation sectors.

**LENZ & STAEHELIN:  
LONGSTANDING MARKET LEADERS**



Harold Frey

**Key figure(s):** Harold Frey and Daniel Tunik  
**Established:** 1917

**Track Record:** As a known market leader in litigation, the firm represents clients in banking, finance, pharmaceuticals, telecom, insurance, and sports. They also specialize in M&A, takeover and shareholders' litigations. In June, the firm successfully represented Clorox before the Swiss Federal Supreme Court against the Bolivarian Republic of Venezuela.

**Team & Differentiation:** With 50+ dispute resolution lawyers in Geneva, Zurich and Lausanne, Harold Frey and Daniel Tunik lead the firm's litigation and arbitration team. Frey handles proceedings related to joint ventures, M&A, and licensing, among others. Tunik is active in the banking sector as well as insolvency law and white-collar crime disputes.

**DEGNI & VECCHIO:  
EXPERIENCED LITIGATORS WITH A BOUTIQUE EDGE**



Sandro Vecchio

**Key figure(s):** Sandro Vecchio and Pierluca Degni  
**Established:** 2020

**Track Record:** As a boutique law firm specializing in litigation, with a focus on white-collar crime, Degni & Vecchio assists its clients in the resolution of disputes in addition to the negotiation, drafting and proofreading of commercial contracts. Recently, the team advised a group of shareholders in a dispute involving the control of a multinational company.

**Team & Differentiation:** Founded in 2020 by Sandro Vecchio and Pierluca Degni, the firm is made up of 5 lawyers. Vecchio has broad expertise in business litigation and regularly handles internal investigations on behalf of the government and private companies. Degni specializes in banking litigation, cross-border disputes, and asset recovery matters.

**BÄR & KARRER:  
SKILLED CROSS-BORDER LITIGATION PROFESSIONALS**



Matthew Reiter

**Key figure(s):** Matthew Reiter and Aurélie Conrad Hari  
**Established:** 1969

**Track Record:** The team handles corporate and commercial cases regarding insurance law, employment disputes, and bankruptcy, among others. Its lawyers have extensive experience in cross-border proceedings, including US litigation. Recently, the firm successfully represented a former UEFA ethics and disciplinary inspector before the Swiss Federal Supreme Court.

**Team & Differentiation:** As co-heads of the litigation practice, Matthew Reiter and Aurélie Conrad Hari lead a team of 70+ lawyers across five Swiss cities. Recently, Reiter successfully defended EnBW in a CHF 1 billion arbitration. Conrad Hari has broad experience in multi-jurisdictional financial, banking, and commercial disputes and represents private clients.

**NIEDERER KRAFT FREY:  
TECHNOLOGY-BASED ALTERNATIVE LEGAL SERVICES**



Daniel Eisele

**Key figure(s):** Daniel Eisele and Tamir Livschitz  
**Established:** 1936

**Track Record:** With 8 partners and 18 lawyers specializing in litigation matters, NKF has significant experience in disputes in finance, post-M&A, and construction. Currently, they represent clients such as UBS, Chevron, Crédit Suisse, and BMW. In 2023, they will merge with Tavernier Tschanz, a Geneva-based law firm, to enhance their position in the Swiss market.

**Team & Differentiation:** The litigation team is headed by Daniel Eisele and Tamir Livschitz in Zurich. Eisele has more than 25 years of professional experience in litigation and arbitration. Livschitz is known for acting in large cross-border disputes. In 2022, NKF launched "TheLab by NKF", a provider of technology-based alternative legal services.

**WALDER WYSS:  
REPUTABLE BUSINESS LITIGATORS**



Dieter Hofmann

**Key figure(s):** Dieter Hofmann and Rodolphe Gautier  
**Established:** 1972

**Track Record:** As reputable business litigators, the dispute resolution team at Walder Wyss specializes in complex, cross-border disputes with an emphasis on M&A transactions, construction, and joint venture agreements. Recently, they successfully represented a Swiss high-tech company in arbitration proceedings and before the Swiss Federal Supreme Court.

**Team & Differentiation:** With offices in six Swiss cities and a total of 24 partners, the litigation team is led by Dieter Hofmann and Rodolphe Gautier. Hofmann's primary focus is dispute resolution in complex, international cases. He is also Chair of the Zurich Bar's Litigation Practice Group. Gautier, located in Geneva, has 20 years of experience in litigation matters.

## BANKING & FINANCE LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bär &amp; Karrer</b>	Saverio Lembo, Andreas Länzlinger, Matthew T. Reiter, Aurélie Conrad Hari, Cinzia Catelli
<b>Homburger</b>	Benedikt Maurenbrecher, Claudio Bazzani, Roman Baechler, Balz Gross, Mariella Orelli, Gabrielle Nater-Bass, Felix Dasser
<b>Lenz &amp; Stachelin</b>	Daniel Tunik, Miguel Oural, Martin Burkhardt, Dominique Müller
<b>Niederer Kraft Frey</b>	Lukas Beeler, Peter Honegger, Valerie Meyer Bahar, Tamir Livschitz
<b>Pestalozzi</b>	Christophe Emonet, Michael Kramer, Thomas Rohner, Nicolas Herren
<b>Schellenberg Wittmer</b>	Louis Burrus, Vincent Jeanneret, Peter Burckhardt, Stefan Leimgruber, Christian Girod, Urs Hoffmann-Nowotny, Clara Poggia
<b>EXCELLENT</b>	
<b>Lalive</b>	Alexander Troller, Matthias Gstoehl, Marc Henzelin, Simone Nadelhofer, Sandrine Giroud, Nicolas Ollivier
<b>Poncet Turrettini</b>	Carlo Lombardini, Garen Ucari
<b>Vischer</b>	Felix Meier-Dieterle, Daniele Favalli, Thomas Weibel
<b>Walder Wyss</b>	Micha Bühler, Rodolphe Gautier, Dieter Hofmann
<b>Wartmann Merker</b>	Peter Reichart, Peter Hafner
<b>Wenger Vieli</b>	Bignia Vieli, Peter Altorfer, Nicolas Bracher
<b>HIGHLY RECOMMENDED</b>	
<b>Baldi &amp; Caratsch</b>	Michele Caratsch
<b>BMG Avocats</b>	Guillaume Fatio, Rocco Rondi
<b>Bratschi</b>	Mirco Ceregato
<b>Buis Bürgi</b>	Eric Buis, Paul Bürgi
<b>CMS von Erlach Partners</b>	Christian Lüscher, Jodok Wicki
<b>Dge Avocats</b>	Didier de Montmollin
<b>FBT Avocats</b>	Serge Fasel
<b>Kellerhals Carrard</b>	Peter Schatz, Ivan Paparelli
<b>Loyens &amp; Loeff</b>	Robin Moser
<b>MLL Meyerlustenberger Lachenal Froider</b>	Bernard Lachenal, Alain Le Fort, Alain Gros, Marcel Steinegger
<b>Monfrini Bitton Klein</b>	David Bitton, Yves Klein
<b>Nater Dallafior</b>	Roberto Dallafior
<b>Niedermann Rechtsanwälte</b>	Nicolas Herzog, Robin Grand, Jonas Oggier
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Thomas Werlen
<b>RKR</b>	Marc Russenberger
<b>Rüd Winkler Partner</b>	Andreas Rüd, Dimitri Santoro
<b>Thouvenin Rechtsanwälte</b>	Michael Bösch, Daniel Stoll

### PESTALOZZI: OLDEST, FULL-SERVICE SWISS LAW FIRM



Michael Kramer

Key figure(s): Michael Kramer and Christophe Emonet  
Established: 1911

**Track Record:** Originally founded in Zurich in 1911, Pestalozzi is the oldest, full-service Swiss law firm. They are particularly renowned for their knowledge of commodities- and banking-related disputes as well as internal investigations. Key clients include Banque Cantonale de Genève and Bank of America, among other large, international financial institutions.

**Team & Differentiation:** Headed by Michael Kramer and Christophe Emonet, the litigation and arbitration team is fully integrated with more than 40 lawyers, including 11 partners. Kramer focuses on international commercial litigation in banking and debt collection. Emonet has broad experience in asset recovery and cross-border bankruptcies.



**COMPETITION LITIGATION****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Homburger</b>	Marcel Dietrich, Franz Hoffet, Richard Stäuber
<b>Lenz &amp; Stachelin</b>	Benoit Merkt, Marcel Meinhardt, Astrid Waser
<b>EXCELLENT</b>	
<b>Borer Attorneys at Law</b>	Jürg Borer
<b>Bär &amp; Karrer</b>	Mani Reinert
<b>CMS von Erlach Partners</b>	Pascal Favre, Marquard Christen, Patrick Sommer
<b>Niederer Kraft Frey</b>	Nicolas Birkhäuser, Thomas Frick
<b>Schellenberg Wittmer</b>	David Mamane
<b>Walder Wyss</b>	Reto Jacobs, Monique Sturny
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Philippe Reich, Boris Wenger
<b>CORE Attorneys</b>	Mario Strebel, Fabian Koch
<b>Kellerhals Carrard</b>	Daniel Emch, Christophe Rapin
<b>Vischer</b>	Klaus Neff
<b>Wenger Vieli</b>	Frank Scherrer, Michael Tschudin
<b>RECOMMENDED</b>	
<b>MLL Meyerlustenberger Lachenal Froriep</b>	Hubert Orso Gilliéron
<b>Pestalozzi</b>	Christoph Lang, Michèle Burnier, Beat Schwarz
<b>Prager Dreifuss</b>	Philipp Zurkinden
<b>Wenger Plattner</b>	Fritz Rothenbühler

# INTERNATIONAL ARBITRATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bär &amp; Karrer</b>	Nadja Jaisli Kull, Pierre-Yves Gunter, Cesare Jermini
<b>Homburger</b>	Mariella Orelli, Felix Dasser, Balz Gross, Gabrielle Nater-Bass, Stefanie Pfisterer
<b>Lalive</b>	Melissa Magliana, Joachim Knoll, Domitille Baizeau, Veijo Heiskanen, Bernd Ehle, Noradèle Radjai, Matthias Scherer, Michael Schneider
<b>Lenz &amp; Stachelin</b>	Xavier Favre-Bulle, Thierry Calame, Harold Frey, Daniel Tunik, Martin Burkhardt
<b>Schellenberg Wittmer</b>	Philippe Bartsch, Elliott Geisinger, Christopher Boog, Katherine Bell, Anya George, Dr. Stefan Leimgruber
<b>EXCELLENT</b>	
<b>1 Lévy Kaufmann-Kohler</b>	Sébastien Besson, Antonio Rigozzi, Gabrielle Kaufmann-Kohler, Laurent Lévy
<b>Pestalozzi</b>	Laurent Killias, Florian Mohs, Thomas Legler, Thomas Rohner, Michael Kramer, Tanja Planinic, Alexandra Johnson
<b>Peter &amp; Kim</b>	Wolfgang Peter, Christoph Brunner, Flavio Peter
<b>Walder Wyss</b>	Michael Cartier, Stefano Fornara, Michael Feit, Micha Bühler, Dieter Hofmann, Andrea Meier, Diana Akikol, Maurice Courvoisier, Rodolphe Gautier
<b>2 Kellerhals Carrard</b>	Martin Molina, Henry Peter, Bernhard Berger, François Kaiser, Olivier Mosimann
<b>Niederer Kraft Frey</b>	Daniel Eisele, Valerie Meyer Bahar, Tamir Livschitz, Thomas Sprecher, Frank Spoorenberg
<b>Rothorn Legal</b>	Nathalie Voser, Eliane Fischer, James Menz
<b>Vischer</b>	Daniele Favalli, Thomas Weibel, Christian Oetiker, Gérald Virieux, Mladen Stojiljkovic, Karin Graf
<b>White &amp; Case</b>	Anne Véronique Schlaepfer, Alexandre Mazuranic
<b>HIGHLY RECOMMENDED</b>	
<b>Aceris Law</b>	William Kirtley
<b>Archipel</b>	Giulio Palermo, Guillaume Tattevin, Laurence Ponty
<b>Baker McKenzie</b>	Urs Zenhäusern, Luca Beffa
<b>Gabriel Arbitration</b>	Simon Gabriel, Axel Buhr
<b>Lustenberger Rechtsanwälte</b>	Michael Lazopoulos, Monika McQuillen, Claudius Triebold, Christoph M. Pestalozzi, Tobias Zuberbühler, Gino Koenig
<b>Nater Dallafior</b>	Roberto Dallafior, Benjamin Schumacher, Zoe De Santis
<b>Orrick</b>	Vanessa Liborio De Sousa, Charles Adams, James Hargrove
<b>Patocchi &amp; Marzolini</b>	Paolo Michele Patocchi, Paolo Marzolini, Daniel Durante
<b>Sidley Austin</b>	David Roney, Tanya Landon
<b>Thouvenin Rechtsanwälte</b>	Hansjörg Stutzer, Michael Bösch, Patrick Rohn, Simon M. Hohler
<b>RECOMMENDED</b>	
<b>Bratschi</b>	Sandra De Vito Bieri, Lukas Wyss
<b>CMS von Erlach Partners</b>	Pierre Ducret, Niklaus Zaugg, Philipp Dickenmann, Olivier Carrard, Jodok Wicki, Reto Hunsperger
<b>Eversheds Sutherland</b>	Manuel Arroyo
<b>Habegger Arbitration</b>	Philipp Habegger
<b>Hirsch</b>	Laurent Hirsch
<b>Kaufmann Rüedi</b>	Daniel Girsberger
<b>King &amp; Spalding</b>	Vanessa Alarcon Duvanel
<b>Loyens &amp; Loeff</b>	Robin Moser
<b>MLL Meyerlustenberger Lachenal Frieriep</b>	Jean Marguerat, Marcel Lustenberger, Jean-Marie Vulliemin
<b>Python Avocats</b>	Homayoon Arfazadeh
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Dr. Pierre-Yves Marro, Dr. Simon Vorburger, Philippe Pinsolle
<b>Stirnemann Fuentes Dispute Resolution</b>	Franz Stirnemann Fuentes
<b>Von Segesser Law Offices</b>	Georg von Segesser
<b>Wartmann Merker</b>	Peter Reichart, Anne-Catherine Hahn
<b>Weber-Stecher Arbitration</b>	Urs Weber-Stecher
<b>Wenger Vieli</b>	Philipp Lindenmayer



Our analysis

**LENZ & STAEHELIN:  
50+ DISPUTE RESOLUTION LAWYERS**



Harold Frey

Key figure(s): Harold Frey and Xavier Favre-Bulle  
Established: 1917

**Track Record:** With offices in Zurich, Geneva and Lausanne, the team represents clients from a variety of industries including banking & finance, pharmaceuticals, high-tech and telecommunications, among others. Recently, the firm acted on behalf of a Swiss client under Greek law in a matter worth 8 billion €.

**Team & Differentiation:** Head of Litigation and Arbitration in Zurich, Harold Frey, and Head of Arbitration in Geneva, Xavier Favre-Bulle, lead a team of 50+ dispute resolution lawyers. Frey is known for his expertise in international M&A disputes. Favre-Bulle has been involved in some 255 arbitrations.

**NIEDERER KRAFT FREY:  
MULTI-JURISDICTIONAL EXPERTS**



Daniel Eisele

Key figure(s): Daniel Eisele and Tamir Livschitz  
Established: 1936

**Track Record:** The NKF team specializes in multi-jurisdictional and cross-border commercial arbitration matters. They act on behalf of companies in banking, media, construction, insurance, chemical and pharmaceutical sectors. Recently, they represented a Hong Kong listed company in a M&A transaction dispute.

**Team & Differentiation:** With 9 partners and 19 lawyers, the team is headed by Daniel Eisele and Tamir Livschitz. As of January 2023, NKF will be joining forces with Tavernier Tschanz and a team of partners from Python to strengthen its presence in Geneva. Eisele has more than 25 years of dispute resolution experience and Livschitz almost 20 years.

**ACERIS: LEADING INTERNATIONAL ARBITRATION BOUTIQUE**



William Kirtley

Key figure(s): William Kirtley  
Established: 2014

**Track Record:** As a leading boutique firm focusing on international arbitration, Aceris is headquartered in Geneva and represents clients in highly technical disputes in the biotech, chemical, oil & gas, renewable energy, and construction & engineering industries. Recently, they were lead counsel on behalf of Canadian Claimant in a dispute of USD 150 million.

**Team & Differentiation:** As Managing Partner of Aceris, William Kirtley is a Franco-American Harvard, Columbia and Sorbonne-educated lawyer. He specializes in international commercial and construction arbitrations. Additionally, he sits as arbitrator in disputes under the ICC, DIFC-LCIA, DIAC, and other rules.

**INTERNATIONAL ARBITRATION**

Best Arbitrators

In each tier, the arbitrators are ordered alphabetically by first name

ARBITRATOR
<b>LEADING</b>
Franz Stirnimann Fuentes (Stirnimann Fuentes Dispute Resolution)
Gabrielle Kaufmann-Kohler (Lévy Kaufmann-Kohler)
Georg Von Segesser (Von Segesser Law Offices)
Laurent Lévy (Lévy Kaufmann-Kohler)
Nathalie Voser (Rothorn Legal)
Philipp Habegger (Habegger Arbitration)
Pierre-Yves Gunter (Bär & Karrer)
Xavier Favre-Bulle (Lenz & Staehelin)
<b>EXCELLENT</b>
Balz Gross (Homburger)
Bernhard Berger (Kellerhals Carrard)
Christoph Müller (Professor, University Of Neuchâtel)
Christopher Boog (Schellenberg Wittmer)
Diana Akikol (Walder Wyss)
Domitille Baizeau (Lalive)



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Elliott Geisinger (Schellenberg Wittmer)

Felix Dasser (Homburger)

Frank Spoorenberg (Niederer Kraft Frey)

Harold Frey (Lenz & Stachelin)

Martin Bernet (Bernet Arbitration / Dispute Management)

Michael Schneider (Lalive)

Paolo Michele Patocchi (Patocchi & Marzolini)

Pierre-Yves Tschanz (Independent Arbitrator)

Pierre Tercier (Professor, University Of Fribourg)

Roberto Dallafior (Nater Dallafior)

Sébastien Besson (Lévy Kaufmann-Kohler)

Thierry Calame (Lenz & Stachelin)

Thomas Legler (Pestalozzi)

### HIGHLY RECOMMENDED

Andrea Meier (Walder Wyss)

Anne-Véronique Schlaepfer (White & Case)

Antonio Rigozzi (Lévy Kaufmann-Kohler)

Daniel Girsberger (Kaufmann Rüedi Attorneys at Law)

Ernst Schmid (Niederer Kraft Frey)

Gabrielle Nater-Bass (Homburger)

Hansjörg Stutzer (Thouvenin Rechtsanwälte)

Henry Peter (Kellerhals Carrard)

Matthias Scherer (Lalive)

Micha Bühler (Walder Wyss)

Michael Kramer (Pestalozzi)

Philippe Bärtsch (Schellenberg Wittmer)

Simon Gabriel (Gabriel Arbitration)

Teresa Giovannini (Lalive)

Urs Weber-Stecher (Weber-Stecher Arbitration • Mediation)

Veijo Heiskanen (Lalive)

### RECOMMENDED

Angelina Petti (von Segesser Law Offices)

Anya George (Schellenberg Wittmer)

Bernd Ehle (Lalive)

Cesare Jermini (Bär & Karrer)

Christoph Brunner (Peter & Kim)

Christopher Koch (Landolt & Koch)

Daniel Eisele (Niederer Kraft Frey)

Joachim Knoll (Lalive)

Manuel Arroyo (Nater Dallafior)

Melissa Magliana (Lalive)

Michele Bernasconi (Bär & Karrer)

Noradèle Radjai (Lalive)

Sandra De Vito Bieri (Bratschi)

### VALUABLE PRACTICE

Alexandra Johnson (Pestalozzi)

Catherine Anne Kunz (Lalive)

Dorothee Schramm (SwissArbitrator)

Giulio Palermo (Archipel)

Guillaume Tattevin (Archipel)

Jean-Marie Vulliemain (MLL Meyerlustenberger Lachenal Froriep)

Jean Marguerat (MLL Meyerlustenberger Lachenal Froriep)

Martin Molina (Kellerhals Carrard)

Sabina Sacco (Independent Arbitrator)

Stefanie Pfisterer (Homburger)

Tamir Livschitz (Niederer Kraft Frey)

Vanessa Liborio (Orrick, Herrington & Sutcliffe)



## LABOR LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Blesi &amp; Papa</b>	Alfred Blesi, Roberta Papa, René Hirsiger
<b>Lenz &amp; Stachelin</b>	Matthias Oertle, Dominique Müller, Sara Rousselle-Ruffieux, Daniel Tunik
<b>Schellenberg Wittmer</b>	Vincent Carron, Michael Hess
<b>Niederer Kraft Frey</b>	Catherine Grun Meyer, Valerie Meyer Bahar, Andreas Casutt
<b>Streiff Von Kaenel</b>	Adrian von Kaenel, Roger Rudolph, Romina Carcagni Roesler
<b>Walder Wyss</b>	Philippe Nordmann, Olivier Sigg, Davide Jermini, Irène Suter-Sieber, Simone Wetzstein, Rayan Houdrouge
<b>EXCELLENT</b>	
<b>1 Bär &amp; Karrer</b>	Laura Widmer, Thomas Stoltz
<b>Bianchischwald</b>	Stéphanie Fuld
<b>CMS von Erlach Partners</b>	Christian Gersbach
<b>Homburger</b>	Balz Gross, Gregor Bühler, Gabrielle Nater-Bass, Andreas Müller
<b>Pestalozzi</b>	Martin Mueller, Christian Roos
<b>Vischer</b>	Marc Ph. Prinz, Gérald Virieux
<b>2 Cbwm &amp; Associés</b>	Aline Bonard, Boris Heinzer, Rémy Wyler
<b>Gillioz Dorsaz &amp; Associés</b>	Vanessa Maraia-Rossel
<b>Humbert Heinzen Lerch Rechtsanwälte</b>	Denis Humbert, André Lerch
<b>Kellerhals Carrard</b>	Urs Marti, Christoph Zimmerli
<b>Lustenberger Rechtsanwälte</b>	Monika McQuillen
<b>MLL Meyerlustenberger Lachenal Froriep</b>	Thomas Kälin
<b>Staiger Attorneys At Law</b>	Philipp Haymann
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Peter Reinert
<b>BMG Avocats</b>	Manuel Isler, Frédéric Gabus
<b>Bratschi</b>	Angela Hensch, Sandra De Vito Bieri
<b>Burckhardt</b>	Regula Hinderling, Gudrun Österreicher
<b>Id Est Avocats</b>	Juliette Ancelle
<b>MANGEAT</b>	Laurence Crittin, Grégoire Mangeat
<b>Mme Legal</b>	Michèle Stutz
<b>PBM Avocats</b>	Pedro Ribeiro
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Thomas Werlen, Simon Vorburger
<b>Resolution Legal Partners</b>	Françoise Martin Antipas
<b>RKR Attorneys at Law</b>	Marco Kamber
<b>Thouvenin Rechtsanwälte</b>	Thomas Loher, Anna Chaney Neukom
<b>Troillet Meier Raetzo</b>	Anne Meier, Anne Troillet
<b>Waeber Avocats</b>	Christian Bruchez, Giuseppe Donatiello
<b>Wenger Plattner</b>	Roland Bachmann



**LABOR: ADVISORY****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Blesi &amp; Papa</b>	Dr. Alfred Blesi, Roberta Papa, Thomas Pietruszak, Dr. René Hirsiger
<b>Homburger</b>	Balz Gross, Andreas Müller, Peter Müller
<b>Schellenberg Wittmer</b>	Vincent Carron, Christine Beusch-Liggenstorfer, Michael Hess
<b>Streiff Von Kaenel</b>	Adrian von Kaenel, Romina Carcagni, Lukasz Grebski
<b>2</b>	
<b>Bär &amp; Karrer</b>	Thomas Stoltz, Laura Widmer
<b>Lenz &amp; Staehelin</b>	Matthias Oertle, Sara Rousselle-Ruffieux
<b>MLL Meyerlustenberger Lachenal Froriep</b>	Alain Gros, Thomas Kälin
<b>Niederer Kraft Frey</b>	Catherine Grun Meyer, Valerie Meyer Bahar
<b>Vischer</b>	Marc Ph. Prinz, Gérald Virieux
<b>EXCELLENT</b>	
<b>Cbwm &amp; Associés</b>	Rémy Wyler, Boris Heinzer, Aline Bonard
<b>Kellerhals Carrard</b>	Christoph Zimmerli, Urs Marti
<b>Pestalozzi</b>	Martin Mueller, Christian Roos
<b>Walder Wyss</b>	Philippe Nordmann, Simone Wetzstein, Irène Suter-Sieber, Rayan Houdrouge
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Peter Reinert, Christoph Stutz
<b>BMG Avocats</b>	Manuel Isler, Frédéric Gabus
<b>CMS von Erlach Partners</b>	Christian Gersbach
<b>Gillioz Dorsaz &amp; Associés</b>	Vanessa Maraia-Rossel
<b>Id est avocats</b>	Juliette Ancelle
<b>MANGEAT</b>	Laurence Crittin, My-Hué Tan
<b>Mme Legal</b>	Michèle Stutz
<b>Resolution Legal Partners</b>	Françoise Martin Antipas
<b>Troillet Meier Raetzo</b>	Anne Troillet, Anne Meier
<b>Waeber Avocats</b>	Christian Bruchez, Giuseppe Donatiello
<b>Wenger Plattner</b>	Cristina Solo de Zaldivar, Roland Bachmann

UK

## COMMERCIAL LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Clifford Chance</b>	Jeremy Kosky, Julian Acratopulo
<b>Hogan Lovells</b>	Chris Hardman, Kevin Lloyd, Neil Mirchandani, Alex Sciannaca
<b>2 Freshfields Bruckhaus Deringer</b>	James Kennedy
<b>Herbert Smith Freehills</b>	Alan Watts, Damien Byrne Hill
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Richard East
<b>EXCELLENT</b>	
<b>1 Allen &amp; Overy</b>	Calum Burnett
<b>Linklaters</b>	Satindar Dogra, Alison Wilson
<b>Slaughter and May</b>	Richard Swallow
<b>Travers Smith</b>	Rob Fell, Stephen Paget-Brown
<b>2 Debevoise &amp; Plimpton</b>	Lord Peter Goldsmith, Patrick Swain
<b>Macfarlanes</b>	Iain Mackie, Matt McCahearty
<b>Simmons &amp; Simmons</b>	Patrick Boylan
<b>Stephenson Harwood</b>	Edward Davis, Paul Thwaite
<b>Stewarts Law</b>	Clive Zietman
<b>White &amp; Case</b>	Lawson Caisley, Mark Clarke
<b>HIGHLY RECOMMENDED</b>	
<b>1 Addleshaw Goddard</b>	Mark Molyneux
<b>CMS</b>	Jonathan Warne, Steven Corney, Ben Trust
<b>RPC</b>	Geraldine Elliott
<b>Signature Litigation</b>	Graham Huntley
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	David Kavanagh
<b>2 Ashurst</b>	Jon Gale
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Sunil Gadhia
<b>Clyde &amp; Co</b>	Chris Burdett
<b>DLA Piper</b>	Jamie Curle



UK

Enyo Law	Simon Twigden, George Maling, Tim Elliss
Eversheds Sutherland	Mark Davenport
Jones Day	Sion Richards, Barnaby Stueck
Mayer Brown	Ian McDonald
Mishcon de Reya	Kasra Nouroozi, Richard Leedham
Norton Rose Fulbright	Patrick Bourke
Pinsent Masons	Michael Fenn

### RECOMMENDED

Akin Gump Strauss Hauer & Feld	Richard Hornshaw
Baker McKenzie	Andy Moody
Bird & Bird	Jeremy Sharman, Sophie Eyre
Bryan Cave Leighton Paisner	Graham Shear
Cooke Young & Keidan	Sinead O'Callaghan, Lydia Danon, Stephen Elam
Cooley	James Maton
Covington & Burling	Louise Freeman
Dechert	Andrew Hearn, Dorothy Cory-Wright
Dentons	Felicity Ewing
Fieldfisher	Colin Gibson
Gibson, Dunn & Crutcher	Philip Rocher
King & Spalding	Sarah Walker, Thomas Sprange
Kirkland & Ellis	Rajinder Bassi
Latham & Watkins	Martin Davies
Lewis Silkin	Mark Lim
Reed Smith	Ben Summerfield
Taylor Wessing	Andrew Howell

### VALUABLE PRACTICE

Arnold & Porter	Hilton Mervis
Bracewell	John Gilbert
Brown Rudnick	Neill Shrimpton
Farrer & Co	Kate Allass
Fried, Frank, Harris, Shriver & Jacobson	James Kitching
Hausfeld & Co	Lianne Craig
HFW	Noel Campbell, Andrew Williams
Milbank	Julian Stait
Morgan, Lewis & Bockius	Melanie Ryan
Morrison & Foerster	Jonathan Wheeler
Sidley Austin	Matthew Shankland
Winston & Strawn	Ben Bruton

## HAUSFELD: STRONG LITIGATION PRACTICE EXPERT IN MANAGING LARGE FINANCIAL SERVICES DISPUTES



Lianne Craig

Key figure(s): Lianne Craig  
Established: 2008

**Track record:** Hausfeld's commercial disputes team is known for litigating complex, high value disputes with an international or multi-jurisdictional angle. With offices across the US and Europe, they have won landmark trials, negotiated complex settlements, and recovered billions for clients - often after hard-fought litigation against the biggest names in the legal market.

**Team & differentiation:** The team has challenged some of the best-known financial institutions worldwide. It was instructed on some highest profile banking litigation cases arising out of LIBOR manipulation and interest rate swap mis-selling. Lianne Craig, Managing Partner since 2021, is regularly instructed on disputes for Spanish clients.



UK

## LITIGATION

### Best Litigation Funders

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Harbour	Susan Dunn
Therium	Neil Purslow
<b>EXCELLENT</b>	
1 Bench Walk Advisors	Adrian Chopin, Ayse Lowe
Burford Capital	John Lazar
2 Augusta Ventures	Gian Kull
Litigation Capital Management	Patrick Moloney
Woodsford	Charlie Morris
<b>HIGHLY RECOMMENDED</b>	
Balance Legal Capital	Robert Rothkopf
Fortress Investment Group	Rosemary Ioannou
Omni Bridgeway	Alistair Croft
Orchard Global Asset Management	Carrie Leonard
<b>RECOMMENDED</b>	
Asertis	Harshiv Thakerar, Ian Madej
Innsworth Advisors	Ian Garrard

### FORTRESS INVESTMENT GROUP: LEADING, HIGHLY DIVERSIFIED GLOBAL INVESTMENT MANAGER



Rosemary Ioannou

Key figure(s): Rosemary Ioannou  
Established: 1998

**Track record:** Fortress Investment manages \$45.7 billion of assets under management as of September 30, 2022, on behalf of over 1,900 institutional clients and private investors worldwide across a range of credit and real estate, private equity and permanent capital investment strategies. In December 2022 the group launched Fortress Private Wealth Solutions for greater access to alternative asset classes and private markets.

**Team & differentiation:** With billions of dollars of dry powder at its disposal, Fortress Investment Group continues to fund major litigation in the UK. Former Allen & Overy litigator Rosemary Ioannou leads the UK practice, she is supported by former Linklaters managing associate Andrew Jones, its role focuses on identifying and providing a full appraisal of disputes that Fortress will consider for funding, as well as monitoring disputes that Vannin to fund.

# INTERNATIONAL ARBITRATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	David Kavanagh, Daniel Gal
<b>Three Crowns</b>	Constantine Partasides, Gaëtan Verhoosel
<b>WilmerHale</b>	Gary Born, Franz Schwarz, Rachael Kent
<b>EXCELLENT</b>	
<b>1 Debevoise &amp; Plimpton</b>	Lord Peter Goldsmith
<b>Freshfields Bruckhaus Deringer</b>	Sylvia Noury
<b>Herbert Smith Freehills</b>	Paula Hodges, Craig Tevendale
<b>White &amp; Case</b>	Phillip Capper, Alope Ray, Andrea Menaker
<b>2 Allen &amp; Overy</b>	Mark Levy
<b>Clifford Chance</b>	Audley Sheppard
<b>Gibson, Dunn &amp; Crutcher</b>	Cyrus Benson, Penny Madden
<b>King &amp; Spalding</b>	Thomas Sprange, John Savage
<b>Latham &amp; Watkins</b>	Philip Clifford, Sophie Lamb
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Stephen Jagusch, Anthony Sinclair, Epaminontas Triantafilou
<b>HIGHLY RECOMMENDED</b>	
<b>1 CMS</b>	Richard Bamforth, Jonathan Warne, Sarah Vasani, Guy Pendell
<b>Hogan Lovells</b>	Kieron O'Callaghan
<b>Kirkland &amp; Ellis</b>	Rajinder Bassi
<b>Pinsent Masons</b>	Jason Hambury, Dean Lewis
<b>2 Bryan Cave Leighton Paisner</b>	George Burn
<b>Clyde &amp; Co</b>	Ben Knowles, Maurice Kenton
<b>DLA Piper</b>	Philip Chong
<b>Fietta</b>	Stephen Fietta, Jiries Saadeh
<b>Linklaters</b>	Matthew Weiniger, Ben Carroll
<b>Norton Rose Fulbright</b>	Sherina Petit
<b>Simmons &amp; Simmons</b>	Stuart Dutson
<b>Volterra Fietta</b>	Robert Volterra, Graham Coop
<b>RECOMMENDED</b>	
<b>Addleshaw Goddard</b>	Jon Tweedale, Simon Kamstra
<b>Akin Gump Strauss Hauer &amp; Feld</b>	Justin Williams
<b>Arnold &amp; Porter</b>	David Reed, Patricio Grané Labat, Monty Taylor
<b>Ashurst</b>	Matthew Saunders
<b>Baker Botts</b>	Johannes Koeppe
<b>Baker McKenzie</b>	Steve Abraham, Andy Moody, Edward Poulton
<b>Boies Schiller Flexner</b>	David Hunt, Timothy Foden, Prateek Swaika
<b>Dentons</b>	Liz Tout
<b>Eversheds Sutherland</b>	Jonathan Leach
<b>Fieldfisher</b>	Colin Gibson, Simon Sloane
<b>Mayer Brown</b>	Raid Abu-Manneh
<b>Mishcon de Reya</b>	Louis Flannery
<b>Orrick, Herrington &amp; Sutcliffe</b>	Mark Beeley
<b>Osborne Clarke</b>	Greg Fullelove
<b>Reed Smith</b>	Belinda Paisley, Gautam Bhattacharyya, Chloe Carswell
<b>Shearman &amp; Sterling</b>	Alex Bevan, Matthew Skinner, Garreth Wong
<b>Signature Litigation</b>	Loannis Alexopoulos
<b>Squire Patton Boggs</b>	George von Mehren, Peter Crossley
<b>Stephenson Harwood</b>	Kamal Shah, Rovine Chandrasekera
<b>Stewarts Law</b>	Philippa Charles
<b>Winston &amp; Strawn</b>	Michael Stepek





## ARBITRATION FUNDING

### Best Litigation Funders

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Burford Capital</b>	John Lazar
<b>Omni Bridgeway</b>	Camilla Godman
<b>Therium</b>	Neil Purslow
<b>EXCELLENT</b>	
<b>Bench Walk Advisors</b>	Adrian Chopin, Ayse Lowe
<b>Woodsford</b>	Charlie Morris
<b>HIGHLY RECOMMENDED</b>	
<b>Arbitration Chambers</b>	Juliet Blanch, John Beechey
<b>Augusta Ventures</b>	Gian Kull
<b>Balance Legal Capital</b>	Robert Rothkopf
<b>FTI Consulting</b>	Mark Bezant
<b>Harbour Litigation Funding</b>	Ellora MacPherson, Susan Dunn
<b>Kroll</b>	David Barry, Austin Duffy
<b>Litigation Capital Management</b>	Patrick Moloney
<b>RECOMMENDED</b>	
<b>Innsworth Advisors</b>	Ian Garrard
<b>Orchard Global Asset Management</b>	Carrie Leonard

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15 avenue de la Grande Armée  
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[contact.pex@leadersleague.com](mailto:contact.pex@leadersleague.com)

[www.private-equity-exchange.com](http://www.private-equity-exchange.com)

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## LABOR: REPRESENTATION OF EMPLOYERS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Sarah Henchoz, Karen Seward, Robbie Sinclair, Vicky Wickremeratne
<b>Baker McKenzie</b>	John Evason, Monica Kurnatowska
<b>Herbert Smith Freehills</b>	Andrew Taggart, Tim Leaver
<b>Lewis Silkin</b>	James Davies, Michael Burd, Toni Lorenzo, Richard Miskella
<b>Mishcon de Reya</b>	Joanna Blackburn, Daniel Naftalin
<b>Simmons &amp; Simmons</b>	Julian Taylor, Andrea Finn, Daniel Ornstein, Laurence Renard
<b>EXCELLENT</b>	
<b>Clifford Chance</b>	Alistair Woodland, Michael Crossan
<b>DAC Beachcroft</b>	Khurram Shamsee, Georgina Rowley, David Sims
<b>Gqllittler</b>	Paul Quain, Richard Harvey, Darren Isaacs, Daniel Pollard, Cerys Williams
<b>Linklaters</b>	Nicola Rabson, Alexandra Beidas, Jean Lovett
<b>HIGHLY RECOMMENDED</b>	
<b>1 Addleshaw Goddard</b>	Michael Leftley, Richard Yeomans
<b>Bird &amp; Bird</b>	Ian Hunter, Elizabeth Lang
<b>Bryan Cave Leighton Paisner</b>	Rebecca Harding-Hill, Lisa Mayhew
<b>CMS</b>	Melanie Lane, Catherine Taylor, Alison Woods
<b>Dechert</b>	Charles Wynn-Evans, Jason Butwick
<b>DLA Piper</b>	Tim Marshall
<b>Eversheds Sutherland</b>	Paul Fontes, Diane Gilhooley
<b>Farrer &amp; Co</b>	David Smellie, Rachel Lewis
<b>Squire Patton Boggs</b>	Caroline Noblet
<b>Stephenson Harwood</b>	Anne Pritam, Paul Reeves
<b>Travers Smith</b>	Ed Mills, Tim Gilbert, Siân Keall
<b>2 Freshfields Bruckhaus Deringer</b>	Kathleen Healy
<b>Hogan Lovells</b>	Stefan Martin, Edward Bowyer
<b>Macfarlanes</b>	Seán Lavin, Hayley Robinson
<b>Mayer Brown</b>	Christopher Fisher
<b>Osborne Clarke</b>	David Cubitt, Victoria Parry
<b>Taylor Wessing</b>	Paul Callaghan, Sean Nesbitt



UK

**RECOMMENDED**

<b>Charles Russell Speechlys</b>	Trevor Bettany
<b>Clyde &amp; Co</b>	Robert Hill
<b>Deloitte Legal</b>	David Williams
<b>Fox Williams</b>	Joanna Chatterton
<b>Morgan, Lewis &amp; Bockius</b>	Matthew Howse
<b>Pinsent Masons</b>	Edward Goodwyn
<b>PwC</b>	Tom Ince, Chris Perkins, Tom Williams
<b>Reed Smith</b>	Robin Jeffcott
<b>RPC</b>	Patrick Brodie
<b>Slaughter and May</b>	Charles Cameron

**VALUABLE PRACTICE**

<b>1 Dentons</b>	Purvis Ghani
<b>Doyle Clayton</b>	Peter De Maria
<b>Kingsley Napley</b>	Corinne Aldridge
<b>McDermott Will &amp; Emery</b>	Katie Clark
<b>Norton Rose Fulbright</b>	Paul Griffin
<b>Winckworth Sherwood</b>	Jo Keddie

<b>2 Ashurst</b>	Crowley Woodford
<b>Bates Wells</b>	Lucy McLynn
<b>Cm Murray</b>	Clare Murray
<b>Penningtons Manches Cooper</b>	Paul Mander
<b>White &amp; Case</b>	Nicholas Greenacre
<b>Withers</b>	Meriel Schindler

**NOTABLE PRACTICE**

<b>Arnold &amp; Porter</b>	Henry Clinton-Davis
<b>Bevan Brittan</b>	Jodie Sinclair
<b>Brahams Dutt Badrick French</b>	Gareth Brahams
<b>Capsticks Solicitors</b>	Victoria Watson
<b>Gibson, Dunn &amp; Crutcher</b>	James Cox
<b>Howard Kennedy</b>	Jane Amphlett
<b>Irwin Mitchell</b>	Shah Qureshi, Sybille Steiner
<b>Kennedys</b>	Matthew Leake
<b>Keystone Law</b>	Nicholas Tsatsas, Nicholas Robertson
<b>King &amp; Spalding</b>	Jules Quinn
<b>Memery Crystal</b>	Stephen Ravenscroft
<b>Orrick, Herrington &amp; Sutcliffe</b>	Nicola Whiteley
<b>Paul Hastings</b>	Suzanne Horne



## LABOR: REPRESENTATION OF MANAGERS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Brahams Dutt Badrick French</b>	Gareth Brahams, Paula Chan, Claire Dawson, Polly Rodway
<b>CM Murray</b>	Beth Hale, Clare Murray, Merrill April
<b>Farrer &amp; Co</b>	David Smellie, Eleanor Rowswell, Anna Birtwistle, Kathleen Heycock
<b>Lewis Silkin</b>	Nicholas Hadaway, Richard Miskella, Toni Lorenzo
<b>Mishcon de Reya</b>	Daniel Naftalin, Joanna Blackburn, Jennifer Millins
<b>Withers</b>	Elaine Aarons, Meriel Schindler
<b>EXCELLENT</b>	
<b>1 Bird &amp; Bird</b>	Tim Spillane, Ian Hunter
<b>Doyle Clayton</b>	Peter De Maria
<b>Fox Williams</b>	Jane Mann, Joanna Chatterton
<b>Keystone Law</b>	Paul Daniels, Alistair French, Clive Howard
<b>Kingsley Napley</b>	Corinne Aldridge
<b>Winckworth Sherwood</b>	Jo Keddie
<b>2 Charles Russell Speechlys</b>	Trevor Bettany
<b>Edwin Coe</b>	Linky Trott
<b>Fox &amp; Partners</b>	Caroline Field, Ivor Adair
<b>Harbottle &amp; Lewis</b>	Howard Hymanson, Yvonne Gallagher
<b>Penningtons Manches Cooper</b>	Paul Mander
<b>Russell-Cooke</b>	Anthony Sakrouge
<b>HIGHLY RECOMMENDED</b>	
<b>1 Bates Wells</b>	William Garnett, Lucy McLynn
<b>Bellevue Law</b>	Florence Brocklesby
<b>Cole Khan Solicitors</b>	Emilie Cole, Shazia Khan
<b>didlaw</b>	Karen Jackson, Anita Vadgama
<b>Leigh Day</b>	Nigel Mackay, Emma Satyamurti
<b>Payne Hicks Beach</b>	Peter McRoberts
<b>Rahman Lowe Solicitors</b>	Jahad Rahman
<b>Worden Richmond</b>	Catherine Richmond, Alexandra Worden
<b>2 BDB Pitmans</b>	Jesper Christensen
<b>Ince</b>	Laura Livingstone
<b>Irwin Mitchell</b>	Shah Qureshi
<b>Kervin &amp; Barnes</b>	Gareth Kervin
<b>Stephenson Harwood</b>	Paul Reeves
<b>Stewarts Law</b>	Joseph Lappin
<b>Wedlake Bell</b>	William Granger





UK

## RESTRUCTURING & INSOLVENCY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Akin Gump Strauss Hauer & Feld	Barry Russell, James Roome, James Terry
Allen & Overy	Earl Griffith, Jennifer Marshall
Clifford Chance	Philip Hertz, Iain White
Kirkland & Ellis	Kon Asimacopoulos, Partha Kar, Sean Lacey
Latham & Watkins	Bruce Bell, Yen Sum
Linklaters	Tony Bugg, Rebecca Jarvis, Richard Bussell
<b>EXCELLENT</b>	
1 Freshfields Bruckhaus Deringer	Ken Baird, Richard Tett
Milbank	Nick Angel, Yushan Ng
2 Slaughter and May	Ian Johnson
Weil, Gotshal & Manges	Andrew Wilkinson, Neil Devaney
White & Case	Christian Pilkington
<b>HIGHLY RECOMMENDED</b>	
Ashurst	Giles Boothman
Herbert Smith Freehills	John Whiteoak
Hogan Lovells	Tom Astle, Stephen Foster
<b>RECOMMENDED</b>	
1 Addleshaw Goddard	Ged Barnes
CMS	Martin Brown
DLA Piper	Christian Parker
Mayer Brown	Michael Fiddy, Devi Shah, Amy Jacks
Norton Rose Fulbright	James Stonebridge
Paul Hastings	David Ereira
Pinsent Masons	Steven Cottee
Sidley Austin	Jifree Cader, Mark Knight
2 Dechert	Adam Plainer
Dentons	Neil Griffiths
Jones Day	Ben Larkin
Macfarlanes	Jat Bains
Proskauer Rose	Elisabeth Baltay
Skadden, Arps, Slate, Meagher & Flom	Peter Newman
Sullivan & Cromwell	Christopher Howard
Travers Smith	Edward Smith
Willkie Farr & Gallagher	Graham Lane
<b>VALUABLE PRACTICE</b>	
Baker McKenzie	Hugh Lyons, Priyanka Usmani
Brown Rudnick	Helena Clarke
Bryan Cave Leighton Paisner	Marc Trottier
Eversheds Sutherland	Simon Waller
Fried, Frank, Harris, Shriver & Jacobson	Ashley Katz

# AFRICA

# MOROCCO

## DISPUTE RESOLUTION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bassamat &amp; Laraqui</b>	Bassamat Fassi-Fihri, Asmâa Laraqui-Hossini
<b>Kettani Law Firm</b>	Azzedine Kettani, Rita Kettani
<b>EXCELLENT</b>	
<b>Bennani &amp; Associés</b>	Abdellah Moustaid
<b>Cabinet Hamid Andaloussi</b>	Hamid Andaloussi
<b>Naciri &amp; Associés - Allen &amp; Overy</b>	Yassir Ghorbal
<b>HIGHLY RECOMMENDED</b>	
<b>1 ADNA</b>	Yasmina Baddou
<b>Benzakour</b>	Abdelaziz Benzakour, Rachid Benzakour
<b>Boulalf Mekkaoui Law Firm</b>	Abdelatif Boulalf, Ahlam Mekkaoui
<b>DLA Piper Casablanca</b>	Mehdi Kettani
<b>Fraikech Associés</b>	Abderrahmane Fraikech
<b>LPA-CGR Avocats</b>	Romain Berthon
<b>2 Afrique Advisors</b>	Laila Slassi, Talal Belrhiti
<b>Bakouchi &amp; Habachi - Hb Law Firm</b>	Salima Bakouchi
<b>Dentons Sayarh &amp; Menjra</b>	Omar Sayarh, Mohamed Ali Sayarh
<b>Figes Mernissi</b>	Lamy El Mernissi, Saad El Mernissi
<b>Jeantet</b>	Philippe Mallaé
<b>UGGC Africa</b>	Ali Bougrine, Laurent Sablé
<b>RECOMMENDED</b>	
<b>AB Avocats - Abouakil, Benjelloun &amp; Mahfoud Avocats</b>	Saïd Benjelloun, Anis Mahfoud
<b>Cabinet Adyel</b>	Abdelkrim Karim Adyel
<b>Chakouri Lawyers Firm</b>	Belkacem Chakouri
<b>El Amari &amp; Rouissi</b>	Mohieddine El Amari
<b>Elkhatib Law Firm</b>	Fayçal Elkhatib, Hatim Elkhatib
<b>Havocat</b>	Ahmad Hussein
<b>Lahlou Law Firm</b>	Mohamed Lahlou
<b>Mossadek &amp; Partners</b>	Tarik Mossadek
<b>Nawal Ghaouti</b>	Nawal Ghaouti
<b>Sekkat &amp; Sekkat</b>	Abdelhai Sekkat, Abbes Sekkat
<b>VALUABLE PRACTICE</b>	
<b>Amraoui Law Office</b>	Abdelaziz Amraoui
<b>Brahma Avocats</b>	Mohamed Amine Brahma
<b>Cabinet Amin Chérif</b>	Amin Chérif
<b>Hamzi Law Firm</b>	Zineb Idrissia Hamzi
<b>Naou &amp; Associates</b>	Bouchaib Nadir, Saïd Ouadrhiri





## CORPORATE &amp; COMMERCIAL LITIGATION

## Best Law Firms &amp; Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 Naciri & Associés - Allen & Overy	Hicham Naciri
2 Clifford Chance	Mustapha Mourahib
Gide-Cuatrecasas Gonçalves Pereira	Simon Auquier, Chloé Joachim De Larivière
<b>EXCELLENT</b>	
1 Asafo & Co.	Patrick Larrivé
Baker McKenzie	Kamal Nasrollah, Keltoum Boudribila
Norton Rose Fulbright	Alain Malek
2 ADNA	Safia Fassi-Fihri
Bennani & Associés	Mehdi Bennani, Mourad Seghir
LPA-CGR Avocats	Lina Fassi-Fihri, Romain Berthon
<b>HIGHLY RECOMMENDED</b>	
Afrique Advisors	Laila Slassi, Talal Belrhiti
Bakouchi & Habachi - Hb Law Firm	Kamal Habachi, Salima Bakouchi
Dentons Sayarh & Menjra	Christophe Simonnet
DLA Piper Casablanca	Christophe Bachelet, Mehdi Kettani
El Amari & Rouissi	Mariam Rouissi, Mohieddine El Amari
Figes Mernissi	Lamy El Mernissi
Garrigues	José Ignacio Garcia Muniozguen
Jeantet	Philippe Malléa
Kettani Law Firm	Nadia Kettani
UGGC Africa	Ali Bougrine, Jean-Jacques Uettwiller, Laurent Sablé
<b>RECOMMENDED</b>	
Adyel Law Firm	Abdelkrim Karim Adyel
Bassamat & Laraqui	Bassamat Fassi-Fihri, Asmâa Laraqui-Hossini
Benzakour	Rachid Benzakour
BFF - Belouchi & Fassi-Fihri	Bouchra Belouchi, Fatima-Zahra Fassi-Fihri
Bird & Bird Africa	Boris Martor, Gildas Louvel
Boukhris & Associés	Hatim Boukhris
Boulalf Mekkaoui Law Firm	Ahlam Mekkaoui, Abdelatif Boulalf
Chakouri Lawyers Firm	Belkacem Chakouri
CMS Francis Lefebvre Maroc Conseil juridique et fiscal	Rachida Charifi
Fidal Morocco North Africa	Julie Claude
Fraikech Associés	Oussama Fraikech
Hajji & Associés	Amin Hajji
Hamzi Law Firm	Zineb Idrissia Hamzi
Kettani Associés	Ali Kettani
Nawal Ghaouti	Nawal Ghaouti
<b>VALUABLE PRACTICE</b>	
Amraoui Law Office	Abdelaziz Amraoui
BFR & Associés	Romain Frédéric Rabillard
EAR	Mariam Rouissi, Mohieddine El Amari
Diouri Law Firm	Rachid Diouri, Hicham Oujamaa, Mehdi Diouri
Elkhatib Law Firm	Fayçal Elkhatib, Hatim Elkhatib
Havocat	Ahmad Hussein
Lahlou Law Firm	Saad Lahlou
Mokhtari Avocats	Ghalia Mokhtari, Aïcha Brahma

# TUNISIA

## DISPUTE RESOLUTION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Ferchiou & Associés	Noureddine Ferchiou
Meziou Knani & Khlif	Sarhane Khlif
<b>EXCELLENT</b>	
<b>1</b> Adly Bellagha & Associés	Adly Bellagha
Boussayene Knani & Associés	Mehrez Boussayene, Youssef Knani
Cabinet Donia Hedda Ellouze	Donia Hedda Ellouze
Caïd Essebsi & Ben Salem Law Firm	Slah Eddine Caïd Essebsi, Fakher Ben Salem
El Ajeri Lawyers	Mohamed Lotfi El Ajeri
Eversheds Sutherland El Heni	Mohamed Raouf El Heni
Global Lawyers North Africa In Partnership With Gide	Samy Laghouati, Anis Jabnoun
<b>2</b> Cabinet Ben Slama	Mehdi Ben Slama
Jurismed	Borhane Boureghda
Kammoun & Kallel	Mohamed Kammoun
Malouche Avocats & Associés	Elyes Malouche, Slim Malouche
<b>HIGHLY RECOMMENDED</b>	
Abdelly & Associés	Samir Abdelly
Atr - Avocats Tunisiens Réunis	Walid Ben Amor, Nejla Laabidi
Beji Kassar Atallah	Lofti Beji, Khalil Beji, Safia Atallah
Berjeb lawyers	Mohamed Etteib Ben Chaabane
Houerbi Law Firm	Sami Houerbi
Juris Affaires	Faten Guemri
Kallel & Associates	Sami Kallel
Mamoughli & Mamoughli Avocats	Abdellatif Mamoughli, Mourad Mamoughli
<b>RECOMMENDED</b>	
A. O. Ouerfelli Attorneys & Counsels	Ahmed Ouerfelli
Achour Law Firm	Abdelmonem Achour
Chafter Raouadi Law Firm	Zine El Abidine Chafter
Lamloum Law Firm	Malek Lamloum

### BOUSSAYENE KNANI & ASSOCIÉS: FIRST-RATE DISPUTE RESOLUTION PRACTICE



Mehrez Boussayene

Key figure(s): Mehrez Boussayene  
Established: 2002

**Track record:** Boussayene Knani & Associés has had no shortage of contentious work over the last year. Its practitioners act as counsel and arbitrators in arbitration (and can do so in English, French and Arabic), and also represent domestic and foreign clients in high-stakes litigation. Clients have included Tunisie Télécom and a major French energy company.

**Team & differentiation:** Boussayene Knani & Associés' practice is well regarded for its business savvy. Name partner Mehrez Boussayene is renowned for the depth of his legal experience; fellow name partner Youssef Knani is highly experienced in corporate and banking disputes. Attorneys Najoua Bettaieb, Saloua Dellalou and Amine Knani are also recommended.



# ASIA

# CHINA

## COMMERCIAL LITIGATION

### Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 <b>Herbert Smith Freehills</b>	Gareth Thomas
2 <b>Davis Polk &amp; Wardwell</b>	James Wadham
<b>EXCELLENT</b>	
<b>Baker Mckenzie Fenxun</b>	Cynthia Tang
<b>Clifford Chance</b>	Ling Ho, Lei Shi
<b>DLA Piper</b>	Kevin Chan
<b>Hogan Lovells</b>	Mark Lin
<b>Kirkland &amp; Ellis</b>	Kelly Naphtali
<b>Linklaters</b>	Denise Fung
<b>Norton Rose Fulbright</b>	Camille Jojo
<b>HIGHLY RECOMMENDED</b>	
<b>Allen &amp; Overy</b>	Fai Hung
<b>Clyde &amp; Co</b>	Ik Chong
<b>Deacons</b>	Joseph Kwan, Richard Hudson
<b>Debevoise &amp; Plimpton</b>	Mark Johnson
<b>Freshfields Bruckhaus Deringer</b>	William Robinson
<b>Gall Solicitors</b>	Nick Gall, Chris Wong
<b>Gibson, Dunn &amp; Crutcher</b>	Elaine Chen, Brian Gilchrist
<b>King &amp; Wood Mallesons</b>	Edmund Wan
<b>Latham &amp; Watkins</b>	Hui Xu
<b>Mayer Brown</b>	Nicholas Hunsworth, Alan Linning
<b>MinterEllison</b>	Nathan Dentice
<b>O'Melveny &amp; Myers</b>	Denis Brock
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Steve Kwok, Rory McAlpine
<b>RECOMMENDED</b>	
<b>Ashurst</b>	James Comber
<b>Dentons</b>	Keith Brandt
<b>Fangda Partners</b>	Peter Yuen
<b>HFW</b>	Noel Campbell
<b>Howse Williams</b>	Chris Howse, Michael Withington
<b>Jones Day</b>	Lillian He, Haifeng Huang, Qiang Xue, Peter Wang
<b>Kennedys</b>	Rupert Skrine
<b>Morrison &amp; Foerster</b>	Timothy Blakely
<b>RPC</b>	Charles Allen
<b>Simmons &amp; Simmons</b>	Tom Fyfe
<b>Stephenson Harwood</b>	Jamie Stranger
<b>Tanner De Witt</b>	Robin Darton, Pamela Mak, Mark Side
<b>White &amp; Case</b>	Bingna Guo, James Hsiao



## INTERNATIONAL ARBITRATION

## Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 <b>Herbert Smith Freehills</b>	Simon Chapman, Michelle Li
2 <b>Allen &amp; Overy</b>	Jane Jiang
<b>EXCELLENT</b>	
<b>Clifford Chance</b>	Cameron Hassall
<b>Hogan Lovells</b>	James Kwan
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Duncan Watson, John Rhie
<b>Shearman &amp; Sterling</b>	Emmanuel Jacomy
<b>Sidley Austin</b>	Friven Yeoh, Desmond Ang, Yan Zhang
<b>HIGHLY RECOMMENDED</b>	
1 <b>Clyde &amp; Co</b>	Canming Wang, Nicholas Lum
<b>Freshfields Bruckhaus Deringer</b>	John Choong
<b>King &amp; Wood Mallesons</b>	Yuwu Liu, Ariel Ye
<b>Norton Rose Fulbright</b>	Camille Jojo
<b>Pinsent Masons</b>	Dean Lewis
2 <b>Davis Polk &amp; Wardwell</b>	Martin Rogers
<b>Dechert</b>	Jingzhou Tao
<b>HFW</b>	Nicholas Poynder
<b>Latham &amp; Watkins</b>	David Blumental, Dominic Geiser, Wonsuk Kang
<b>Linklaters</b>	Andrew Chung, Denise Fung, Justin Tang
<b>Mayer Brown</b>	Tom Fu
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Rory McAlpine
<b>RECOMMENDED</b>	
<b>Baker Mckenzie Fenxun</b>	Steven Sieker, Cynthia Tang
<b>CMS China</b>	Nicolas Wiegand
<b>Debevoise &amp; Plimpton</b>	Mark Johnson, Cameron Sim
<b>Dentons China</b>	Robert Rhoda
<b>DLA Piper</b>	Ernest Yang
<b>Fangda Partners</b>	Peter Yuen
<b>Winston &amp; Strawn</b>	Gino Cheng

## LABOR LAW

### Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Baker Mckenzie Fenxun</b>	Jonathan Isaacs
<b>Morgan Lewis &amp; Bockius</b>	Lesli Ligorner
<b>EXCELLENT</b>	
<b>2 DLA Piper</b>	Johnny Choi, Helen Colquhoun
<b>Bird &amp; Bird</b>	Pattie Walsh
<b>Herbert Smith Freehills</b>	Nanda Lau, Gareth Thomas
<b>Mayer Brown</b>	Duncan Abate, Hong Tran
<b>Simmons &amp; Simmons</b>	Fiona Loughrey
<b>HIGHLY RECOMMENDED</b>	
<b>Allen &amp; Overy</b>	Victor Ho, Susana Ng
<b>Clyde &amp; Co</b>	Victor Yang
<b>CMS</b>	Jeanette Yu
<b>Deacons</b>	Cynthia Chung
<b>Hogan Lovells International</b>	Philip Cheng
<b>Kennedys</b>	Richard Bates
<b>King &amp; Wood Mallesons</b>	Liang Yanling



# HONG KONG

## INTERNATIONAL ARBITRATION

### Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Matthew Hodgson
Clifford Chance	Shi Lei, Cameron Hassall, Thomas Walsh
Herbert Smith Freehills	Justin D'Agostino, Simon Chapman
<b>EXCELLENT</b>	
Freshfields Bruckhaus Deringer	John Choong
King & Wood Mallesons	Jessica Fei, Paul Starr
Latham & Watkins	Dominic Geiser
Skadden, Arps, Slate, Meagher & Flom	Rory McAlpine
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Deacons	Joseph Kwan
Dentons	Keith Brandt
Hogan Lovells	James Kwan
Mayer Brown	Menachem Hasofer
Norton Rose Fulbright	Camille Jojo, Alfred Wu
<b>2</b> Morrison & Foerster	Sarah Thomas
O'Melveny & Myers	Denis Brock
Quinn Emanuel Urquhart & Sullivan	John Rhie, Duncan Watson
Shearman & Sterling	Emmanuel Jacomy
Sidley Austin	Friven Yeoh
<b>RECOMMENDED</b>	
CMS	Nicolas Wiegand
Debevoise & Plimpton	Tony Dymond
Fangda Partners	Peter Yuen
Reed Smith Richards Butler	Asha Sharma
RPC - Reynolds Porter Chamberlain	Charles Allen
Winston & Strawn	Gino Cheng



# INDIA

## COMMERCIAL LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>AZB &amp; Partners</b>	Vijayendra Pratap Singh
<b>Cyril Amarchand Mangaldas</b>	Shaneen Parikh, Cyril Shroff
<b>Economic Laws Practice</b>	Naresh Thacker
<b>JSA</b>	Amit Kapur, Dheeraj Nair
<b>Khaitan &amp; Co.</b>	Ajay Bhargava
<b>Kochhar &amp; Co.</b>	Krishna Singh
<b>Shardul Amarchand Mangaldas &amp; Co.</b>	Pallavi Shroff
<b>Trilegal</b>	Tine Abraham, Shankh Sengupta
<b>EXCELLENT</b>	
<b>1 ALMT Legal</b>	Prashant Popat, Sameer Tapia
<b>Bharucha &amp; Partners</b>	M.P. Bharucha, Sneha Jasingh
<b>DSK Legal</b>	Jatin Pore
<b>Manilal Kher Ambalal &amp; Co.</b>	Vikram Trivedi
<b>Phoenix Legal</b>	Gautam Bhatika, Manjula Chawla
<b>Singhania &amp; Partners</b>	Shilpa Shah
<b>2 Dhir &amp; Dhir Associates</b>	Sachin Gupta
<b>Dua Associates</b>	Amit Dhingra
<b>HSA Advocates</b>	Manan Shukla
<b>Karanjawaala &amp; Co.</b>	Raian Karanjawaala
<b>Keystone Partners</b>	Pradeep Nayak
<b>Luthra &amp; Luthra Law Offices</b>	Nakul Sachdeva
<b>Link Legal</b>	Milanka Chaudhury
<b>Majmudar &amp; Partners</b>	A.K. Hirani, Neerav Merchant
<b>S&amp;A Law Offices</b>	Gunita Pahwa
<b>Samvad Partners</b>	Poornima Hatti
<b>Tuli &amp; Co</b>	Naval Sharma, Rajat Taimni
<b>HIGHLY RECOMMENDED</b>	
<b>Hariani &amp; Co</b>	Ameet Hariani
<b>IndusLaw</b>	Amit Jajoo, Mayank Mishra
<b>Kachwaha &amp; Partners</b>	Sumeet Kachwaha
<b>Nishith Desai Associates</b>	Vyapak Desai, Sahil Kanuga
<b>Poovayya &amp; Co.</b>	Manu Kulkarni
<b>S&amp;R Associates</b>	Niti Dixit
<b>RECOMMENDED</b>	
<b>Clasis Law</b>	Shwetabh Sinha, Mustafa Motiwala
<b>Gagrats</b>	Rustam Gagrats
<b>Juris Corp</b>	Shubhabrata Chakraborti
<b>Lexcounsel</b>	Alishan Naqvee



## INTERNATIONAL ARBITRATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
AZB & Partners	Rajendra Barot, Vijayendra Pratap Singh
Cyril Amarchand Mangaldas	Cyril Shroff
Khaitan & Co.	Ajay Bhargava
PSL Advocates and Solicitors	Sameer Jain
Shardul Amarchand Mangaldas & Co.	Tejas Karia, Pallavi Shroff
<b>EXCELLENT</b>	
Economic Laws Practice	Naresh Thacker
Hsa Advocates	Hemant Sahai
Keystone Partners	Pradeep Nayak, Vikas Mahendra
S&A Law Offices	Manoj Singh
Singhania & Partners	Ravi Singhania
Singularity Legal	Prateek Bagaria
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Bharucha & Partners	M.P. Bharucha
Brus Chambers	Binita Hathi
Clasis Law	Mustafa Motiwala
Dhir & Dhir Associates	Alok Dhir, Sachin Gupta
Kochhar & Co.	Rohit Kochhar, Krishna Vijay Singh
Manilal Kher Ambalal & Co.	Sanaya Dadachanji
MZM Legal	Zulfiqar Memon
<b>2</b> Aarna Law	Shreyas Jayasimha
Advani & Co	Hiroo Advani
Ak Law Chambers	Anirudh Krishnan
Ashim Sood Law Offices	Ashim Sood
Kachwaha & Partners	Sumeet Kachwaha
Nishith Desai Associates	Vyapak Desai
S&R Associates	Niti Dixit

## LABOR LAW

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Nishith Desai Associates	Vikram Shroff
Trilegal	Atul Gupta, Swar Nima
<b>EXCELLENT</b>	
<b>1</b> Cyril Amarchand Mangaldas	Rashmi Pradeep, Abe Abraham, Richa Rao
IndusLaw	Avik Biswas
Khaitan & Co.	Anshul Prakash
Kochhar & Co.	Rohit Kochhar
<b>2</b> AZB & Partners	Nohid Nooreyzedan
J Sagar Associates	Rupinder Malik, Sandeep Mehta
Majmudar & Partners	Neerav Merchant, N Raja Sujith
Shardul Amarchand Mangaldas & Co.	Pooja Ramchandani
<b>HIGHLY RECOMMENDED</b>	
ALMT Legal	Aliff Fazelbhoy
Bharucha & Partners	Justin Bharucha
Bhasin & Associates	Amit Bhasin
HSA Advocates	Jivesh Chandrayan
Luthra & Luthra Law Offices	Divij Kumar, Sanjay Kumar
Phoenix Legal	Sawant Singh
Samvad Partners	Ashwini Vittalachar
Singhania & Partners	Rudra Srivastava
<b>RECOMMENDED</b>	
Chadha & Co.	Savita Sarna, Namita Chadha
Clasis Law	Vineet Aneja
Fox Mandal	Shyamal Mukherjee
Lexcounsel	Dimpy Mohanty
Mani Chengappa & Mathur	Utham Chengappa
Poovayya & Co.	Siddhartha George
S&R Associates	Radhika Iyer, Juhi Singh
SNG & Partners	Anju Gandhi



# JAPAN

## DISPUTE RESOLUTION

### Best International Law Firms

In each tier, the firms are ordered alphabetically

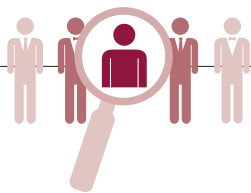
FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Herbert Smith Freehills	David Gilmore
Morrison Foerster	Louise Stoupe, Max Olson, Yuka Teraguchi
<b>EXCELLENT</b>	
Nishimura & Asahi	Hiroyuki Tezuka
Orrick, Herrington & Sutcliffe	Shinsuke Yakura
Quinn Emanuel Urquhart & Sullivan	Ryan Goldstein
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Ashurst	Ronnie King
Baker McKenzie (Gaikokuho Joint Enterprise)	Yoshiaki Muto
Freshfields Bruckhaus Deringer	Joaquin Terceño
<b>2</b>	
Clifford Chance	Peter Coney
O'Melveny	Yoji Maeda
Squire Gaikokuho Kyodo Jigyo Horitsu Jimusho	Matt Digby, David Yaegashi
<b>RECOMMENDED</b>	
K&L Gates	Takahiro Hoshino
Latham & Watkins Gaikokuho Joint Enterprise	Kaede Toh

## LABOR LAW

### Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Baker McKenzie (Gaikokuho Joint Enterprise)</b>	Tomohisa Muranushi
<b>DLA Piper</b>	Keiji Nasuda
<b>K&amp;L Gates</b>	Ryan Dwyer, Takahiro Hoshino
<b>Morgan Lewis &amp; Bockius</b>	Mitsuyoshi Saito, Carol Tsuchida
<b>Orrick, Herrington &amp; Sutcliffe</b>	Yumiko Ohta



#### METHODOLOGY

**The criteria are:**

- Recognition & reputation of the firm in its market
- Team size at partner and senior associate level; seniority and track record of partners
- Nature, quality and volume of matters handled by the firm
- Prestige, diversity and internationalization of the firm's client base
- Recent team expansions that have proved demonstrably successful

**In the course of our research, we gather detailed information from diverse sources:**

**Law firms:** through questionnaires and interviews, our team gets first-hand information about a firm's history, positioning, expertise and recent activity.

**Clients:** we solicit the feedback of several thousand General Counsel, CFOs, Tax Managers and CEOs of domestic and multinational companies through anonymous questionnaires, meetings and phone interviews.

**Qualified third-parties:** we collect the opinion of professionals who are neither clients nor competitors, such as: investment bankers, accountants, arbitrators, expert witnesses.

**Peer-review:** We ask lawyers for their feedback on their local market and who they recommend when facing a conflict of interest. We also collect their opinion on lawyers they have worked with in other jurisdictions.



# SINGAPORE

## INTERNATIONAL ARBITRATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Clifford Chance</b>	Paul Sandosham, Nish Shetty, Kabir Singh
<b>Herbert Smith Freehills</b>	Alastair Henderson
<b>King &amp; Spalding</b>	Wade Coriell, Nils Eliasson
<b>EXCELLENT</b>	
<b>Drew &amp; Napier</b>	Cavinder Bull, Jimmy Yim, Randolph Khoo
<b>Freshfields Bruckhaus Deringer</b>	Nicholas Lingard
<b>Rajah &amp; Tann</b>	Andre Yeap, Chuan Tan
<b>WongPartnership</b>	Chou Sean Yu
<b>HIGHLY RECOMMENDED</b>	
<b>Allen &amp; Gledhill</b>	Yee Chong, Andrew Yeo, Ramesh Selvaraj
<b>Baker Mckenzie Wong &amp; Leow</b>	Nandakumar Ponniya
<b>Clyde &amp; Co Clasis Singapore</b>	Prakash Pillai
<b>Davinder Singh Chambers</b>	Davinder Singh SC
<b>Dechert</b>	Mark Mangan
<b>Dentons Rodyk</b>	Lawrence Teh, Herman Jeremiah
<b>Hogan Lovells Lee &amp; Lee</b>	Kent Phillips
<b>Jones Day</b>	Zachary Sharpe
<b>Mayer Brown</b>	Yu-Jin Tay
<b>Norton Rose Fulbright</b>	Andrew Battisson, Katie Chung
<b>Pinsent Masons MPillay</b>	Mohan Pillay
<b>Shearman &amp; Sterling</b>	Emmanuel Jacomy
<b>Stephenson Harwood</b>	Michelle Yong
<b>White &amp; Case</b>	Matthew Secomb
<b>RECOMMENDED</b>	
<b>Allen &amp; Overy</b>	Sheila Ahuja
<b>Ashurst</b>	Rob Palmer
<b>Blackstone &amp; Gold</b>	Baldev Bhinder
<b>Essex Court Chambers Duxton</b>	Toby Landau QC
<b>HFW</b>	Chanaka Kumarasinghe, Adam Richardson, Dan Perera
<b>K&amp;L Gates</b>	Raja Bose, N Sreenivasan SC
<b>Linklaters</b>	Jelita Pandjaitan
<b>LVM Law Chambers</b>	Lok Vi Ming SC
<b>Morgan Lewis Stamford</b>	Daniel Chia
<b>Morrison &amp; Foerster</b>	Daniel Levison
<b>Oon &amp; Bazul</b>	Bazul Ashhab, Suresh Divyanathan
<b>Reed Smith</b>	Timothy Cooke, Kyri Evagora
<b>Shook Lin &amp; Bok</b>	David Chan
<b>Simmons &amp; Simmons</b>	Mohammed Reza
<b>Watson Farley &amp; Williams</b>	Damian Adams

# TURKEY

## DISPUTE RESOLUTION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Coşar Avukatlık Bürosu</b>	Utku Coşar
<b>Esin</b>	Yalın Akmenek, İsmail Esin, Koray Söğüt
<b>EXCELLENT</b>	
<b>1 Kolcuoglu Demirkan Koçaklı Paksoy</b>	Okan Demirkan
<b>Çakmak Avukatlık Ortaklığı</b>	Simel Saralioğlu, Serdar Paksoy
<b>2 Erdem &amp; Erdem</b>	Mesut Çakmak, Zeynep Çakmak
<b>Gün + Partners</b>	Ercüment Erdem, Süleyman Sevinç, Piraye Erdem
<b>Moroğlu Arseven</b>	Aysel Korkmaz Yatkın, Mehmet Gün
	Benan Arseven, Seyfi Moroğlu
<b>HIGHLY RECOMMENDED</b>	
<b>Akinci</b>	Ziya Akinci
<b>BASEAK</b>	Özge Akman Özmenlikan, Mahmut Karyağdı, Kağan Dora
<b>Cerrahoğlu Law Firm</b>	Fadlullah Cerrahoğlu, Eda Balssen
<b>GKC Partners</b>	Ahmet Bağcı
<b>Göksu Aydın</b>	Noyan Göksu
<b>Gürkaynak</b>	Gönenç Gürkaynak, Tolga Uluay
<b>Hergüner Bilgen Üçer</b>	Ayşe Bilgen, Aslı Budak
<b>Pekin &amp; Bayar</b>	Meral Arabacı, Ergin Mizrahi
<b>RECOMMENDED</b>	
<b>Bezen &amp; Partners</b>	Serdar Bezen
<b>CETINKAYA</b>	Orçun Çetinkaya
<b>Egemenoglu Law Firm</b>	Dilek Gürsan
<b>Ersoy Bilgehan Lawyers &amp; Consultants</b>	Ergün Ersoy
<b>Erçin Bilgin Bektaşoğlu</b>	Feyzi Erçin
<b>Moral &amp; Partners</b>	Efe Kınıkoglu
<b>Pekin &amp; Pekin</b>	Ahmed Pekin, Erdem Atilla
<b>Turunç</b>	Noyan Turunç, Kerem Turunç
<b>VALUABLE PRACTICE</b>	
<b>1 Acar &amp; Ergöner Law Firm</b>	Onur Ergöner
<b>ASC Hukuk</b>	Doğan Coşgun, Cem Keser, Çağlar Köktürk Akoymak
<b>Gen Temizer Ozer</b>	Ebru Temizer
<b>Güner Law Office</b>	Ece Güner
<b>Yavuz &amp; Uyanık</b>	Murat Uyanık, Mehmet Yavuz
<b>2 Abcoo Hukuk</b>	Can Oğuzer, Erdoğan Okşak
<b>Admd Law Office</b>	Duygu Alkan
<b>Baysal &amp; Demir Law Firm</b>	Peli'n Baysal
<b>Gems Schindhelm</b>	Muge Sengonul
<b>Goksu Safi Isik Attorney Partnership</b>	Esra Sümer
<b>İçtem Legal</b>	Sıla Yılmaz
<b>Tunca Law Office</b>	Sidar Tunca
<b>Yazici Attorney Partnership</b>	Şener Özkan

**EXPERT  
INSIGHTS  
2022-'23**

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# The French blocking statute is not there to be an obstacle to legitimate requests for information



Interview with

**RAPHAËL GAUVAIN**

Managing Partner, **BETTO PERBEN**

2022's reform of the French Blocking statute was a major development in boosting protection for French companies facing legal requests from authorities abroad. Raphaël Gauvain explains why this is welcome news for the French business community.

**LEADERS LEAGUE:** You worked on the reform of France's so-called "Blocking Statute", a law designed to protect French companies from the application of extraterritorial measures. Can you tell us a bit more about it and what your involvement was.

**Raphaël Gauvain:** In a report on extraterritorial challenges that I wrote in 2019, two main issues were identified. Firstly, national laws in some countries – notably the United States – as they pertain to the procurement of evidence, allow for the subversion of international co-operation by the massive and uncontrolled transfer of data from French companies.

French companies are in general powerless to refuse such a request on the part of the American authorities or in a suit initiated by a rival company, where the discovery process can lead to the disclosure of a large amount of sensitive information that can have profound and unintended consequences for a company. Examples of this are legion, unfortunately.

Secondly, the so-called blocking statute of 1968, which in reality is a law of referral and orientation, is designed to funnel foreign-originating requests to the normal channels of international legal co-operation. However, despite being conceived with the best of intentions, it was never really put into practice. My report found that the law was now severely dated and incapable of compelling foreign governments to respect the norms of international co-operation when it came to the obtention of evidence.

I suggested the blocking statute be overhauled, and a revised law was set to go before parliament in the spring of 2020. Covid had other ideas, however, and the reform to the blocking statute was postponed. The government were busy behind the scenes and the reform eventually arrived in the form of a decree in April 2022,

accompanied by the announcement of several measures designed to help companies comply with the statute.

The cornerstone of the decree was the establishment of a single point of contact, the Strategic Information and Economic Security Department (Sisse), within the French finance ministry, to advise and direct French companies receiving information requests from foreign authorities. Sisse is able to deliver advice on a case-by-case basis via the application of the blocking statute, whose opinion companies can transmit to those making the information requests in foreign jurisdictions.

**What challenges do French companies with operations in the United States face when they are involved in a lawsuit and subject to a demand for information via an intermediary during the discovery phase of a case?**

The reality as it applies to the process of discovery is that the parties are subject to an injunction from the American legal system which states that they must supply all evidence requested or suffer an extremely high financial penalty. French companies

**"The strategic importance of engaging with Sisse is crucial. It is a French company's best defense against rival companies weaponizing discovery laws to gain an unfair advantage"**

face a dilemma here, between fulfilling information requests on foreign soil and a restriction on disclosing information under their own nation's blocking law.

It is incumbent on lawyers representing the French company in such cases to explain in no uncertain terms to the American judge



the difficult position its client finds itself in, and persuade the judge to take the path of co-operation, either via a rogatory commission or through an independent third-party in France. Either path can allow for the transfer of information that satisfies both discovery requests and also conforms to the blocking statute.

The strategic importance of engaging with Sisse is crucial. It is a French company's best defense against rival companies weaponizing discovery laws to gain an unfair advantage. Adding a filter between the American judiciary and the French company allows authorities on this side of the Atlantic to assess the scope and validity of a request for information, ensuring that it is in line with 1970 Hague Convention on the Taking of Evidence Abroad in Civil or Commercial Matters.

More broadly speaking, the French authorities can refuse to authorize the transfer of any information that could pose a risk to the sovereignty, security and economic wellbeing of France, or the public order, as outlined in article 1 of the blocking statute. By working with Sisse, French companies can be confident about what information they can, and cannot, hand over in the course of a legal matter in another jurisdiction.

**Is the new blocking statute just a reactionary measure designed to give French companies an excuse not to co-operate with the American authorities?**

Absolutely not! The blocking statute – I actually prefer the term referral statute – is not there to be an obstacle to legitimate requests for information, as some foreign governments have claimed. That said, if we want an American judge to respect the French blocking statute, it is essential they have confidence in the integrity of the statute. The French authorities can do this by guaranteeing the correct functioning of rogatory commission or the independent third party.

The vocation of the blocking statute is not to absolve French companies of their legal responsibilities under the laws of the countries where they are present. The reason for

the reform of the blocking statute is to better protect “sensitive sovereign” classified information which cannot, and should not, be disclosed to a foreign body, as per article 1 of the revised blocking statute.

If anything, the role of Sisse is an educational one, as its staff help French companies to appreciate which of their information may be deemed classified.

**Beyond Sisse, what other measures still need to be taken to reinforce the security of French companies confronted with intrusive information requests from abroad?**

The companies themselves need to be better educated so they are not caught unawares by such requests. Evidence is increasingly digital in format, and the amounts of information requested are more and more voluminous, two facts which make securing company information all the harder. For me the time has come for all companies to put in place software and systems to classify information according to its level of sensitivity.

For the authorities, the protection of internal judicial consultations needs to be established. It's a hole in the safety net at the moment. Details of legal conversations of French companies with their lawyers need to be confidential and free from being accessed by rival companies. The current situation puts French companies at a disadvantage and makes them vulnerable to the legal maneuverings of rival companies.

Lastly, the courts in France must be rigorous in their application of legal sanctions for those found to be in violation of the blocking statute, if the law is to have any credibility in foreign jurisdictions.

Work needs to be done at European level too, in order to reinforce the powers of the EU 1996 blocking regulation, and better protect European companies from economic strong-arming via the law.

More broadly speaking, there needs to be a discussion about bringing protection for the data of moral persons in line with the protection offered personal data under the GDPR. The competitiveness and sovereignty of the continent's companies is at stake. ♦

**"Work needs to be done at EU level to reinforce the powers of the 1996 blocking regulation to better protect European companies from economic strong-arming via the law"**

# Internal audits often provide the fastest way to respond to a problematic situation



Interview with

**EMMANUEL MOYNE**

Partner, **BOUGARTCHEV MOYNE ASSOCIÉS**

**"No law exists requiring companies to carry out internal audits, and I would not be in favor of any such law"**

Internal audits are increasingly seen by company directors as a solution rather than a problem, even if there is no guarantee that companies will like their findings. Leaders League got the thoughts of Emmanuel Moynes on this essential component of a company's compliance arsenal.

**LEADERS LEAGUE:** What for you is the hottest topic in the world of compliance?

**Emmanuel Moynes:** Internal audits are all the rage. Although they have been around for a long time, they remain a difficult proposition for a considerable proportion of major companies, whether they are initiated by the companies themselves or are demanded by the authorities. It's a growing source of business for law firms.

No legislation exists that spells out exactly how a company should proceed, and that's a good thing. Directors can choose the form of audit that best fits the makeup of their company, in relation to their objectives, while respecting certain criteria.

**Are companies obliged to launch internal audits?**

Companies these days are under considerable pressure to do so. The reason? They can reach negotiated legal settlements much more easily if they identify a problematic situation and commission an internal audit to remedy it. But they remain a recommendation rather than an obligation. No law exists requiring companies to carry out internal audits. I would not be in favor of any such law because the fundamental principles of the law already allow for the proper conducting of an investigation. Depending on the facts, the authorities can choose to open an inquiry.

There are, however, a multitude of reasons for carrying out an internal audit: a whistleblower at the company, an article in the press, a legal investigation, an internal review or a compliance department recommendation. But this must remain at the discretion of the company.

**What are the key steps to follow to ensure an internal audit is carried out successfully?**

Before talking about the essential ingredients, I would like to point out that, if a

company is prepared for the eventuality that it might have to carry out an internal audit, the process will be much less painful. There are situations where the subject of an internal audit has never been discussed within a company or there is no staff member assigned to handle these sorts of questions. The worry is that we spend a lot of time, once an audit has been launched, putting in place the person who will facilitate the audit.

The scope of the audit's remit must be properly established from the outset. The main principles associated with the effective carrying out of an internal audit should be recalled and followed to the letter by the company, which let's not forget, remains a virtuous organization.

It is important to respect the principle of loyalty – which dictates that one goes about the search for evidence while respecting the rights of those being investigated – and impartiality. This leads to a follow up question: who carries out the inquiry? The person must not be implicated in the events under investigation in accordance with the principal of impartiality. The investigation process, and those carrying it out, must be above reproach if an internal audit is to achieve its objectives.

**What role does a lawyer play in the auditing process itself and with follow up?**

Independent of the intervention of a lawyer even, I believe that the best way to safeguard a company is to ensure that there is a standard process to follow when carrying out an audit. A company that has already examined the conduct that led to the audit will be able to provide feedback and conduct itself with a level of maturity that will allow it to refine existing processes or establish new ones. Having a consistent character and culture allows firms to avoid a range of problems, including when the findings of the audit are revealed.

There is a need here to separate the general methodology of an internal audit from the specific objectives of a particular case. During an audit, we must try to answer a certain number of questions while simultaneously keeping in mind the established remit of the enquiry. In some cases, the question of whether or not to submit the findings of the audit to the authorities will inevitably come up, and here the question of who takes this decision must be clear.

For me, an internal audit must be carried out in a manner that is independent from the internal bodies of the company, with or without the aid of a lawyer. In any case, it's up to company executives to take the decision how to react when the audit is complete and its findings presented to them. The team handling the audit must objectively examine the facts, apply the law to them and provide recommendations that help management take the appropriate course of action.

At this stage it is worth recalling that it is not because there was an audit that misconduct occurred. The internal audit merely helps all stakeholders understand what has happened. The result of the audit, even if it does not get to the bottom of everything, can have a bearing on any judicial censure by revealing that the company, with the limited means at its disposal, has achieved a certain result. By carrying out a thorough and impartial internal audit prior to the possible opening of a judicial enquiry, a company can make a clear-headed, dispassionate decision on its next moves.

Lastly, a lawyer with experience of carrying out internal audits will be able to bring a tried-and-tested methodology and a fresh pair of eyes, regardless of the fact that they have been hired to advise the company. A lawyer's code of ethics forces them to remain independent.

**What happens if a lawyer hired by the company uncovers misconduct on the part of a director? Wouldn't that constitute a conflict of interest?**

When we defend a moral person, this type of situation is not uncommon. The goal of an internal audit is to discover whether or not an infraction has been committed and by whom, which is precisely why the audit needs to be carried out by those with no prior understanding of the events. Those likely to be implicated in the findings of any internal audit are advised to seek independent legal counsel, even if they have previously been advised by the lawyers carrying out the audit.

The lawyer carrying out the audit must determine whether the conduct under investigation could be qualified as criminal in nature and advise the company on the appropriate steps to take.

Depending on what it decides to do, we can advise companies on any subsequent defense, of which the findings of the internal audit play an integral part as they both outline the conduct in an objective manner and can help the company reach a negotiated settlement with the authorities in any subsequent criminal investigation. Therefore, provided the lawyer acts according to the principles of the profession, there is no reason why being both an internal auditor and assuring the defense of a company need be mutually exclusive.

**How do you view the future of internal audits?**

The internal audit will remain a mechanism which benefits companies, because it often provides the fastest way to respond to a problematic situation. The law remains inexact however, in terms of exoneration from criminal responsibility: we ask a lot of companies nowadays, notably in terms of internal conduct.

Let's not overlook the validation an internal audit provides well-behaved companies not under suspicion of misconduct, which can show that they are top of the class when it comes to compliance, and even in the promotion of best practices across the globe. ♦

**"The team handling an internal audit must objectively examine the facts, apply the law to them and provide recommendations that help management take the appropriate course of action"**

# It is natural that international arbitration and criminal law cross paths and interact much more than before



Interview with

**SAFYA AKORRI**

Of Counsel, **GAILLARD BANIFATEMI SHELBYA DISPUTES**

Gaillard Banifatemi Shelbaya Disputes is an international firm with a singular focus: managing international disputes in a result-oriented and innovative manner. Criminal lawyer, Safya Akorri, discusses how international arbitration plays a central role in combatting corruption.

**LEADERS LEAGUE: What are the latest developments in the fight against corruption?**

**Safya Akorri:** The latest guidelines of the Financial Prosecutor's Office regarding the implementation of CJIPs (Judicial Public Interest Agreement – the French version of the DPA) published in January, which came at the same time as the announcement by the US Department of Justice on the changes to its FCPA corporate enforcement policy, indicate a desire by States to fight corruption firmly, while encouraging companies to embrace cooperation with judicial institutions. These developments help shine a light on bribery, the idea being to push companies to admit to it. This will have a considerable impact on the contrac-

tional disputes. Business and State actors now very naturally resort to this mode of conflict resolution, in all aspects of economic life. At the same time, criminal law has undergone the same evolution: whether in business law or environmental law, as well as in social, medical or tax law, criminal law has penetrated all aspects of economic life. It is therefore natural that international arbitration and criminal law cross paths and interact much more than before.

**What are the main challenges regarding the fight against corruption and financial crime?**

The main issue in the fight against financial crime, especially when it interacts with arbitration, is that of the interests to be protected: on the one hand, the public interest that has been affected in the commission of the offence, and on the other hand, the private interests that are at stake before the arbitration court. And while the final sanctions are of a different nature, the defense of all these interests is entirely compatible. A criminal judge will protect the interest of a co-contractor when he characterizes and punishes the perpetrator of corruption, money laundering, or antitrust violations. And an arbitral tribunal will obviously protect the general interest when it decides to raise the nullity of a private contract vitiated by the commission of a criminal offense.

The main challenge, especially for legal practitioners, is to adapt to these developments. And we, as lawyers, are the most appropriate actors to accompany companies, States and jurisdictions in this shift towards the judicialization of economic life.

**"A judgment means nothing if it is not ultimately executed. What is the point of obtaining an arbitration ruling if the awarded funds are never recovered?"**

tual relationships within and between companies and on the possible arbitration proceedings that may result: the more corruption is denounced or self-policed, the more the co-contractors will be led to raise the vicissitudes of certain contracts, the more corruption is sanctioned by international arbitrators, and the less willingness there will be to bribe or be bribed.

**What are the bridges between international arbitration law and criminal law?**

Arbitration law is not a marginal matter or reserved for special litigation. It is the normal mode of resolution for major inter-

**Why did you decide to join Gaillard Banifatemi Shelbaya Disputes?**

In addition to the history that the team and I share, dating back to 12 years, my integration within Gaillard Banifatemi Shelba-

ya Disputes was the result of a very natural process. Gaillard Banifatemi Shelbaya Disputes is a world-class firm in arbitration law, with a practice of excellence and which has always been particularly innovative and visionary, in particular under the impetus of the late Emmanuel Gaillard. In the fight against corruption, it is as much professor Gaillard's writings that have en-

**"Arbitration law is not a marginal matter or reserved for special litigation. It is the normal mode of resolution for major international disputes"**

abled the field to progress as the cases the firm has handled. One example that comes to mind is the historic award obtained by the firm in July 2021 for Sonangol in the Exem case. The ruling invalidated, on the grounds of "large-scale corruption", a contract by which Isabel dos Santos had obtained her participation in an oil investment in Portugal, in the context of investigations and criminal proceedings in three countries, starting with Angola.

What will your expertise bring to the firm?

Since my recent arrival, we have already begun to build the bridges that we had anticipated and imagined between my criminal law practice and the arbitration practice of the rest of the team. In concrete terms, whether between two private actors or between an investor and a State, a contractual dispute often has its source in bad faith practices, which can border on criminal law. As an extension of this state of affairs, defending arbitration disputes requires a 360-degree vision, as well as creativity and audacity. This is what we try to do by bringing a fresh look to certain cases.

What is the importance of asset recovery in arbitration?

Recovery is the conclusion of arbitration as a method of dispute resolution. What is the point of obtaining an arbitration ruling if the awarded funds are never recovered? To draw a parallel with criminal law: a judgment means nothing if it is not ultimately executed. And it is in this respect that Gaillard Banifatemi Shelbaya Disputes, which includes a strong enforcement and recovery team under the leadership of Benjamin Siino, has always taken an extremely realistic and pragmatic approach: a perfect mastery of international arbitration law on the one hand, and a great deal of experience and technical expertise in asset recovery on the other. ♦

**gaillard  
banifatemi  
shelbaya | DISPUTES**

**"As the global fight against corruption will continue to intensify, arbitrators, whose role is to adjudicate disputes in the international sphere, are perfectly placed to uphold the values of the international community and to contribute to this fight by continuing to develop responses to the difficult issues that arise in cases raising corruption issues"**

**Emmanuel Gaillard**

The late Professor Gaillard was particularly invested in the fight against international corruption and Gaillard Banifatemi Shelbaya Disputes continues to work for international arbitration to play a central role in the matter.



# For many companies, the right balance between remote work and office-based work has yet to be found



Interview with  
**JOËL GRANGÉ**  
Partner, **FLICHY GRANGÉ AVOCATS**

Mergers and restructuring expert Joël Grangé discusses the main issues in the French and international labor and employment markets at present and what might be in store for the years ahead.

**LEADERS LEAGUE:** You recently created a department dedicated to new forms of work. What issues does it deal with?

**Joël Grangé:** This twelfth department at the firm allows us to address, in a practical and efficient manner, the technical and strategic issues that are part and parcel of work in the post pandemic world. It was the brainchild of Franck Morel, who has prior knowledge of the subject, having worked on the French government's regulations on payroll services and contributed to the establishment of various platforms for freelancers and entrepreneurs. Some of the subjects the department tackles include: How to protect yourself from the judiciary reclassifying a freelance contract as employee contract; how to practice salary management and the employment contracts that can be applied in this instance; how to handle outsourcing in a secure way, and the conditions under which staff can work on a non-profit basis; the criminal, civil and administrative implications of an administrative audit; how a audit of practices can prevent associated risks.

**"When it comes to rationalization plans, voluntary redundancies are the most desirable course of action"**

**Inflation is in the headlines at the moment, and the specter of rationalization looms for many businesses. How do you help clients navigate these thorny subjects.**

These are two very different subjects, but ones that are sometimes linked, since the former can cause the latter. We provide clients with a range of solutions in line with their particular circumstances, notably when it

comes to their workforce needs and economic wellbeing. Depending on the situation, we can assist them with identifying the best measures and then put them in place. Some award salary raises but hesitate to take on a commensurate increase in hours staff are required to work. Others absorb all or most the cost of inflation.

When it comes to rationalization plans, voluntary redundancies are the most desirable course of action.

**If you had to pick the three main international issues in the labor domain in 2023, what would they be?**

1. After a period of concentrating on the domestic market, French and international companies have rediscovered the taste for international expansion, and have a desire to carry out their activity irrespective of borders, which calls into question the suitability of existing national and European procedures. In addition, more and more groups are signing pan-European or even global agreements.

2. The question of what constitutes a workplace. Videoconferences and remote work are making it easier than ever for colleagues to stay in touch, but this poses new social and economic questions for management and staff alike. Is the definition of a place of work for the application of laws related to workplace relations or social security concerns still a relevant criteria?

3. The third subject has to do with duty of care. In France, labor and employment regulations governing the use of subcontractors are pretty comprehensive. Abroad, obviously, it's much more complicated. Fortunately, our partnership with L&E Global, a network of firms with labor law specialization in 30 jurisdictions has, for over a decade now, played an invaluable part in our ability to assist clients both at home and overseas.

**How would you assess the past year and what are your firm's ambitions for 2023 and beyond?**

2022 was a year of transition. 2019/2020 was marked by Covid and 2021/2022 characterized by a high level of M&A activity. The next two years could be difficult ones for companies, and we will see more reorganizations. This is already the case in the United States and in Germany. Some sectors, such as automotive equipment and startups, have been particularly affected. Flichy Grangé has a number of growth ambitions for 2023, for various reasons. Our firm is highly resilient because we have robust teams equally at ease in mergers and acquisitions as they are in restructuring such as those which are increasingly occurring.

The reform of the French retirement law will force companies to revise upward the number of years they have to pay social security and retirement plan contributions. There is a need to both take care of the wellbeing of older staff and at the same time adapt their complementary retirement plans to reflect the new reality.

In addition, after a couple of years where working from home was the norm during the pandemic, the right balance between remote work and office-based work has yet to be found by many companies. The transformation of companies precipitated by the pandemic has not yet reached a conclusion.

Lastly, we are seeing increased demand for services related to professional training and labor compliance. ♦

**"French and international companies have rediscovered the taste for international expansion"**

The logo for Flichy Grangé AVOCATS is presented within a white square frame with a purple border. The text "Flichy Grangé" is in a purple serif font, and "AVOCATS" is in a bold, black, sans-serif font. A red L-shaped graphic element is positioned in the top right corner of the frame.

**Flichy  
Grangé  
AVOCATS**

# Froment Briens offers in-depth knowledge of the very specific French labor law environment



Interview with

**SOPHIE PÉLICIER-LOEVENBRUCK**

Partner, **FROMENT BRIENS**

Froment Briens partner Sophie Pélicier-Loevenbruck discusses the paradigm shift that's taken place in the French labor market in recent years and looks at what might be in store for 2023.

**LEADERS LEAGUE:** What are the main trends characterizing the French employment market?

**Sophie Pélicier-Loevenbruck:** As experts, what we witness is an increasing level of complexity in the French employment market, which has repercussions, as strategic as the market may be for global companies.

Indeed, already shaken by the aftermath of the Covid crisis which saw our whole relationship to work be questioned, the emergence of hybrid/full remote work schemes widely implemented, ongoing talent shortages, changing work preferences, a strengthened emphasis on diversity and inclusion issues as well as the ever-increasing focus on ESG-related issues in assessing companies' – and employers' – performances, the French employment market has become a

series of new laws designed to reinforce the level of protection on a range of specific issues impacting the workplace.

Measures intended to mitigate the consequences of inflation, provide a higher level of protection to whistleblowers, advance the cause of gender equality, expand the definition of sexual harassment to gender-offending, sexual or sexist speech and behavior, and put a stronger focus on occupational health and safety have all been introduced into French law this year.

With unemployment compensation and pension reform on the way, the French employment market, beyond being complex, is also evolving at a fast pace, which requires the advice of a true expert with a deep knowledge of the local environment and all the relevant stakeholders.

**How does Froment Briens help non-French companies navigate this increasingly complex market?**

Froment Briens is one of the most pre-eminent employment and labor law firms in the French market. For the past 30 years, we have distinguished ourselves through our approach, which combines technical expertise and on-site work and an unrivalled depth of knowledge in all fields of French labor law, from employment law, social protection and additional remuneration law to corporate and M&A, restructuring, social compliance and criminal labor law.

With an approach centered around the concept of an advisory partnership, we bring proximity, creativity, reactivity and hands-on solutions to non-French companies already established in France or those seeking to break into in this highly strategic market.

More than being a partner though, we also contribute to the social transformation of companies by offering them innovative strategies in response to the technological,

**"With unemployment compensation and pension reform on the way, the French employment market, beyond being complex, is also evolving at a fast pace"**

highly challenging one to navigate for companies trying to attract, and retain, the best talent. Further complicating matters is the current global economic, social and political situation, which is putting an extra-layer of pressure on companies. Put all this together and you have what might be one of the most complex French employment markets we've seen in decades.

In this context, the government of a freshly re-elected Emmanuel Macron introduced a

legal and societal innovations they now face and must address at a rapid pace.

On top of that, we bring our in-depth knowledge of the very specific French labor law environment, and the trusted relationships we have built over the years with all its stakeholders, from the French administration to government bodies, unions, federations, associations as well as all the relevant public, but also private, entities.

For example, as regards restructuring, our technical expertise and knowledge of the challenges specific to each situation allow us to provide our clients with the necessary operational know-how to identify and implement the tools best suited to their goals. Whether it is to respond to a specific need for rationalization, to support a transformation, to define the tools of a recovery strategy or to ensure the implementation of the social aspect of collective procedures, our scope of intervention is very wide indeed.

Given the fact that compliance is now a major issue for companies, with standards of behavior and requirements becoming increasingly stringent and, perhaps most importantly, not limited to applicable regulations anymore but including the social, ethical and environmental commitments undertaken by companies or groups, we

help our clients guarantee they are in permanent compliance with both the legislation and the values and internal rules of conduct they have set for themselves. Our goal here is to guide them through these major transformations, but above all to give meaning to regulations as they relate to a company's strategic orientation.

Finally, in the field of litigation, Froment

**"Our expertise in labor and criminal law allows us to offer innovative social crisis management services"**

Briens' clients benefit from the firm's accumulated 30-year expertise in labor and criminal law to defend their company, managers and employees, which we do by providing sound counsel that ensures both the procedure and the criminal risk are under control.

Combined with our expertise in social compliance, our expertise in labor and criminal law allows us to offer innovative social crisis management services. ♦



# There is now a greater openness by national courts to enforcing interim measures ordered by arbitral tribunals



Interview with

**JAMES CASTELLO**  
Partner, KING & SPALDING

**"UNCITRAL's Model Law on Commercial Arbitration has been a significant success in harmonizing world arbitration law"**

James Castello, a Paris-based International Arbitration partner at King & Spalding who was recently appointed Deputy Chair of the LCIA Board of Directors, spoke about his background, the emerging impact of UNCITRAL's revised Model Law on interim measures in arbitration and practical considerations in its enforcement.

**LEADERS LEAGUE:** Congratulations on being nominated deputy chair of LCIA's board of directors. Can you tell us a bit about your career to date?

**James Castello:** Since I first worked at the Iran-U.S. Claims Tribunal in The Hague some 35 years ago, I have been fascinated by international arbitration and still enjoy my practice.

I've been fortunate to live and work in Europe for more than 20 years, focusing exclusively on international arbitration – as counsel and as arbitrator – in both commercial and investor-state arbitrations.

In 2009, I joined with Eric Schwartz, who had been Secretary-General of the ICC Court of Arbitration and with whom I had practiced at Freshfields, to open the Paris office of King & Spalding. We were also joined by Ken Fleuriet, who had been in the firm's London office.

I am now admitted to practice in New York, Paris, and Washington, D.C. (where I worked for six years in the Clinton Administration, including as Deputy Counsel to the President at the White House). King & Spalding's Paris office has now grown from when we were just seven lawyers focused on arbitration to 35 lawyers covering most practice areas.

When I came to Paris, I had already been serving since 2001 as a US delegate to the UNCITRAL Arbitration Working Groups, helping to draft or revise UNCITRAL's key arbitration instruments, including the Model Law on Commercial Arbitration (2006), the Arbitration Rules (2010), the new Transparency Rules for Investor-State Arbitration (2013), the related Mauritius Convention on Transparency (2014), as well as the Expedited Arbitration Rules (2021).

As for the LCIA, I was first appointed to its Court in 2007, where I served on the

committee that drafted the 2014 LCIA Arbitration Rules. I subsequently became President of the LCIA European Users' Council and then was appointed a director on the LCIA Board in 2015. I took up the position of Deputy Chair just last month, when it was vacated by Christopher Style KC, who became the Board's new Chair.

**You mention the Model Law, what has been its impact over the past two decades?**

UNCITRAL's Model Law on Commercial Arbitration has been a significant success in harmonizing world arbitration law – the UN estimates that 85 countries now base their arbitration statutes either on the original version (adopted in 1985) or on the 2006 revised version of the Model Law. This Model's text addresses every stage of arbitration, from the parties' arbitration agreement through the conduct of the proceedings to the issuance of an award and its enforcement.

The 2006 revision of the Model Law, which I and other delegates took five years to develop at UNCITRAL, focused a lot on modernizing the treatment of interim measures of relief, issued during arbitration. In the era when UNCITRAL first drafted the Model Law, arbitrators rarely issued interim measures of relief; indeed, in several European jurisdictions, only national courts could issue interim measures to support arbitration. But, in the subsequent decades, parties' requests to arbitrators for interim measures grew significantly, and nearly every national law now permits tribunals to issue them. And such measures can be crucial to making an arbitration effective (for example, by ordering assets to be preserved for payment of any subsequent award or by preventing the destruction of evidence needed in the adjudication).



The 2006 revised Model Law now provides much more guidance on the types of interim measures of relief that can be granted and the conditions for granting them, and it requires national courts to enforce tribunals' interim measures, even when issued by tribunals seated in a foreign jurisdiction. Although many parties voluntarily comply with interim measures directed towards them, when they do not, it is often critical to have the measure enforced by courts, including in the courts of the jurisdiction where the recalcitrant party resides or has assets.

The 2006 Model Law had to impose that requirement on national courts because in most jurisdictions an arbitral interim measure – even when styled in the form of an “interim award” – is not deemed an enforceable award under the New York Convention on the Enforcement and Recognition of Foreign Arbitral Awards. Although only about 30 countries have adopted legislation based on the Model Law since the 2006 revision, an increasing number of common- and civil-law jurisdictions have recognized the enforceability of arbitral interim measures in recent years.

#### **Give us an example of one of them.**

In 2015, the Court of Appeal in the common-law jurisdiction of Singapore confirmed that awards ordering interim relief are ‘final’ as to the issue they adjudicate and can therefore be enforced under the Singapore Arbitration Act, even though Singapore’s legislation was enacted before the 2006 Model Law.

Of course, there remain jurisdictions that are thus far reluctant to embrace this path. For instance, although the Korean Arbitration Act was revised in 2016 and largely incorporated provisions on interim measures from the 2006 Model Law, it limits enforcement of interim measures to those issued by tribunals seated in Korea. And, in 2010, the Chilean Supreme Court rejected the exequatur of arbitral interim measures granted abroad regarding assets located in Chile.

#### **What do you see as the key international arbitration issues in 2023?**

I think we can expect several trends to continue in 2023. For example, as parties and tribunals feel less driven by Covid-19 to hold hearings online, the preference for in-person hearings – especially merits hearings – is resurfacing. But this may cause practitioners to grapple more directly with how to accommodate the demand for “greener” arbitration.

Another circumstance that will persist in 2023, given especially the ongoing war in Ukraine, is the role of sanctions in complicating the administration of a number of arbitrations in Europe. Although the LCIA was fortunate in obtaining a general license from British authorities to conduct arbitrations under its rules, both EU sanctions and even United States sanctions can complicate many arbitrations seated in Europe, and ready access to individual licenses for counsel or arbitrators in cases involving sanctioned parties seems uncertain. It will also be interesting to see how the situation with arbitrations under the Energy Charter Treaty will evolve.

Although the European Commission has just endorsed a “coordinated withdrawal” of the EU and its member states from the ECT, it seems unclear how such withdrawals will interact with that treaty’s 20-year sunset clause. So these and other trends will be interesting to watch in the coming year.

#### **How does your new role at the LCIA differ from your role in private practice?**

The two roles are entirely different but complementary. The LCIA Board is not involved in administering any LCIA cases. Rather, it oversees the operations of the institution and works to guide its future growth and activities. Fortunately, my firm very much supports members of its International Arbitration Group playing active roles in key institutions and organizations in the field of arbitration. For example, my New York partner Samaa Haridi, is a member of the ICC Court. ♦

**"There remain jurisdictions that are thus far reluctant to embrace the path of enforcing interim arbitral measures"**

# French labor law has a reputation for filling international entrepreneurs with trepidation



Interview with

**EMIL EPP**

Founder, **EPP RECHTSANWÄLTE AVOCATS**



Interview with

**PRISCILLE LECOANET**

Labor Law lawyer,  
**EPP RECHTSANWÄLTE AVOCATS**

After Strasbourg, Paris, Baden-Baden, Sarreguemines and Bordeaux, EPP opened a new office in Zurich in 2023. The firm's cross border legal approach and ability to provide added value legal and tax advice would appear to be bearing fruit.

**LEADERS LEAGUE:** What makes you different from other German law firms, from an organizational perspective?

**Emil Epp:** We are the only law firm that has German and French lawyers in its midst, all of whom have earned degrees in France and Germany and work exclusively in the cross-border field. We therefore work in German law for French clients and in French law for German-speaking clients. Our offices in Strasbourg, Paris, Baden-Baden, Sarreguemines, Bordeaux and Zurich allow us to be close to our clients.

What are your objectives for 2023 as regards the ecosystem of companies you advise?

**E.E.:** Our clients need legal and tax advice, of course, but that is not enough. We need to provide accounting services, social management, contacts with banks, personnel search services and, if necessary, domiciliation.

In order to meet the needs of our French clients, we founded a pair of companies, one entitled Vis-à-vis and another called EPP Expertise Comptable Steuerberatung, both located in the beautiful city of Baden-Baden, Germany. German-speaking clients can find comprehensive solutions to all their needs in France through the services provided by Euro-Droit and the network Frankreich für Unternehmen.

In 2023, we will strengthen our team in Baden-Baden in order to meet the growing demand from French clients wishing to enter the German market.

You are a founding partner of Cross Border Business Lawyers (CBBL), a global network of German-speaking business lawyers. Tell us a bit about it.

**E.E.:** In 2022 we received a lot of new applications from lawyers who wanted to

join our network of lawyers, which encompasses more than 60 countries. Our selection process will result in one law firm in three new countries joining in the near future.

From 2023 onwards, CBBL will relaunch our website, which will feature details of accountants, banks, insurance providers and staffing companies for each of the 63 countries in our network.

We are convinced that this project, in which we have invested a great deal of time and effort in 2022, meets the needs of the market.

What are the current challenges in cross-border or bi-national employment law?

**Priscille Lecoanet:** Our first challenge is to reassure our clients about French labor law, which has a reputation for filling international entrepreneurs with trepidation. For example, when a client contacts us because they are considering terminating an employment contract, they tend to think it will be a complicated, protracted process. Although it's true that certain steps must be respected, redundancy under French labor law can, subject to the condition that these steps are followed, be easily implemented. Unlike German law, the risk in French law in the event of a dismissal without real and serious cause, is not the reinstatement of the employee but the obligation for the employer to pay the employee damages. Moreover, since the Macron ordinances of 2017, the monetary amount of these damages is prescribed by law according to the employee's seniority.

That said, it cannot be denied that French labor law is complex in certain respects. It must therefore be rendered accessible to our clients. The particularity of our clients is that they often have only Ger-

man labor law as a reference point. If we are to advise our clients properly, we need to know the basics of German labor law in order to understand how they will likely apply national law. Once we know where they are coming from, we can explain how they should approach French law.

Finally, our other challenge is to propose concrete solutions to our clients. Not being familiar with the French labor law culture and practices, our clients rely on us to offer them concrete solutions.

**"One of the major advances of the 2017 French labor reforms was regulating the amount of damages to be paid to the employee when a judge considers that a dismissal is without real and serious cause"**

**For French and German companies, what were the most significant labor law issues in the past twelve months, and the major advances?**

**P.L.:** There have not really been any major changes to French labor law in 2022. The recent changes mainly occurred in 2017, shortly after President Macron was elected. In his first months in office, Macron significantly reformed French labor law. In 2022, the reforms of 2017 are still in force.

One of the major advances of 2017 was regulating the amount of damages to be paid to the employee when a judge considers that a dismissal is without real and serious cause. Prior to this reform, the law provided for minimum, though not maximum, amounts. It was up to the Prud'hommes Council and Court of Appeal to set the amount of damages to be

awarded, which would, in some cases, be very high. Since 2017, an employer now knows in advance the maximum amount in damages they will have to pay to a former employee if a judge were to consider that the dismissal was unfair.

Another major advance that dates back to 2016, namely the scope for collective bargaining within companies. A company can thus define its own rules which can derogate from the law or the collective agreement applicable to it. Since 2017, it's been possible for small companies to conclude company agreements. However, in practice this possibility is not used enough by small companies, which have been slow to adopt a culture of collective bargaining.

**Do you see the world of work evolving differently on each side of the Rhine?**

**P.L.:** The various successive confinements have changed the way people work. Whereas teleworking used to be the exception, it has become a fully-fledged way of working, which is generally very much appreciated by employees in both countries. There is also a shift in the balance of power in the French labor market. As employers find it difficult to find suitable candidates to fill certain roles, it is often the latter who impose their conditions. Flexibility is at the heart of their concerns. This trend, if it continues, will require French labor law to adapt in order to accommodate this desire for flexibility.

**Tell us a bit about EPP's new Zurich office?**

**E.E.:** EPP Rechtsanwältinnen Avocats' new branch office in Zurich opened January 2023 further strengthening the firm via dynamic employment, tax and real estate law teams, practice areas which were very active firmwide in 2022. ♦

# German lawyers have traditionally been generalists, but today's complex business world requires specialization



Interview with

**DR. ELKE UMBECK**

Dispute Resolution Partner,  
**HEUKING KÜHN LÜER WOJTEK**



and

**DR. THOMAS WAMBACH**

Dispute Resolution Partner,  
**HEUKING KÜHN LÜER WOJTEK**

Elke Umbeck and Thomas Wambach have observed the trend of specialization take hold in Germany in recent years, with increased demand for arbitrators and litigators in fields such as construction law, energy law, real estate disputes, capital markets cross-border litigation.

**LEADERS LEAGUE:** Within the dispute resolution practice group, Heuking aims to bolster its specialization in certain types of disputes. What is the strategy behind this?

**Elke Umbeck:** Historically, German lawyers have been generalists who took pride in being able to handle all types of cases without the need for specialization. The academic legal tradition in Germany still aspires to this ideal and requires students study all fields of the law, despite knowing that most graduates will never become general practitioners. It's plain to see that today's complex business world requires specialized attorneys, however.

We met – and continue to meet – these demands by establishing practice groups that focus either on areas of the law that call for specialization or business segments that demand in depth knowledge of the business itself.

Part of this process was the formation of our dispute resolution practice group some 18 years ago. The last couple of years have seen an increase in demand for litigators or arbitrators with detailed knowledge of certain areas of the law or certain business practices that go beyond traditional specializations, like labor law, administrative law, competition or intellectual property. We therefore took it upon ourselves to build clusters within our dispute-resolution practice group where our colleagues and clients could find experienced litigators or arbitrators in fields like construction, energy, real estate, capital markets, or cross-border litigation.

**What impact has the development of legaltech had on litigation in Germany and what has been Heuking's response to it?**

**Thomas Wambach:** Over the past 18 months two trends have become apparent. The

first of these is the use of advanced software that's able to draft legal documents based on a small amount of data entered into the system. The software then automatically generates a writ of complaint or a defence brief.

This sort of legaltech has revolutionized data collection processes, and has many applications, such as for mass litigation with similar sets of information. In fact, we are in the process of developing such a tool for a specific mass litigation case, collecting outstanding contributions of capital on behalf of an insolvency trustee. This tool can be used in other instances of mass litigation as well. It just has to be adapted.

The second trend is the digitalization of the justice system. Since 2021, submissions to German civil courts may only be filed electronically through a special lawyers' mailing tool. Many courts already have electronic files capable of processing and sending out documents within minutes. By 2026 the transition from paper to electronic files will have been completed.

The next step will be the electronic production of court documents through mandatory electronic templates enabling a judge to find his ruling based on standardized file documents after the software has already structured the data for them. The first steps in this direction will most likely be made in the second half of this decade.

**What kind of disputes have been brought on by the war in Ukraine?**

**Thomas Wambach:** The invasion of Ukraine by Russia affected markets in different ways which in turn gave rise to different kinds of disputes. First, there were disputes about the sanctions imposed by the EU against Russia, which had the effect of disrupting supply chains, and the economic consequences of divestments from Russia.

Second, the war dramatically increased commodity prices, with things like energy and raw materials such as oil, natural gas, grain, fertilizer, or steel, becoming more expensive, leading to the highest inflation rate seen in decades. This in turn provoked price adjustment claims under certain long-term delivery and construction contracts. In the energy sector, contracts frequently contain loyalty clauses that require parties to renegotiate a contract whenever an unforeseeable material change of circumstances makes it too burdensome for one of the parties to adhere to the contract. However, whether or not a claim for price adjustment is justified will always depend on the specific circumstances of the case and the interest of the parties. In this field, Heuking advises its clients before a case is brought to court or arbitration on the chances of prevailing, during the proceedings themselves, and in settlement negotiations.

**What are the latest developments with regard to mass litigation in Germany?**

**Elke Umbeck:** During the last decade mass litigation in the area of consumer and investor protection has increased. The most notorious example is the “Dieselgate” scandal where some 300,000 Volkswagen Group customers sought redress from the car manufacturer.

In the wake of this case, there were many others where an indefinite number of consumers and investors sought monetary awards against stock companies, investment funds or banks, because of violations of their obligations. The size of these cases was small compared to the Volkswagen emissions case, but nonetheless marked a trend. We expect this trend to continue in the next couple of years, particularly after the European Union addressed this issue with Directive EU 2020/1828 (followed by the German draft bill introducing the “Verbandsklage” with an opt-in mechanism).

Heuking, with its eight offices across Germany and one in Zurich, is in an excellent position to capitalize on this new reality. Besides having a compelling litigation strategy for individual cases, the main requirement to represent respondents effectively in these types of matters is possessing an infrastructure capable of handling a large number of cases within a short time-frame. Heuking was able to establish this infrastructure in all of its offices which enables us to represent clients in civil courts throughout Germany.

**Your firm has seen a growing number of China-related litigation and arbitration cases. Is this trend likely to continue?**

**Elke Umbeck:** The bulk of our China related cases arose either from failed investments in Sino-German joint ventures, or disputes over the payment of deliveries. In the last two years, many of the latter related to the pandemic and subsequent disruption of supply chains. Heuking has represented parties in several arbitration cases related to the trade with China.

However, the level of China-related litigation or arbitration will mainly depend on geopolitical developments. After Russia invaded Ukraine, connections to the former communist power came under close scrutiny. Countries in the EU and Northern America rediscovered their common values and decided to reduce their dependency on both China and Russia, by starting to shift their business relationships to other countries.

While dispute resolution becomes all the more important in troubled times, it is also true that without a trade and business relationship in the first place, there will be no failed business transactions and consequently no disputes. It could thus very well be that the focus in the future will be on other Asian countries like India, Vietnam or Indonesia. ♦

**"The war in Ukraine dramatically increased commodity prices, which in turn provoked price adjustment claims"**



# Climate change and sustainability disputes are the new normal, as regulatory and jurisprudential trends clearly show



Interview with  
**CECILIA CARRARA**  
Partner, **LEGANCE**



and  
**DARIA PASTORE**  
Partner, **LEGANCE**

Recent movements such as shareholder activism, and increased consumer and stakeholder engagement, have boosted awareness among corporate clients of the importance of litigation risks.

**LEADERS LEAGUE:** What are the most important recent developments in ESG litigation?

In our experience, climate litigation is the most remarkable growing trend within ESG litigation. Over the past 12 months, many courts in different countries have heard climate-related claims. The European Court of Human Rights is also addressing the issue of government inaction in evaluating the impact of climate change on human rights such as health and life.

At national level, similar to what has happened in other states, campaigners have asked Italian judges to issue orders against the government of Italy in view of its failure to respond appropriately to meet the emissions reduction targets under the Paris Climate Agreement (A Sud. V. Italy, “Il Giudizio Universale”).

In addition to this type of climate litigations, defined as “vertical” climate actions for they concern the relationship between private individuals and the state, there has been a surge of “horizontal” climate actions, which refer to claims brought by individuals against other private parties, typically large multinationals. This category revolves mainly around the question of what responsibility private GHG emitters (the so called “Carbon Majors”) bear for the consequences of anthropogenic climate change.

Greenwashing is another fast-growing area of climate litigation. These are actions linked to misleading green advertising claims vis-à-vis the market (i.e., investors) and consumers (such as carbon neutrality of offsetting of emissions) and the impact that any such misleading information may have in terms of unfair practices/anti-competitive conduct in respect to other competitors. Litigation concerning “social washing” is also on the rise (e.g., in the fashion in-

dustry if linked to “sustainable” products, or concerning employment conditions of “sustainable” producers, etc.).

The financial system also has a critical role to play in fighting climate change, and we have seen a rise in cases against banks, that by financing certain activities, especially in high-emitting sectors, may have an impact on climate (*L'affaire BNP Paribas*; Dutch NGOs v. ING Bank).

Campaigners have also been issuing the remedy offered by the OECD Guidelines for Multinational Enterprises seeking mediation against multinationals in front of the National Contact Points. The number of complaints in front of the Italian National Contact Point have been also on the rise.

Finally, considering the recent entry into force of Delegated Regulation (UE) 2022/1288 on sustainability disclosures in the financial market, as well as the recent approval of the Corporate Sustainability Reporting Directive by the European Union, we may expect a rise on disclosure-based claims by investors and shareholders.

**What are the main trends you have noticed in international arbitration and what can we expect in 2023?**

Arbitration remains one of the preferred mechanisms for international dispute resolution, especially in the fields of M&A, construction and energy. This will continue to be the case in the short term.

There might be a decrease in international investment arbitrations cases, especially within the European Union, further to the termination of intra-EU BITs and Italy’s withdrawal from the Energy Charter Treaty. Currently, uncertainty surrounds whether an international accord will be reached on a revised version of the Energy Charter Treaty. Looking at Italy, the long-awaited reform of the Italian rules on arbitration will en-

ter into force on March 1st, 2023. Among the main developments is the recognition of the power of the arbitrators to issue interim orders, which also paves the way for the possibility to have emergency arbitrations seated in Italy. In addition, the Italian rules on independence and neutrality of arbitrators have been tightened up, and duty of disclosure has been brought in line with international standards. This, too, may encourage foreign investors to select Italy as a seat for their arbitrations.

#### How does preventing litigation inform companies' strategy?

In general, prevention of litigation should always be an important factor in companies' strategy. Recent movements such as shareholders' activism, and increased consumer and stakeholder' engagement, have boosted awareness among corporate clients of the importance of litigation risks. We have seen this happen in Italy as well, where litigation has been traditionally perceived as having a lesser impact in driving companies' strategy. This may change in the near future.

Following the recent reform of Italian class-action rules, we can expect a rise of class actions in Italy. Under the reform, class actions will be admissible for all cases of contractual and tort liability. Furthermore, collective redress will be available to all parties, not only consumers, as had been the case in the past. This may increase litigation pressures on companies. Prevention of litigation risks may become a stronger driver in the definition of their strategy. In addition, the recent political and legislative focus on the impact of businesses on human rights and the growing trend of ESG regulations and disclosure obligations require companies exercise due diligence on their standards of conduct and to act accordingly to prevent and mitigate the risk of litigation. Over the past five years, we have been seeing growing requests from our clients for strategic advice to review and/or test their corporate procedures and risk matrixes, both in the context of investment and M&A work, and in the framework of corporate governance/strategic consultancy.

#### What role does sustainability currently play in arbitration and do you think it will become more important going forward?

Climate change and sustainability disputes are a new reality. Evolving regulatory and jurisprudential trends clearly show this to be the case. In the field of international investment, BITs of the new generation will more often include specific provisions on sustainability.

For example, the Model BIT of the Netherlands covers the duty for states to ensure high levels of environmental and labor protection and to reaffirm their commitment to international human rights and environmental treaties. Another interesting example is the SADC Model BIT, whose Article 15, "Minimum Standards for Human rights, Environment and Labor" explicitly requires that the investment comply with international environmental law obligations to which the host state or the investor state is subject, whichever is the higher standard. This would allow arbitral tribunals to take into account investors' conduct with respect to infringements of international soft laws such as the UN Guiding Principles on businesses and Human Rights and the OECD Guidelines for Multinational Enterprises.

Another recorded trend is the inclusion of so-called "exclusion clauses", whose main purpose is to allow the state party to an investment treaty to alter the level of foreign investment to achieve specific ends, exempting the state from liability in this regard.

Moreover, there is a growing consent among scholars that state defendants in investment arbitration have the right to bring counterclaims for damages caused by investors who have failed to comply with climate objectives or environmental protection requirements.

Whilst sustainability is a hot topic in investment law and arbitration, it still less visible in commercial disputes between private parties. However, this will likely change in the near future, as a consequence of the growing contractual and compliance obligations that business partners will have vis-à-vis each other, as a matter of law, concerning sustainability standards along the entire value chain. ♦



and

**ROBERTO RANDAZZO**

Partner, **LEGANCE**

# Future whistleblower legislation: How to comply?

Whistleblowers often face major repercussions. Since their revelations, the lives of Julian Assange (Wikileaks), Edward Snowden (Prism), Hervé Falciani (SwissLeaks), Michael Woodford (Olympus), Antoine Deltour (LuxLeaks) and Denis Robert (Clearstream) have been turned upside down. Will whistleblowers continue to be vilified or is a more nuanced approach required from the authorities?



**ANNE MOREL**

Partner



**HARMONIE MÉRAUD**

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## ABOUT THE AUTHORS

BSP partner Anne Morel is a renowned labor law expert and litigator who acts for major companies in high-stakes employment cases such as corporate restructurings, transfers of undertaking, individual and collective redundancies.

Senior associate Harmonie Méraud regularly advises BSP's international and domestic clients on drafting complex employment contracts, employment-related compliance work and in data protection-related matters.

**E**U Member States had until December 17th 2021 to transpose into their national legislation the European Directive 2019/1937 on the protection of whistleblowers (hereinafter the “Directive”), which was adopted on October 23rd 2019. France, for once, has already transposed the Directive. Now Luxembourg is doing the same via Bill 7945 (hereinafter the “Bill”), which was tabled in the Chamber of Deputies on January 10th, 2022.

In addition to the minimum rules and guarantees provided for by the Directive, the Bill aims to establish a framework for the protection of whistleblowers, i.e., persons who report malpractices or irregularities observed in a professional context. These violations may be related to illegal practices, abuses of power or practices that are detrimental to the public interest. The Bill aims to extend the material scope of the Directive to all national law breaches. This means that all violations of national law will be covered, regardless of whether they are classified as administrative, criminal or civil.

The Bill introduces several important innovations to increase the level of protection for whistleblowers. Firstly, it states that whistleblowing information must be treated as confidential, so that whistleblowers can freely and safely speak out. Secondly, Employers are prohibited from dismissing them or causing them any harm in any way as result of their disclosures.

In addition, private sector legal entities with 50 or more employees, as well as public sector legal entities, including any entity owned or controlled by such entities, such as municipal administrations with more than 10,000 inhabitants, will be required to establish internal reporting and monitoring channels and procedures.

Private sector companies with between 50 and 249 employees have a little more time, as the obligation to establish internal reporting channels and procedures will only apply from 17th December 2023.

In practice, the internal reporting and monitoring procedures will require employers to, among other things:

- Establish reporting channels that are designed, established and managed in a secure manner that ensures the confidentiality of the identity of the reporter and any third party referred to, and that prevents access to said channels by unauthorized persons
- Designate an impartial person or department with the ability to follow-up on the reports in a diligent manner
- Involve a staff delegation in the implementation of these procedures. In companies with less than 150 employees, the staff delegation will have to be informed and consulted. In companies with more than 150 employees, the agreement of the staff delegation will be required under the co-decision principle.

In view of this new system, which is expected to come into force early 2023, we help employers in qualifying the offence and in implementing the statutory practices and procedures, in full compliance with their legal obligations. Our specialized employment law team will be pleased to provide you with any assistance in the compliance process. ♦

# Force majeure does not cover things like price increases



Interview with  
**DENIS PHILIPPE**  
Partner, PHILIPPE & PARTNERS

**"The sanctity of contracts (pacta sunt servanda) is the pillar of contract law"**

Ukraine and Russia produce and export much of the world's wheat and other grain whilst Russia is a major producer of crude oil and nickel. Russia's invasion of Ukraine and Western sanctions have had a significant impact on supply chains for commodities, with prices surging sharply. Denis Philippe, of Philippe & Partners delves into this pressing issue for Leaders League.

**LEADERS LEAGUE:** Do you see the commodity market situation bleeding into other markets?

**Denis Philippe:** Definitely. We see that the prices of cars, construction, energy sources like gas are increasing sharply and the shortage of raw materials is leading to substantial delays in the fulfilment of contracts and to shortages of finished goods. Many businesses finding it difficult to fulfil contractual obligations are concerned about their liability for non-performance given the disruptions of supply and rising prices.

**What are the legal consequences for commodity contracts?**

Firstly, we should recall that the sanctity of contracts (*pacta sunt servanda*) is the pillar of contract law. Secondly, adaptation or indexation clauses can be inserted in contracts. Furthermore, adaptation or release of obligation of performance can be claimed in case of exceptionally difficult circumstances.

In common law there are two main approaches for contractual relief due to circumstances beyond the control of a party – a force majeure clause and the doctrine of frustration.

English law is very rigid in this regard, however; firstly, force majeure applies only in case of impossibility of performance; which does not cover things like prices increasing unexpectedly during delivery of contracted services; secondly, the doctrine of frustration implies that the obligations assumed at the conclusion of a contract become radically different. The doctrine of frustration thus not apply in cases of sharp increases of prices either. Here, an adaptation clause must be inserted into the contract. But force majeure or frustration could apply, for instance, if an embargo forbids the exportation of goods; in this

case, it qualifies as impossibility of performance.

**Does the approach differ in a Civil Law environment?**

In civil law, the legal landscape has changed in France as in Belgium. Previously, case law made provision for a strict application of the principle of "*pacta sunt servanda*". In France, since 1992, and the landmark Houard case before the Cour de cassation, the obligation of renegotiation if the performance of the obligation of the debtor becomes excessively onerous due to change of circumstances is put on the shoulders of the creditor.

Since 2016, this principle (the theory of unforeseeability) has been recognized by article 1195 of the Civil Code. Subsequently, however, the doctrine of "unforeseeability" has been rejected in numerous contracts and rejected by judges who consider the conditions of application as unfulfilled. It's a similar story with Belgian law. Since 2023, *imprevisión* is recognized by article 5.74 of the Belgian Civil Code. The first cases applying this article are awaited with interest.

**What cases has Philippe & Partners seen in this regard?**

We have already had a few cases related to an unforeseeable fact. For example, a client with a joint venture in Russia experienced difficulties assuring the transportation of goods from Russia to Belgium and had to renegotiate the contract with their clients in Belgium. Another example was an electricity company that had to change their distribution contract, from a contract with fixed prices to a contract with variable prices. We were required to analyze the effects of this change with the relevant agents. ♦



# We are very proud to be the first Italian firm involved in the Greener Litigation Pledge



Interview with  
**ROBERTO OLIVA**  
Partner, **PAVIA E ANSALDO**

**"The escalation in the cost of raw materials, triggered by the war in Ukraine, has strongly affected construction contracts"**

The Italian Code of Civil Procedure reform will enter into force in early 2023. As this reform concerns both proceedings in state courts and arbitral proceedings, it can be considered the most extensive reform of its type in recent decades. Roberto Oliva tells us more.

**LEADERS LEAGUE:** Pavia e Ansaldo was the first Italian firm to join the Greener Litigation initiative. Can you tell us about it?

**Roberto Oliva:** The Greener Litigation project was launched in June 2021 as a collective of law firms, barristers' chambers and other professionals and organizations actively committed to reducing the environmental impact of dispute resolution and litigation conducted in the courts of England and Wales.

A few months after its launch, we contacted the project's steering committee, proposing our idea of taking the project global by including professionals outside England and Wales beginning with Italian lawyers.

We are very proud that our idea came to fruition and that our firm represents Italy in the launch of the Italian Greener Litigation Pledge. Pavia e Ansaldo helped shape the Italian legal profession in the 20th century and is ready to do the same in the 21st century, facing new challenges such as the inescapable need to reduce society's carbon footprint and preserve the environment for ourselves and future generations.

**What concrete action is Pavia e Ansaldo taking to reduce dispute resolution's environmental impact?**

We commit ourselves to abiding by and promote the Greener Litigation Pledge in our jurisdiction, as we strongly believe in this manifesto's goals.

The action that has the most immediate impact concerns the use of paper. Dispute resolution department's of law firm use a lot of paper: to print documents to be filed, to print draft submissions, to print bundles (or, as the Italian practitioners call them, "copie di cortesia") for the Court. In this respect, we take a two-pronged strategy.

The more straightforward and obvious approach is to reduce the number of printed

documents. Not every document needs to be printed, and not every draft has to be examined in hard copy format. However, this is not enough.

Indeed, there are two other points we can affect. First, we can reduce the carbon footprint of each sheet of paper we use by choosing thinner paper. Standard paper weighs 80 grams per square meter. We use paper that weighs 75 grams per square meter. Even this small reduction in paperweight significantly reduces production-, transport- and storage-related CO2 emissions. Second, we can reduce the carbon footprint of each text we print by choosing an eco-font, which is similar to a regular font but uses less printer ink. By reducing toner usage we can see a substantial reduction in our carbon footprint.

**What can we expect from litigation in Italy in 2023?**

The Italian Code of Civil Procedure reform will enter into force in early 2023. As this reform concerns both proceedings in state courts and arbitral proceedings, it can be considered the most extensive reform of its type in recent decades.

The goals lawmakers had are pretty clear: on the one hand, reducing the length of proceedings in the Italian courts of law by facilitating early decisions; on the other hand, facilitating the use of ADR mechanisms. In this way, the parties can obtain a decision on the merits within a reasonable timeframe.

It is still too early to fully foresee and appreciate the effect reforming state court litigation proceedings will have. However, it's expected they will lead to a greater focus on the pre-litigation phase and the selection and collection of evidence. In other words, these aspects, to which the professionals of Pavia e Ansaldo already pay great attention, will become crucial in successfully conducting litigation proceedings in Italy.



With regard to arbitration proceedings, our reformed arbitration law is now in line with the leading international models. With the aim, that has been consistently inspiring the past reforms, of making Italy an arbitration-friendly jurisdiction, the lawmaker removed the outdated limits on the issuance of interim measures by Italian-seated arbitral tribunals. It also took account of international best-practices, as well as international and supranational case law. For instance, a specific disclosure duty has been expressly imposed Italian arbitrators, requiring them to make a declaration of independence and impartiality and update it, if appropriate, in the course of the proceedings. It is the hallmark of several recent cases, such as *Beg v. Italy* or *Halliburton v. Chubb*. Or another example: in the absence of the indication of the parties, Italian arbitral tribunals are allowed to identify the applicable law without any limits arising out of its nature. It is the hallmark of the international debate on a non-national (or a-national) body of legal rules and principles, such as the so-called *lex mercatoria*, which is sometimes applied by some arbitral tribunals in international arbitration proceedings.

Once again, it is still too early to fully appreciate the effects of the reform. In any case, it appears that it has provided Italian-seated arbitral tribunals with the tools they require to handle complex disputes as efficiently as the top overseas arbitral tribunals do.

#### **What fields is your firm most active in?**

We have specific expertise and experience in dealing with disputes related to corporate law, post-acquisition controversies, commercial agreements (tenders, distribution, agency, bank and insurance contracts, unit-linked policies), directors' liability, insurance contracts, tort, product liability, class actions, antitrust, as well as real estate, insolvency, environment, inheritance and asset-protection matters.

In these disputes, we assist clients in a wide range of industries (including automotive, chemical and pharmaceuticals, construction, energy and oil & gas, luxu-

ry goods and fashion, manufacturing and TMT).

In the last twelve months, I mainly dealt with post-M&A disputes, assisting both claimants and respondents and both buyer and seller. A now-settled dispute, the outcome of which was more than satisfactory for my client, was of particular interest as the settlement broke out of the rigid pattern of the opposing legal positions and found a balance in the light of the economic interests at stake. I think that this is the best service a lawyer can render to a client.

#### **What do you think are the main challenges of arbitrating construction disputes?**

Construction disputes are, by definition, very complex, as they involve examining several material witnesses and expert witnesses in addition to the vast amount of documents usually involved.

Moreover, it is highly likely that, during a construction dispute, a party or even both parties requests the issuance of interim or precautionary measures, which could prove very useful and beneficial. For instance, the employer may seek an order to continue performing work during the dispute, to avoid or reduce delays; on the other hand, the contractor, in particular in case of termination, could seek an order to preserve evidence or its equipment and materials.

In recent months, a further level of complexity has been added. Indeed, there was an escalation in the costs of raw materials, triggered by the war in Ukraine, which also strongly affected construction contracts. This, among other things, led to significant difficulties in fulfilling obligations set out in the contract.

The most experienced (and best advised) contractors inserted in their agreements clauses expressly addressing this issue and the consequences of the costs increase on the parties' obligations. Nonetheless, most contracts signed do not contain such bespoke, cost-increase clauses. That would lead – or rather, is already leading – to an increase of disputes where the application and interpretation of general principles of this area of law are at stake. ♦

**"The Italian Code of Civil Procedure can be considered the most extensive reform of its type in Italy in recent decades"**

# The most interesting trend in investment arbitration is its ‘humanization’ with an increasing emphasis on human rights



Interview with

**FULVIO MARIA PALOMBINO**  
Of Counsel, **PAVIA E ANSALDO**

Fulvio Maria Palombino shares his experience of serving at the International Criminal Court in the Hague, in addition to discussing the main trends and opportunities in international arbitration and litigation.

**LEADERS LEAGUE:** Can you tell us about your recent experience at the International Criminal Court in the Hague?

**Fulvio Maria Palombino:** I spent six months at the International Criminal Court as a *visiting professional*. This position is a temporary one within the Court, in an arrangement which may be defined as mutually beneficial. Indeed, the visiting professional gains precious first-hand experience while the Court benefits from the external input of experts in the field. Mainly, I worked in close contact with the judges and the registry, offering input on questions of public international law and, in a more detailed way, of international criminal law. To do this, I was first assigned to a Pre-Trial Chamber and then moved to the Appeals Chamber.

Although my experience as a visiting professional has now come to an end, I remain on the list of experts of the Court, a list which contains the names of experts in fields of interest to the Court who may be called upon to participate in judicial proceedings or to provide services for other organs of the Court.

**What professional opportunities are to be had in the international law milieu nowadays?**

International law has established itself as a constant source of professional opportunities. Of course, legal professionals can hold high-level positions within international organizations and international courts and tribunals, but even outside of this typical setting, many opportunities arise. One can look, first, at international and specialist law firms. These deal almost exclusively with public and private international law, handling a multitude of cases which are often complex, and require the work of a variety of professionals. International law,

however, also has an impact on the work of smaller, national practices which mostly deal with domestic legal issues. Indeed, arbitration (both commercial and investment-related) is the preferred means of solving business disputes of an international or transnational nature.

Such disputes may very well end up on the docket of lawyers of a smaller practice and add to their body of work and areas of expertise.

**What trends have you noticed in the world of international arbitration?**

Based on my observation of international arbitration and, specifically, of investment arbitration, the most interesting trend right now is the “humanization” of investment arbitration, with increased emphasis on human rights considerations. In the past, arbitral tribunals were only concerned with international investment law. Recently, however, tribunals have tended to give increasing weight to non-economic concerns. This means that decisions of tribunals may refer to such values, but also that parties to a dispute may feel free to invoke such values and concerns in their arguments before the tribunal. This greatly enriches the diversity of the work of an international lawyer, while at the same time requiring more detailed preparation for a case. A good example of this sort of complexity is the famous *Urbaser* case, where the State was allowed to file a counterclaim.

**What are the challenges inherent to international investment arbitration at present?**

One of the main challenges, in my opinion, is the need to adapt the international investment arbitration system to all these new elements, which have come into play in an in-

vestment dispute. While the “humanization” to which I referred earlier was conceived as a tool to strengthen the position of individuals, there is a risk that human rights considerations might become a tool to excessively strengthen the position of States. One might say then that the main challenge is to make sure that all these new aspects of international investments arbitration actually improve it rather than further tilting the balance in favor of just one party.

**What is the most active area in your litigation practice and why?**

My work touches upon many areas, but recently I have mostly worked on cases concerning the European Convention on

Human Rights (ECHR). However, saying that these cases merely concern the ECHR would be reductive. Indeed, many cases do not just focus on general human rights issues, but concern the protection of property, protected by Article 1, Protocol No. 1 to the same Convention.

This is an interesting field, which often requires a connection with other areas of the law, such as tax law. This is one of the inevitable effects of working on international cases which come with several layers of complexity.

Indeed, those cases saw me work alongside lawyers who specialize in international tax law, which goes to show how interconnected different areas of law are. ♦

**"International law has established itself as a constant source of professional opportunities"**



# Arbitration as a means of dispute resolution is gaining popularity in Portugal



Interview with

**JOSÉ CARLOS SOARES**

Partner, **SRS LEGAL**

José Carlos Soares of SRS Legal sees an increase in arbitration, a slow down in the process of First Instance Courts and discusses how the legal framework can improve.

**LEADERS LEAGUE:** What new dispute-resolution trends have you seen developing in Portugal over the course of the last few years?

**José Carlos Soares:** Unfortunately, we've been witnessing an increasing difficulty in daily practice that is directly correlated with how slow the whole judicial process is. The problem is not centered necessarily on the quality of the rulings themselves, but rather the time it takes to reach them. This slowdown cannot be attributed to how lawyers work or how they manage their deadlines. It is mainly due to how inefficient the court services are, especially those of the First Instance Courts.

There must be a better organizational system and a more expeditious way of dealing with the high volume of cases each court has to handle.

I believe this problem is partially due to the pandemic and how it has impacted court services. Like the rest of the world, the courts were not prepared for the situation and did not know how to cope with the scale of it all. But the pandemic had a particularly brutal effect of delaying the judicial process as a whole.

**What kind of complexities are you seeing in your practice this year?**

There are two dominant factors hindering our practice this year. The first, and most challenging, has to do with the prevailing financial climate, not only in Portugal, but across most of the world. Inflation has definitely had a toll on the economy and that, consequently, is reflected in our practice too.

The second factor is directly correlated with the answer to the previous question. One of our biggest difficulties is dealing with the slowness that I already mentioned and finding practical solutions to overcome its impact. This is especially complicated because for each specific case a different practical solution is required, and new

challenges arise with every delay in court services. Clearly, in order to resolve this problem, the legislation that dictates how the court services operate must be reformed. But that is not all. The main change that must be enforced has to do with how the administrative services are organized, how they relate to each other and how efficiently it's done.

Lawyers can only do so much to salvage each case on a day-to-day basis. Change must come from within the court offices.

**"To tackle delays, the legislation that dictates how court services operate in Portugal must be reformed"**

**Is arbitration as a means of dispute resolution on the rise in Portugal?**

It most definitely is. Not only is the number of people embracing this alternative means of dispute resolution growing, but the number of referees and arbitration centers is also seeing exponential growth. Currently there are more than 30 arbitration centers spread across the country.

As to the legal framework, there is always the risk of a lack of impartiality and independence associated with arbitration. This happens because oftentimes the referees nominated by the parties act as though they are their direct representatives instead of conducting themselves with the required impartiality. There is also the chance that a decision reached through arbitration is appealed or overruled by the courts of law.

**Does the legal framework need to improve?**

In my opinion, there are a few aspects in which the current legislation has room to improve. For example, the statutory system that allows arbitral awards to be reviewed is still very permissive. This is clear when we see that there are a lot of substantive grounds that fit in the general and abstract clause of the violation of international public order.

Therefore, many come to the conclusion they might as well keep the possibility of an appeal to the judicial courts.

**What are the main differences between the former arbitration law of Portugal and the Arbitration Act under the UNCITRAL model?**

I think there are four main differences between these two models.

Firstly, as per the former Arbitration Law of Portugal, any decision should be reached by a majority of the referees and, only in the event that this is impossible, should the case be decided by the Arbitrator President alone. Now, according to the UNCITRAL model, the parties may allow the Arbitrator President to make the decision, giving more significance to their choices.

Then there is matter of the sentence deadline and how this pertains to the responsibility of referees. Under Portuguese law there is a twelve-month timeframe in which the judgement can be given. If this deadline is not met, the referees are to be held accountable. However, model law provides no guidance on this matter, meaning that, now, there is no fixed deadline for a judgement to be rendered.

There is also the matter of the time limit for requesting an annulment. According to the Arbitration Law of Portugal, the parties may request an annulment up to sixty days after receiving notification of a judgment. The UNCITRAL model has established a three-month period in which an annul-

ment may be requested. What this essentially means is that Portuguese law works to a shorter timeframe. Lastly, there is the question of exactly what constitutes International Arbitration in the first place. Under Portuguese law, matters are classified as

**"As Portuguese law is, in many ways, similar to the UNCITRAL model, there are no great advantages in choosing the model law to regulate an arbitration in Portugal"**

such when international commerce interests are at stake. Yet model law requires specific connecting factors with foreign legal systems to qualify an arbitration as international. Therefore, the Arbitration Law of Portugal adopts a far wider and more inclusive concept than the UNCITRAL model.

**What are the advantages and disadvantages of using the UNCITRAL model in an arbitration hosted in Portugal?**

Taking into consideration that Portuguese law is, in many ways, similar to the UNCITRAL model, there will be no great advantage in choosing the model law as the one to regulate an arbitration in Portugal. Quite the opposite, in fact. There will be disadvantages resulting from the fact that the UNCITRAL model contains a more succinct regulation, while the Portuguese Law of Arbitration contains a greater regulation, albeit supplementary if the parties choose otherwise. ♦



# Arbitration developed considerably in recent decades, expanding into areas like public, administrative and tax law



Interview with

**PAULA COSTA E SILVA**

Independent Arbitrator

**"One advantage of the dispute boards, sometimes perceived as one of their major disadvantages, lies in the nature of the opinions they express"**

Paula Costa E Silva, a reputable and well-known independent arbitrator based in Portugal, spoke to Leaders League about new methods of dispute resolution occurring in Europe and Latin America.

**LEADERS LEAGUE:** In your opinion, what are the advantages of setting up dispute boards as a method of resolving legal conflict?

**Paula Costa e Silva:** Dispute boards are dispute settlement aids with enormous potential, especially in long-term contracts and construction contracts. Aimed at determining whether a service is being performed well or not, they can be of particular assistance to parties seeking to clarify, quickly and through the intervention of experts, whether the contractual obligations are being performed in accordance with the contract. With this intervention, and because the parties also choose the members of the board – which suggests that they trust the ability of the chosen panel to verify the good or bad performance of the contract – all conditions are met for the parties to be in a position to accept the board's opinion as to the performance of the contractual obligations.

One advantage of dispute boards, sometimes perceived as one of their major disadvantages, lies in the nature of the opinions they express. While it is for the parties to determine whether they want the dispute board to issue simple recommendations or binding opinions, the final opinion of the dispute board becomes part of the contract as an act defining its content. But this opinion does not have the nature of a binding decision, endowed with *res iudicata* or enforceability. The lack of enforceability leads certain sectors to see dispute boards as intervening entities that, instead of leading to the rapid resolution of a dispute, end up delaying it. This is because if the parties – or one of them – do not agree with the opinion issued, they inevitably resort to heterogeneous and binding dispute resolution procedures, be it an arbitration tribunal or

a state court. If there is no way of preventing this possible development of the conflict, since access to the courts to settle a dispute is not affected by the prior intervention of the dispute board, such a path reveals resistance to a technical opinion that emerges as incompatible with the trust placed by the parties in the panel of experts to whose composition they contribute to decisively. While it cannot be said that, when this happens, it is a delaying tactic by the party who does not wish to comply with the opinion of the panel, either because it does not agree to have to correct the way in which the obligation is performed, or because it objects to an opinion concluding that the contract is being properly performed, it is also true that recourse to a court to challenge the panel's position must be based on extremely solid arguments. In fact, and this is very important, the panel only issues an opinion after hearing both parties and allowing them to produce all the evidence they deem necessary.

Although all types of disputes may be submitted to boards, it is understandable given all of the above that their main purpose is to solve conflicts in long-term contracts – the circumstance that their opinions become part of the subject matter of the contract increases the probability of the permanence of the relationship between the parties against their immediate destruction – and in construction contracts. In the latter, the immediate intervention also allows the immediate restoration of the conformity of the performance, with the remaining performance already being carried out in terms not impaired by a defect in performance that is not immediately remedied. In construction contracts, the immediate identification of a defect will avoid a chain of defective performance.

### What are the advantages of arbitration in comparison to other dispute resolution methods?

The most common advantages of arbitration, as a heteronymous method of dispute resolution, when compared to the decision by a state body, lie in the shorter pendency time and in the hyper-specialization of the decision-makers. Therefore, even though it may be informed by highly developed legal systems, arbitration does not show competitive advantages with state court adjudication in countries where courts are highly specialized and adjudicate expeditiously.

Another advantage of arbitration, when compared with the delivery of justice by state courts, concerns how it is financed. While in state courts the principle is that costs should be borne, not only by the users of the system but by the taxpayer (the burden of the judicial structure is a burden on everyone), arbitration is subject to the user-pays principle. But this great advantage is also a source of misunderstanding. Unlike a judge, whose salary is paid by the taxpayer, the arbitrator is remunerated directly by the parties, more specifically and typically, by the losing party. This has created unease as one hears, from time to time, that the direct remuneration of the arbitrator by the parties deprives them of their impartiality and independence.

Arbitration has developed considerably in recent decades, expanding into several areas – from the decision of conflicts in commercial contracts to the decision of disputes in public, administrative, or tax law, not forgetting investment arbitration. Arbitration has also suffered harsh criticism mainly when used to decide investment disputes and public contracts disputes. The criticisms stem from a kind of generalized opinion that the decisions issued by arbitral tribunals are more unfavorable to

the State, whether in administrative arbitration or in investment arbitration, than those that would be issued, in the decision of the same cases, by the state courts. On top of the fact that the same case cannot be decided by both types of court, this argument, pointing to an apparent lack of virtue in arbitral tribunals, even if one is not immediately aware of it, is extremely dangerous as to the understanding of the decision-making by state courts. If a decision-maker is to be impartial and, as much as possible, free of bias, they will not tend to privilege an interest that the law applicable to the case does not warrant.

One of the effective means of addressing this kind of prejudice against arbitration, which corrodes public confidence in arbitrators' awards, is to have them, not only published but also discussed. And, here, the universities have a key role to play which is that of a critic, comparing where possible the jurisprudence of arbitration tribunals and the jurisprudence of the state courts. Bringing arbitrators and judges together in scientific meetings will also provide insight into whether it is true that they decide identical cases in different ways. Finally, discussions between arbitrators and judges about each other's decisions will lead not only to an examination of whether that pre-understanding is correct – or not – but also to a greater understanding of how decision-makers engaged in both forms interpret the law.

Effective knowledge of the arbitrators' work, dispassionate criticism of what they do, adequate monitoring of their impartiality and independence, and the repression of opportunistic behavior will boost confidence in arbitration. This is perhaps the most important way of conferring credibility on a means of conflict resolution which is under great pressure. ♦

**"One of the effective means of addressing prejudice against arbitration, which is very corrosive of public confidence in arbitrators' awards, is to have them not only published, but also discussed"**

# The Spanish labor market continues to be a favorable environment for foreign companies



Interview with  
**SILVIA BAUZÁ**  
Partner, ALLEN & OVERY SPAIN

**"The inflationary situation and potential economic slowdown in the country may force companies to implement internal restructuring measures to ensure their business remains viable"**

Silvia Bauzá of Allen & Overy sees ESG, diversity and flexible working being among the main labor trends in Iberia in 2023 and, despite the challenges posed by inflation, believes Spain remains a favorable market for foreign companies to do business in.

**LEADERS LEAGUE:** How are companies adapting to the new law limiting temporary contracts?

**Silvia Bauzá:** As a general rule, employers are adapting well to the new Spanish labor regulation on temporary contracts. Due to the labor reform implemented last year, the grounds for using temporary contracts in Spanish labor legislation have been considerably reduced.

This, together with the checks on this matter carried out by the labor inspectorate over the last few months with the aim of verifying compliance by employers with the aforementioned legislation on temporary contracts, has led employers to choose, to a greater extent, subscribing indefinite-term contracts, to the detriment of temporary contracts.

In this regard, the latest data provided by the Spanish Labor Ministry show that, in the last 12 months: (i) the number of people in indefinite-term employment increased by 1,375,000 to 13.9 million; and (ii) temporary employment in the private sector dropped seven points in the past year, to 17.5%.

Notwithstanding the above, it should be pointed out that the decline in temporary employment in Spain is not only due to the increase in fixed-term contracts, but also to an apparent swapping by companies of temporary employment contracts for permanent-discontinuous employment contracts. Thus, it seems that employers are increasingly inclined to use the latter type of employment contract, which until recently had been considered a great unknown for many employers, and which looks set to be increasingly used in the coming years.

Given that its use has traditionally been limited to very specific cases and sectors, it is important for employers to analyze in detail whether the requirements and grounds for its subscription are met.

**What inflation-related challenges are companies facing?**

Companies based in Spain are facing challenges due to the salary increases required by the sector-specific collective bargaining agreements, which have resulted in additional labor costs. Throughout 2022, a series of collective bargaining agreements were approved and published, providing for a series of salary increases over the next 2-3 years which, although when taken individually do not reach the current CPI levels, are important considering taking into account the regulations in existence up to now. Thus, for example, the collective bargaining agreement covering offices and bureaus in Madrid makes provision for a salary increase of 8.6% between 2022 and 2023 (3.1% in 2022, 3% in 2023 and 2.5% in 2024). Furthermore, as regards the banking sector, a 4.5% increase for 2023 was recently agreed between employers and trade unions.

In addition to the above, a collateral consequence of the increase in the cost of living and the need to support the Spanish pension system has been the recent approval of an increase in the maximum social security contribution bases. The referred base is the maximum remuneration to which the social security contribution rates are applied, in order to determine the amount that companies and workers contribute monthly in social security. By means of the recently published Law 31/2022, of December 23, from January 1st, 2023, the maximum contribution base is set at €4,495.50 per month (an increase of 8.6%).

**There has been an influx of foreign companies to Spain in recent years. Does Spanish labor law favor international investment?**

The Spanish labor market has traditionally been, and continues to be, a favorable environment for companies wishing to es-

establish themselves as employers in Spain, given the aim of Spanish legislation to try to adapt as quickly as possible to new HR and employment trends.

A recent example of the above was approval of Law 28/2022, of December 21st, on the promotion of startups, which came into force on December 23rd, 2022 (the so-called Startups Law). From an employment point of view, it is worth highlighting two changes included in said regulation that seek to make startups and entrepreneurial investment in Spain easier, namely:

- Amendment to the self-employed individual's law, to now include a 100% benefit (*bonificación*) of social security contributions of self-employed individuals who: (i) have effective control of start-up companies; and (ii) simultaneously to that, are employees of another employer.
- Modification of the Law of Support to Entrepreneurs, which now regulates a new visa for international teleworkers who want to reside in Spain.

#### What employment trends do you see developing?

It is difficult to anticipate the labor trends we'll see in the coming months, given the changing and uncertain environment in which we find ourselves. However, the recent publication of the so-called *Proyecto de Ley de Empleo* (draft employment legislation), a work in progress, may provide clues as to the employment trends we may encounter in Spain during the course of this year. While it is true that the above document is extensive and not yet final, it includes a couple of specific points that, in my opinion, may become labor trends in 2023, namely:

Collective internal restructuring measures: the inflationary situation and potential economic slowdown in the country may lead, in my opinion, to a situation where employers may be forced to implement internal restructuring measures in order to

ensure their business remains viable. Unlike what happened during the Covid-19 outbreak, the less temporary nature of the economic situation could compel companies to opt for collective layoffs rather than implement temporary mechanisms like suspension of contracts or reductions in working hours (the so-called ERTes) that were employed during Covid-19.

Perhaps for this reason, the aforementioned *Proyecto de Ley de Empleo* includes a potential amendment to the existing regulation on collective dismissals, whereby greater importance is given to the role of the labor inspectorate when evaluating the grounds and the documentation used by employers to implement a collective dismissal.

Equality and ESG legislation and initiatives: in my view, 2023 will be the year in which all the legislative initiatives on equality that have been enacted in recent years (e.g. legislation on equality plans, organic law on equality, etc.) will fully materialize in practice.

The most recent example of these initiatives is the enactment of the European directive on gender equality on boards, which must be implemented in all EU member states, Spain included. It is even possible that new regulations will come into force, given that the *Proyecto de Ley de Empleo* includes among its objectives, favoring conditions that lead to a more inclusive labor market, one that guarantees equal opportunities and non-discrimination at work.

In addition to the above, the debate on the commitment of employers or legislation to more flexible working environments (such as teleworking or the 4-day working day), use of contracting modalities (i.e. indefinite term vs temporary vs seasonal contracts) or the adaptation of the labor market to new technologies (on which some progress has already been made in recent years, for example in relation to the use of algorithms in the workplace) will probably continue to be on the table throughout year 2023. ♦

**"2023 will be the year when all the legislative initiatives on equality enacted in recent years fully materialize in practice"**

# Arbitration is becoming an indispensable component in solving international commercial conflicts



Interview with  
**JAVIER ÍSCAR**  
Managing Partner, **ISCAR ARBITRAJE**

**"Our first objective is for CIAR to become the main Court of Arbitration in the region for all conflicts related to international trade between Ibero-American companies, especially SMEs"**

Javier Íscar talks to Leaders League about the current commercial and investment arbitration market, both in Spain and abroad, as well as rising trends linked to global politics and how they are playing out in the Spanish legal market.

**LEADERS LEAGUE: What trends are you seeing emerge in commercial arbitration?**

**Javier Íscar:** I believe that international commercial arbitration is undergoing an evolution that goes hand in hand with social, cultural, and economic changes. The trend is a sum of (i) traditional breaches of contract matters related to strictly substantive or legal issues such as those arising from conflicts in construction, engineering, energy, or M&A, (ii) due to exogenous elements (e.g., the pandemic, war, and energy crisis) leading to arbitrations due to force majeure, rebus clause, among others and (iii) arbitrations with ESG, AI, and cryptocurrency components which are becoming increasingly relevant in the drafting of contracts, demands of these contracts, and their fulfillment.

**How is the political environment affecting arbitration?**

Companies flee unstable markets for a variety of reasons, one of them being the growing number of investment and commercial arbitrations during exchange situations, especially when there is a lack of security in the investment and legal areas. We are seeing and will see in the future an increase in the number of arbitrations caused by criteria changes in the States or in the contractors due to the current supply-chain crisis and international political situation. Additionally, arbitration will become indispensable in terms of the clause chosen to solve international commercial conflicts.

**You were re-elected president of the Ibero-American Arbitration center (CIAR) on a two-year term. What are your objectives?**

Being elected unanimously by more than 70 members while also having the support of SEGIB and COMJIB is not only exciting but a very important challenge. Our first objective is for CIAR to become the main Court of Arbitration in the region for all conflicts related to international trade between Ibero-American companies, especially SMEs.

We also created the center's 2023-2025 plan with three essential goals: (i) ensure that the CIAR clause is the one listed in contracts between companies within the region, (ii) expand and improve relationships with our members, and (iii) consolidate collaboration with the Summit of the Ibero-American Heads of State through the SEGIB and CEIB, the Ibero-American Business Council.

**What is the current relationship between Centro Internacional de Arbitraje (CIAM) and CIAR?**

At the head of CIAM, we are fortunate to have had a succession of recognized professionals in international arbitration such as José María Alonso and Jose Antonio Cainzos.

The arbitration community is a close-knit group. Each court of arbitration advocates for its own goals, as well as competition. This is healthy for the arbitration industry and for those who use it as a legal dispute method.

We are also not against the idea of creating joint strategies between CIAR and CIAM. It is something that the partners of both institutions will have to evaluate, and surely the arbitration community would have a positive response.

**What is the theme of Open de Arbitraje 2023?**

We are more excited than ever for the Arbitration Open and that is why this year we have a unique staging. Just as fantasies and illusions in stories can inspire us, we will address the most current and up-to-date issues in commercial and investment arbitration.

Just imagine sharing two days of quality arbitration with *Peter Pan*, *The Three Little Pigs*, *Aladdin*, *Charlie and the Chocolate Factory*, *Pied Piper of Hamelin*, *The Cicada and the Ant*, and every other childhood story that evokes good memories and invites us to reflect on each moral that we might also encounter in our personal and professional day-to-day life. It is an invitation to think positively. ♦



# Our aim is to be the bridge between Africa and Europe



Interview with

**MEHREZ BOUSSAYENE**  
Managing Partner, **BOUSSAYENE  
KNANI & ASSOCIÉS**

**"The goal of this partnership is to have specialized local experts with international professional standards"**

A former magistrate, Mehrez Boussayene has been practising law for more than 30 years in several disciplines of business, judicial and real estate law, both in litigation and arbitration. He shares his insights on these matters and on the state of the Tunisian legal market.

**LEADERS LEAGUE: What were the key factors in BK's rise as an arbitration leader?**

**Mehrez Boussayene:** The key to our success is without a doubt our experience in the judiciary and the bar for almost 40 years in addition to the academic experience of our team, indeed, the competence of our associates, lawyers and arbitrators. Their proficiency in foreign languages is such that the language barrier is no longer an issue and this plays a major role in the quality of the work we provide. Another key to our success is that we have the ability to create flexible teams with different backgrounds and approaches to issues which gives us a clear vision of the cases treated, a method which has proved its efficiency since day one and became a part of our way of treating cases.

**How important is the M&A practice in your law firm and what are the trends in the Tunisian market?**

Mergers and acquisitions are one of Boussayene Knani & Associés' core activities. The firm has assisted international groups and SMEs in cross-border transactions in a variety of sectors. Our firm has dealt with the most important transactions of the year in Tunisia: we advised French bank Crédit Mutuel – CIC on the buy-out of the Tunisian State's stake in Tunisian bank Banque de Tunisie and on the acquisition of a stake in Tunisian insurance company Astree.

Additionally we advised many other foreign and multinational clients on their M&A operations such as the German logistics company Ipsen Logistics, the Spanish company Cementos Portland Valderrivas, supermarket Monoprix etc... we also assisted one of the most important German groups in their acquisition of two hotels located in the touristic region of Djerba.

Regarding the market trends for M&A in Tunisia, there is a clear focus on investments in the tourism sector, specifically in the acquisition of Tunisian Hotels by international companies, for instance we advised PalmBeach hotels on the sale of three of their hotels to a TUI group

company, we also assisted a Tunisian investor in the acquisition of the Movenpick hôtel Sousse and hotel owners in the sale of their hotel. This trend is set to continue especially in the current stable political and security climate that Tunisia has been entertaining for the past couple of years, the recent smooth and peaceful elections were a real testament of the country's strength and its people's evolution, therefore, Tourism investment in Tunisia represent the best business opportunity and it's luckily to grow in the coming years.

**Can you elaborate on the recent arbitration cases where you were appointed as a legal representative?**

We had the opportunity to assist and represent a major investor from the Middle East in two arbitration cases that concern the Tunis Bay mega project.

Tunis Bay is a flagship urban project in the northern suburbs of Tunis. This 523-hectare development, which consists of a golf course, shopping mall, marina, tech hub, business center, private hospital and university, is set to become a nucleus of the Tunisian economy and an innovation incubator.

The cases (ICC arbitrations) were between Tunis Bay Project Company (TBPC), which we represent, and Tunis Bay Alliance Golf Project (TBAGP).

The first case was about obliging our client TBPC to transfer its shares in the capital of the company TBAGP as stipulated in the call option agreement whose validity was contested by our client. Our law firm successfully challenged the agreement's validity and obtained an arbitration award which declared the call option nul and void.

The second case dealt with an action where the claimant pretended that our client was liable for the non execution of its duties on time and for having caused heavy losses to the claimant in connexion with different alleged faults. The amount claimed exceeds \$50 million.

In both cases which were adjudicated by two different arbitral tribunals, the awards were in favor of our clients. ♦

# Those who hold lower to middle management positions have a growing interest to turn in-house



Interview with  
**MARTA DEL COTO**  
 Consultant, ITERLEGIS

Iterlegis' Marta del Coto, Maria Burgos and Mercedes García Quintas discuss recent developments in the Spanish legal market and best new ways to attract talent, in addition to renewed interest in in-house career paths.

**LEADERS LEAGUE:** There has been a lot of upheaval in the legal sector in Spain lately. What is driving this?

**Marta del Coto:** Due to the pandemic and its post-crisis landscape, we are currently living in a period of uncertainty that clearly has a global impact from a macroeconomic point of view. The legal world is no exception to this. The reaction to the pandemic by law firms and companies alike, the complex nature of HR management, the adoption of new measures and flexibility, organizations revealing their true culture and values, and the stress of adapting to a changing environment are reasons why, in general, legal professionals are choosing to evaluate different career options in the marketplace. Specifically, lawyers want to be valued more, work for more flexible organizations, and have a more strategically relevant role in the post-pandemic arena.

Furthermore, the regulatory framework is changing, which has been cathartic for some. There is also a growing demand from clients for their legal representation to provide innovative advice which is fully aligned with their internal strategy, so as to generate added value for organizations.

**In your expert opinion, how can law firms attract new talent?**

**Maria Burgos:** Attracting and retaining talent has become a challenge for law firms. The provision of high-quality legal services requires excellent professionals and competition between firms to attract the best lawyers in the market is fierce, with salary obviously play a role in attracting and retaining these lawyers; however, other conditions also apply. This includes internal policies regarding diversity and inclusion as well as meritocracy such as the development of professional careers which

is highly valued by junior lawyers. Moreover, legal professionals are now demanding more flexibility to achieve a better work-life balance. Consequently, remote working is one of the most appreciated policy benefits offered by law firms to new employees.

**"Lawyers are searching for a higher valuation of their profiles, more flexible organizations, and strategically relevant places to occupy in the new 'post-pandemic arena'"**

**What is driving the current high level of interest in in-house legal careers?**

**Marta del Coto:** The growing interest in in-house legal work vs. large law firms is not new nor does it derive from Covid. Certainly, the pandemic exposed fault lines in many organizations and increased the difficulty of accessing law firms through partnerships. In our opinion, this is one of the main reasons why there is a growing willingness among lawyers to go in-house, especially those who hold lower to middle management positions. Additionally, in-house lawyers have proximity to the business they work for and thus can give more strategic legal advice that coincides with the company's vision. Simply put, in-house lawyers tend to have a more hands-on and direct role in the business environment which many modern legal professionals find attractive. Then there is the fact that in-house lawyers typically have a better work-life balance, which – although flexibility has recently improved – remains one of the heaviest burdens for lawyers who work at large law firms.

What skills do you believe are essential for a legal career?

**Maria Burgos:** Clients demand lawyers who truly understand their business and needs. Therefore, it is very important for lawyers to be business partners to their clients and demonstrate a high level of commitment

**"Remote working is one of the most appreciated policies offered by law firms to new employees"**

to helping them attain their objectives. The implementation of ESG policies raises legal issues that lawyers should also know how to deal with. Finally, as there is an increase in corporate investments in digitalization and technology, it is also imperative for lawyers to improve and maximize their digital skills.

How do legal recruitment firms successfully develop their business?

**Mercedes Garcia Quintas:** In the legal sector, as in any other niche area, where professional relationships between its players are heavily dependent on trust and reciprocity, the most fruitful thing is a solid and honest dialogue between clients and candidates, giving a realistic, transparent, and competitive response, and providing information with added value.

Business development in this sector requires the collection and processing of large volumes of information, the mapping of sectors, the knowledge and access to key profiles, and finally, presenting this information to the client with certainty, so they feel they are receiving the best feedback for the best professionals in a legal market. The Spanish legal market is home to many distinguished names and it has grown in sophistication in recent years. ♦



and

**MARIA BURGOS**  
Senior Consultant, **ITERLEGIS**



and

**MERCEDES GARCÍA QUINTAS**  
Head of Business Development,  
**ITERLEGIS**

**ITERLEGIS**  
LEGAL STAFFING SOLUTIONS



# Litigation funders exist because justice is expensive



Interview with  
**GUIDO DEMARCO**  
 Head of Legal Assets,  
**STONWARD**

Guido Demarco speaks to Leaders League about the litigation funding market, both in Spain and abroad, and assesses the future of regulation in the industry and what impact it might have on third-party funding in Europe.

**LEADERS LEAGUE:** How has the appetite for litigation funding grown in Spain over the last year?

**Guido Demarco:** Clearly, collective actions are dominating the funding market in Spain. We will need to evaluate the impact of the draft law on representative actions for the protection of the collective interests of consumers, which transposes the Directive 2020/1828 of the European Parliament and of the Council of 25 November 2020. The draft bill tries to bring some order and transparency to collective actions, with some positive and negative aspects.

At Stonward, we have echoed this growth. We have expanded our team and structured a Board of Investments committee, presided over by Armando Betancor, a pioneer in the litigation funding industry in Spain, and composed by Blas A. González and Chris Garvey, both of whom have strong knowledge and experience in structuring collective actions. Having said that, we also experienced an increase in enquires and consultations to finance single cases and to monetize ongoing proceedings from individuals or companies that approach us because they have heard about litigation funding, and search for us on the web or via Google.

**Are you seeing growth in the market as well as in your practice in Latin America?**

In Latin America, the growth of the practice is also tangible, which is evidenced by the increase in local funders with whom we collaborate closely. It is true, however, that this growth cannot be compared to continental Europe. The reasons are manifold, but we believe it is mostly because the region is still perceived by investors as high risk (i.e., sovereign risk, currency fluctuations, and political volatility), but this perception is not always in line with reality and at Stonward we are aware of that. Latin America is a vast region, and it wouldn't be fair to lump all countries together.

**"Without funding, in most cases, individual clients cannot pursue claims by themselves because the cost usually exceeds the benefit"**

The fact is that when dealing with collective claims, at least in Spain, funders are almost always involved in one way or another to support the law firm or association that brings together clients. Without funding, in most cases, individual clients cannot pursue by themselves the claims because the cost usually exceeds the benefit when taken on a case-by-case basis, but not in the aggregate.

**What is your opinion of the current discussions taking place at European level on the subject of regulating third-party funding?**

Regulation of third-party funding that aims to strengthen transparency and trust is a positive idea and we welcome it. However, we believe that the current debate is leaning towards over-regulation. The regulation proposed by the Euro-

pean Parliament proposes regulatory aspects that are based on misconceptions about the role of funders. Aside from the discussion about fees, the regulation proposes changes to contractual clauses that can shift the scale of risk between the parties.

Risk and reward are linked in this industry, just like in and others. Simply put, if contractually the funder must bear more risk, the question is whether that risk is sufficiently rewarded. Funders will not grant funding if they perceive the risk vs the return on a case is not worth it given the circumstances.

A clear example is the regulation of adverse costs, termination of the agreement, and influence over procedural matters. The regulation proposes that funders should respond for adverse costs, but at the same time, it states that funders cannot have any say on the procedural decisions, such as appealing a case, and/or unilaterally terminating the contract if the case suffers a material adverse decision.

Therefore, when we talk about risk, we are really talking about the combination of the legal risk inherent to the case, the estimated time to obtain and enforce a final judgment, the solvency of the defendant, and the variations to the initial estimate of damages. On top of this, litigation funding agreements are without recourse.

We like to explain the importance of assessing risk by comparing the situation to venture capital. If a commercial bank gives an unsecured loan for an entrepreneur's venture, the interest rate of that loan wouldn't be a regular one. It is too risky. In fact, we know that banks do not tend to provide that type of loan. And no one thinks that the return demanded by venture capital is unfair.

In summary, we support regulation that brings transparency into the equation as well as clear rules for everyone. The

concern is that over-regulating an industry and going from 100km per hour to 0km is going to damage the industry.

#### **How can litigation funding be more accepted as an effective tool?**

Litigation funders exist because justice is expensive. Whether clients turn to litigation funding because they cannot afford to pursue the claim or simply because of a financial decision, the reality is that litigation funding is more popular every year. In our opinion, we need to continue working on debunking myths and prejudices about the industry.

The prominent aspect of a litigation funding agreement is that the funding is without recourse. If the case is lost, the clients have no obligation to repay any amount of money. This is why the no win, no fee model is so attractive, but also more expensive.

So, we circle back to the same concept: risk. Litigation finance transfers the risk from the client and/or the law firm (in contingency-type agreements) to the funders. In other terms, litigation funders work like insurers. Interestingly, the more cases that a funder can fund, the cheaper products will be for the clients, as the funder is able to spread the risk.

We also need to debunk the idea that funders take control of the case and push aside the client and the lawyers. On the contrary, funders work with the client and lawyers bringing additional expertise to the table and increasing the chances of victory.

All in all, regulation is good as it brings tranquility to clients and transparency to the industry, but any regulation needs to understand the level of risk adequately. In the near future, litigation funding will play a key role in ESG-related infringements, securities fraud, and in keeping under control the behavior of multinationals. ♦

**"We need to continue working on debunking myths and prejudices about the litigation funding industry"**



# Conducting arbitration-related court proceedings in English will make Switzerland a more attractive arbitration hub



Interview with  
**FRANK SPOORENBERG**  
Partner, **NIEDERER KRAFT FREY**



Interview with  
**ANJA VOGT**  
Senior Associate, **NIEDERER KRAFT FREY**

Frank Spoorenberg and Anja Vogt respectively discuss the current state of the Swiss arbitration market, the repercussions of Russia's invasion of Ukraine and latest energy crisis, and give details of NKF's upcoming merger with Geneva-based firm Tavernier Tschanz.

**LEADERS LEAGUE:** Tavernier Tschanz will be merging with Niederer Kraft Frey to reinforce the firm's presence in Geneva. What are some business objectives of this merger?

**Frank Spoorenberg:** As a result of this merger, NKF will further extend its leading position in Switzerland's two economic centers: the Lake Geneva basin and the Greater Zurich area, and thus anchor itself even more strongly in the Swiss legal market. NKF will benefit, in its new configuration, from the experience of 48 partners and 140 lawyers and will employ a total of around 220 employees. In Geneva, NKF will occupy a leading position from the outset, both with its corporate and mergers and acquisitions teams as well as its litigation/arbitration team.

Frank, you have acted as counsel and arbitrator in over 70 arbitration proceedings throughout your career. What are some trends and developments that you are currently seeing in the market and expecting to see in 2023?

**Frank Spoorenberg:** 2023 is likely to take the same path as 2022 did, where we saw a lot of work generated or impacted by the numerous and repeated sanctions, be they Ukraine or Iran related. Many post-M&A and construction disputes are likely, as those areas are particularly impacted in time of uncertainty.

You are considered a rising star in Switzerland. What are your goals and aspirations when it comes to your domestic arbitration practice?

**Anja Vogt:** My goal is to successfully represent clients in many more arbitration proceedings under different rules, as well as in subsequent setting-aside and enforcement

proceedings. I am very happy that NKF's dispute resolution, and in particular, its arbitration practice will become even stronger with our Geneva colleagues since NKF will now have offices in Switzerland's two main arbitration hubs. Personally, I am looking forward to working with very experienced practitioners, including Frank.

**As a young professional in the field of dispute resolution, how can the Swiss market evolve to stay competitive and attractive?**

**Anja Vogt:** In my view, Switzerland is attractive because the country is very reliable, its political system is a guarantor of stability and it has a straightforward and attractive legal framework, not only, but especially, when it comes to arbitration law. Thus, Switzerland will remain attractive if these factors are maintained.

**"After the merger with Tavernier Tschanz, NKF will benefit from the experience of 48 partners and 140 lawyers and will employ a total of around 220 employees"**

Switzerland will soon implement a new law allowing commercial courts to conduct cases in English, canton permitting. How will this impact the Swiss economy and legal landscape?

**Frank Spoorenberg:** Those are indeed ongoing projects, although referring to them as soon-to-be implemented is perhaps a touch optimistic. Be it as it may, those pro-

jects are meaningful as they will propose a golden alternative to those who prefer state courts over arbitration but nevertheless look for specialized judges with international exposure. In addition, conducting arbitration-related court proceedings in English, coupled with the power to set aside of international arbitral awards before the Swiss Federal Tribunal, will make Switzerland more attractive as an arbitration hub.

**Anja Vogt:** Conducting court proceedings in English will make it easier for our clients who do not speak one of the official languages of Switzerland. It will also make lawyers' lives easier. At present we have to prepare submissions in German or French then translate them into English so the client can understand them. This is of course cumbersome and takes up a lot of time. I also agree with Frank that this could be an attractive alternative to arbitration proceedings when it comes to proceedings before the specialized, commercial courts, which are, in my experience, generally highly qualified and business aware. Some practitioners believe that, in taking this step, we could lose business to foreign competitors, however I do not share this concern.

Conducting proceedings requires not only knowledge of the applicable procedural rules but also of the practice and the mentality of the courts. Even though we have a uniform civil procedure code in Switzerland, how civil proceedings are conducted varies significantly between the different cantons. This applies to the German-speaking cantons but is even more true from a cross-canton perspective e.g. between the German and the French-speaking parts of Switzerland.

Apart from language barriers, this is probably the main reason why for example Zu-

rich-based, German-speaking attorneys do not generally nor directly represent clients before Geneva courts.

#### **How will the Russian invasion of Ukraine and the current energy crisis impact the dispute resolution market in Switzerland and abroad?**

**Frank Spoorenberg:** As I said before, it has already had a huge impact. You need only mention the Russian parties who have been excluded from courts and arbitral tribunals for months. The situation has improved with the new EU regulation, mirrored by the Swiss sanction regime, which now allows claims to be pursued, respectively defended despite the sanctions, and sometimes subject to authorizations. It is no doubt that the sanctions and/or the energy crisis are impacting, and will continue impacting, mid-and long-term projects in numerous sectors and industries and thus generate future disputes.

**Anja Vogt:** In addition, the current situation and, in particular, the EU and Swiss sanctions regimes also led to a significant rise in administrative proceedings and other related disputes.

#### **What advice would you give to young professionals who wish to pursue a career similar to yours?**

**Frank Spoorenberg:** First, look objectively at each specific aspect of this career – is it really the life you want to have, in concrete terms? If you are sure it is, you should master your country of origin's substantive law as you will most likely find the same principles in the laws of other countries with which you will be dealing in your cases. Third, do not forget that you can never be too meticulous in your preparation and analysis. ♦

**"We expect to see a lot of work generated or impacted by the numerous and repeated sanctions, be they Ukraine or Iran related"**

# The revision of the Code of Civil Procedure will introduce the use of English in commercial matters in Switzerland



Interview with  
**CLARA POGLIA**  
Partner, **SCELLENBERG WITTMER**



Interview with  
**LOUIS BURRUS**  
Partner, **SCELLENBERG WITTMER**

Clara Poglia and Louis Burrus speak to Leaders League about their dispute resolution team and the plans for its future development, the arrival of English language proceedings in Swiss commercial courts, and other new trends in litigation and arbitration.

**LEADERS LEAGUE:** Clara and Louis, you are the co-heads of the firm's dispute resolution team in Geneva, one of the largest leading practice groups in the French-speaking city. What are your objectives for the team and its future growth?

**Clara Poglia:** We have the chance to work with a talented team of determined professionals at every level of seniority and position. Our goal is to ensure regular and consistent growth of our department, both in terms of size and fields of practice, and to attract the best practitioners thanks to the nature of our cases which are both high profile and exciting. Additionally, we are proud to offer a very stimulating and supportive environment at Schellenberg Wittmer.

**Louis Burrus:** As the size of the practice is so large, it is a great opportunity to co-head alongside Clara. I am also proud to say that we make a very good team. Our objective is to maintain our high standards of service which have become such a distinctive feature for our clients. Internally, we want to continue improving gender diversity in addition to creating a modern, inclusive and flexible workplace.

**What litigation and arbitration developments can we expect to see in the Swiss market?**

**Louis Burrus:** Switzerland is ahead of the curve when it comes to several important changes. There are working groups in both Zurich and Geneva that are supporting the creation of international commercial courts. Furthermore, the revision of the Code of Civil Procedure will introduce the use of English in commercial matters. Third-party litigation funding is also increasingly playing a bigger role in the market. Finally, climate litigation has come to

Switzerland, and here too we can anticipate an increase in cases.

**Clara, you have a particular focus on white-collar crime and internal investigations. How has the banking and finance sector been impacted since the implementation of sanctions on Russia? How do you think this will evolve in 2023?**

**Clara Poglia:** The legal complexity due to the implementation of the worldwide set of sanctions against Russia as well as their erratic evolution have brought a great deal of uncertainty for several businesses, especially those in the financial sector. We are repeatedly asked to review different types of Russia-related transactions, projects, or contracts for the involved parties in order to confirm whether or not they are compliant with the applicable sanctions. The violation of such sanctions can expose both individuals and corporations to criminal liability. In the future, we can expect to witness an increase in such criminal cases which will probably be due to a lack of legal clarity rather than a willingness not to comply. Indeed, especially in Switzerland, the law is not unambiguous. There is little case law and the authorities have a wide room to maneuver in the interpretation of the relevant provisions.

**What management and marketing strategies are you hoping to implement in the long term to insure the competitive nature of the firm and the dispute resolution practice in particular?**

**Louis Burrus:** It is a part of our firm's DNA to work as a team and maintain close relationships with our clients. As we are running the largest litigation practice in the country, our team constantly acquires new and valuable experience. We want to

increase the number of opportunities to share this know-how with our clients and are working on several initiatives to do so. Among our team, we want to break the traditional lawyer/non-lawyer distinction and create an environment where every member feels that he or she is contributing to the success of the team.

**Switzerland is a globally recognized arbitration center. Canton-permitting, the Swiss government will soon allow commercial courts to conduct hearings in English. Louis, what are your thoughts on this?**

**Louis Burrus:** The various ongoing initiatives aimed at developing and strengthening commercial courts in Switzerland are extremely positive and will help ensure that Switzerland remains one of the most important hubs for dispute resolution in the world. The fact that Swiss legislators have accepted the use of English in commercial matters shows the importance of this evolution and the fact that it's now more broadly accepted by the market.

**Can investing in new technologies and innovation increase profitability, ameliorate collaboration between practices, and attract new clients?**

**Clara Poggia:** The firm invests both effort and energy to ensure that we stay up-to-date and even ahead in this specific field. We have several pending internal projects that aim at facilitating our day-to-day activities.

We also offer a wide range of technical support to our clients as it relates to the management of their cases, in particular, but not limited to, the processing of Big Data. One example is Flexlaw, a special service our firm offers, providing efficient and flexible legal support in areas that are generally both resource-intensive and cost-sensitive. This includes large-scale document reviews, e-discovery, contract management, and judicial filings.

**What advice would you give to young professionals who wish to pursue a career similar to those that you have taken?**

**Clara Poggia:** I would advise them to follow their instinct and to be brave. It is not an easy profession but it is for sure an exciting one!

**Louis Burrus:** Be creative. Being a good lawyer requires a strong command of the law, but also a lot of other skills, and among them, creativity is becoming ever more important. ♦

**"In the future, we can expect to witness an increase in sanctions-related criminal cases due more to a lack of legal clarity rather than a willingness not to comply with the law"**

**Schellenberg  
Wittmer**

# Given its neutrality and political stability, Switzerland is well-placed to host international commercial courts



Interview with

## FRANZ X. STIRNIMANN FUENTES

Founder and Partner, **STIRNIMANN FUENTES DISPUTE RESOLUTION**

**"Expect the rare earth metal industry to drive industrial reports as the energy revolution continues"**

Multilingual and multijurisdictional lawyer Franz Stirnimann Fuentes is the founder of Stirnimann Fuentes Dispute Resolution, a Geneva-based firm specializing in international arbitration. He shares his views on trends dominating international arbitration in the wake of the global supply-chain crisis and the energy revolution.

**LEADERS LEAGUE:** You have worked at several leading law firms in Switzerland and abroad. Can you explain your background a little further and why you decided to create your own firm?

**Franz X. Stirnimann Fuentes:** I am both a civil and common law-trained lawyer (Swiss attorney (non-practicing), English solicitor and New-York admitted attorney), with legal training and work experience in Switzerland, Spain, England and the US. I am both a Swiss and Peruvian citizen and work in English, Spanish, German, and French. Throughout my career, I have worked as counsel and arbitrator on Swiss legal matters as well as those subject to the laws of other civil and common law jurisdictions, often related to Latin American countries and Spain, while also using the Spanish language.

Over the past 20 or so years working in large Swiss, Spanish, and US law firms, I have developed a significant network of international contacts. I prefer the conflict-free boutique structure over a large (international or national) firm for my work as an international arbitration and litigation counsel and arbitrator. It allows me to work with foreign firms and team up with specialists and experts in other jurisdictions without the organizational restraints of a large firm. That is why two years ago I started my Geneva-based firm, Stirnimann Fuentes Dispute Resolution, which specializes in providing international dispute resolution services.

**What upcoming developments should we watch out for in the arbitration sector?**

The energy crisis is encouraging countries to turn towards alternate energy sources such as wind, solar photovoltaic, biofuels,

and hydrogen. A variety of contracts come into play in the context of the energy transition: the construction of wind farms, and the creation of financing agreements for green energy production, among others. The ICC Commission Report on Resolving Climate Change-Related Disputes through Arbitration and ADR is a good primer on the kind of disputes that are likely to arise in the energy sector.

The demand for rare earth metals, such as lithium, is likely to rise in light of the energy revolution. The mining sector is economically important for sovereign states. It is not surprising to see them regulate the mining sector with increasing force. For instance, Mexico has nationalized the exploration and mining of lithium. Similar moves have been discussed in Chile. I expect the rare earth metal industry to drive international disputes as the energy revolution continues.

The tech wars of yesteryear have morphed into a geopolitical struggle as attempts are made to control the flow of information and technology by sovereign states. For example, technologies developed by companies allegedly under the control of sovereign states (such as TikTok and China) have been banned by other sovereign states. Cryptocurrency disputes are on the rise as well. Given the recent financial stresses in this industry, it would not be surprising to see major disputes in the coming years.

The global pandemic, financial crises, and waves of trade sanctions have disrupted the execution of contracts and the global supply chain. This has given rise to a myriad of contract issues including contract renegotiation and termination, issues of hardship, force majeure, and frustration. Different jurisdictions have varying approaches



toward remedies for the difficulties posed by unforeseen events. The resolution of disputes arising out of these disruptions depends on the domestic laws and international conventions (such as the United Nations Convention on Contracts for the International Sale of Goods) that apply in the given case.

ESG (environmental, social, and corporate governance) continues to gain importance in the arena of arbitration, in line with the increasing importance of ESG in cross-border transactions and investments.

**Switzerland is a well-known location for arbitration, and now there is talk of it becoming a center for international disputes, thus broadening the country's legal expertise on a global level. What are your thoughts on this?**

Any country that wishes to become a hub for international disputes for litigants that have no direct connection with that jurisdiction needs to establish or bolster commercial courts that can handle commercial cases in other languages (particularly, English), appoint judges who are savvy in international matters, and have a sophisticated bar that knows how to service international clients.

Also, the law should make it easier for foreign litigants to overcome forum non-conveniens barriers by either excluding them completely or limiting their application. Such efforts must be complemented by a good network of treaties that allow for the easy enforcement of judicial decisions.

We can learn some lessons from London, which has a highly developed and sophisticated judiciary and international bar, or from France, the Netherlands or Singapore, where initiatives are underway to bolster commercial courts there to handle international disputes. In Switzerland, which now allows setting-aside applications against Swiss arbitral awards to be filed in English before the Swiss Supreme Court, there are also initiatives for the establishment of the

English language in international commercial courts. Given its neutrality and political stability, Switzerland, already a well-known hub for international arbitration, is well-placed to host international commercial courts.

**What advice would you give to a young professional wishing to emulate your career?**

It depends on where they come from. If you are an American or English lawyer, it is probably easier to join an international disputes practice; if you are a lawyer from another country, it is more challenging to find the right opportunity, but the potential is significant, particularly if you come from a country that has important foreign investments.

English language skills are essential for a career in international arbitration. Additional languages are a nice bonus.

Get solid training in substantive commercial law. Rather than being an international arbitration wizard, understand how contracts work, how they are negotiated, and how local commerce, courts, and regulators work.

Even if you work abroad, stay well connected to your local home market. Either you will return there at some point, or it will be the source for your business. Do not become a complete ex-pat. If you are from a jurisdiction with growth potential, it may be better to move back and become a rising star there. It is possible to make an international career at home.

The important thing is to stick to the international law practice in your own jurisdiction and not get bogged down with municipal matters.

Do not lose contact with those law school classmates of yours who did not go into arbitration. They may go in-house, become transactional lawyers or take other paths such as the judiciary one. Each is a vital contact in building part of an effective network. ♦

**"Any country that wishes to become a hub for international disputes needs to establish commercial courts that can handle cases in other languages"**

# It's only a matter of time before the world of dispute resolution shrinks a little more



Interview with

**GERALD VIRIEUX**

Co-Head of Dispute Resolution,  
**VISCHER**

**"Commercial courts handling cases in English is a trend that cannot be ignored"**

Leaders League sat down with Gerald Virieux to get his thoughts on the future of the litigation and arbitration sector in Switzerland, the impact of technology on the legal landscape, and the biggest obstacles that dispute resolution lawyers should expect.

**LEADERS LEAGUE:** As head of the dispute resolution practice at Vischer, would you outline the strengths of your team for our readers?

**Gerald Virieux:** Our clients describe Vischer's litigation/arbitration team as reliable, trustworthy, highly skilled, proactive, and dynamic. We are very good at thinking strategically, with a focus on finding solutions that work in our clients' best interests. We offer straightforward advice, even in complex cases. We do not shy away from taking responsibility and making clear recommendations. Lastly, we are passionate about what we do, and we can work in many different languages.

**Some hope to reinforce Switzerland's position as not only an arbitration-friendly jurisdiction but also a commercial litigation one. What are your thoughts on the implementation of commercial courts handling cases in English?**

Commercial courts handling cases in English is a trend that cannot be ignored. Some of Switzerland's closest neighbors (Germany and France, for example) allow the use of English in court proceedings under certain conditions. The approach differs between jurisdictions, and it will likely take some time before proceedings can be conducted entirely in English, from start to finish, including the language of the judgment. However, there is a clear trend toward allowing the use of the English language in connection with court proceedings in European countries. As far as annulment proceedings directed against arbitral awards are concerned, the Swiss Supreme Court has long taken an English-friendly approach and allowed parties to file documents in English without the need for translations. On January 1st 2021, Switzerland went one step further by allowing parties to now file their submis-

sions in English. However, this is limited to annulment proceedings in connection with arbitral awards. In my opinion, given that English has practically become the language of international business transactions, its use should be facilitated for all court proceedings, and not just for arbitration-related matters. To begin with, except in strictly limited circumstances, documents in English should no longer have to be translated into the local language. Currently, courts have wide discretion in deciding whether documents in English will have to be translated and the approach followed by the courts throughout the country is completely inconsistent. To fix this, the law should be changed to limit the ability of the courts to order documents in English to be translated. Furthermore, the courts should be able to depose witnesses in English whenever the parties' business language is English. These two steps would already go a long way towards making Swiss courts more English-friendly and, thus, more business-friendly.

**What types of disputes are you expecting to see arise due to the energy crisis and/or Russia's invasion of Ukraine?**

The energy crisis and the Russian invasion of Ukraine have drastically impacted, and will continue to impact, commodity prices in many parts of the world. As a result, many goods and services have become more expensive to procure, sometimes drastically so. A significant number of goods and/or service providers have, or will have, no other choice than to pass on the price increase to their customers. As this occurred quite often during the Covid-19 pandemic, this will inevitably generate disputes on a very large scale.

**How is technology reshaping dispute resolution on an international scale?**

The Covid-19 pandemic forced the world to adapt and find new ways to continue to function in a dysfunctional environment. Courts were no exception and they too needed to evolve. Many courts and arbitral tribunals throughout the world started conducting hearings through videoconference. Whilst there are numerous challenges and potential issues with remote hearings, technology made them possible, and they are now part of the world we live in. Because the Covid-19 pandemic left the legal community with no other options, remote hearings are now widely accepted. The likely consequence, which is probably here to stay, is that the physical location of the parties, their legal advisors, and the courts, will have less and less impact. In other words, the legal world may become smaller still.

**What challenges do you foresee in the coming years for dispute resolution lawyers, and how can they best overcome them?**

I was not yet a lawyer back then, but from what the previous generation of lawyers say, 40 years ago when a dispute arose and the contract provided for arbitration in Switzerland, foreign counsel would immediately hand the matter over to a Swiss lawyer. This is no longer the case. Nowadays, lawyers will not shy away from arbitrating a case outside of their jurisdiction. If need be, they will seek local counsel for advice on local law as needed, but they will not hand the case over to local counsel. We are not yet at that stage as far as court proceedings are concerned. The reason is that, contrary to arbitration, court proceedings can still significantly differ from jurisdiction to jurisdiction. Furthermore, unlike with arbitration, court proceedings still require the use of the court's local language. However, it is likely that it's only a matter of

time before the world of dispute resolution shrinks a little more.

To keep a competitive edge, dispute resolution lawyers must therefore become the best at what they do, and endeavor to make a name for themselves in a chosen area of the law.

**Are you seeing an increase in third-party funding of arbitration?**

Switzerland lags behind other countries in terms of litigation/arbitration funding. Delving into the reasons would be beyond the scope of this article. Suffice to say, I do not believe third-party funding has substantially affected the legal landscape in Switzerland yet. However, this situation means there is room for the market to develop, and it will likely do so, albeit at a slower pace than in other jurisdictions. Whether third-party funding will eventually lead to an increase in litigation cases here remains to be seen.

**What advice would you give to the younger generation of lawyers who wish to specialize in the same legal domain as yourself?**

Being a litigator can be an immensely enjoyable experience. To me, there is no greater thrill than arguing a complex case before a court or before arbitrators and trying to convince them that my client's case is stronger than the other party's.

However, at times being a litigator can also be extremely frustrating. So many things can happen which are completely beyond the lawyer's control and, sometimes, things just do not go the way you'd want them to. My advice would thus be the following: live your dream of being a litigator, and your hard work will be rewarded, but also be prepared to face adversity. When the going gets tough, be resilient, bounce back and keep fighting. ♦

**"Nowadays, lawyers will not shy away from arbitrating a case outside of their jurisdiction"**

# Any employment-related legal issue involving the Metaverse can be resolved via existing laws



Interview with

**IGNACIO DEL FRAILE**

Partner,

**GÓMEZ - ACEBO & POMBO**

**"The economic crisis caused by distribution problems, the war in Ukraine, and inflation are directly impacting the labor market"**

Ignacio Del Fraile discusses the current state of the global employment market, recent changes in the Spanish legal framework, and important trends regarding the Metaverse.

**LEADERS LEAGUE:** How has the economic crisis affected the labor market?

**Ignacio Del Fraile:** The economic crisis caused by distribution problems, the war in Ukraine and inflation are having a direct impact on the labor market. In recent months, many companies have been forced to implement restructuring processes as they are incapable of coping with the increase in energy costs and the payment of suppliers' invoices.

Additionally, it is possible that the level of investment will slow down as well as the number of commercial operations in the near future. Consequently, businesses are being prudent and waiting to see how the world economy evolves.

Of course, this all has direct repercussions on employment. The latest data collected by the Spain's National Statistics Institute show that the unemployment rate increased in the third quarter of 2022, this despite the traditional bump in employment that occurs in summer. Unfortunately, the forecasts for 2023 are none too optimistic.

At GA&P, we are aware that challenges will arise, and we must do our best to propose the most appropriate solutions and alternatives for clients who are experiencing difficulties due to the economic crisis.

**How will the TJUE de 5 mayo 2022 change the relationship between managing directors and/or CEOs and the companies they manage?**

It is still too early to know how this ruling, which was issued by the European Court, will be interpreted by the Spanish courts. Some authors and professors believe that the ruling analyzes whether holding a cor-

porate position in the governing body of a company is compatible or not with performing an employment relationship at the same time within the same company. In our opinion, however, this judgment might have a more relevant repercussion regarding the members of the companies' governing bodies and the way that they are framed in the social security system. From a Spanish social security perspective, directors who receive remuneration from the company (either as directors or as a salaried employee) who do not have effective control of the company (i.e., less than 25% equity) should be registered with the so-called Social Security Regime for assimilated employees (*"Régimen General de asimilados a trabajadores por cuenta ajena"*), with no unemployment or wage guarantee fund's (FOGASA) protection.

The European Court has concluded that states cannot exclude employees who are also members of the board of directors of a company from social security protection. Therefore, the direct consequence is that the aforementioned directors are entitled to the same level of protection provided to regular employees and should be registered with the Social Security Regime (and thus its full protection), rather than that of assimilated employees (which excludes unemployment and FOGASA protection).

**How does the new law protecting those who suffer from illnesses affect companies?**

The wording of Law 15/2022 provoked many reactions since its publication and some courts have already issued rulings in light of this regulation. Specifically, Law 15/2022 establishes that *"no one may be discriminated for reasons of (...) disease*

*or health condition, serological status and/or genetic predisposition to suffering pathologies and disorders (...), or any other personal or social condition or circumstance”, and that “the disease may not cover differences in treatment other than those that derive from the treatment process itself, from the objective limitations that it imposes for the exercise of certain activities or from those required for reasons of public health”.*

One part of the Spanish doctrine interpretation is the following: if the employer is not able to justify the dismissal of an employee on sick leave in an objective and reasonable manner, the court should invalidate the dismissal.

This interpretation, however, conflicts with existing case law. Previously, a dismissal would be declared null and void only if the affected employee is in a situation of long-term sick leave and/or serious illness, and the employer is not able to prove that the termination decision is not linked to the employee's situation of long-term leave.

At first glance, it appears that Law 15/2022 is not completely clear. It establishes, for example, that individuals shall not be discriminated against due to an illness or the state of their health, but this does not necessarily imply that the unjustified dismissal of an employee who is on sick leave is automatically null and void (as would happen, for instance, in the case of a pregnant employee or an employee in a maternity/paternity situation).

Regardless, we must wait for the practical application of this recent Law by our courts, and at GA&P we are currently recommending our clients carefully consider each case before making a decision

to impose disciplinary measures on employees on either short or long-term sick leave, without solid grounds.

#### **How is the law keeping up with developments in the Metaverse?**

Although to date there are no specific regulations on possible legal issues related to the Metaverse, at GA&P we are pioneers in thoroughly analyzing this matter, producing a practical legal guide related to the Metaverse, and have even held our first legal event in the Metaverse.

From an employment perspective, we believe that any legal controversy in the Metaverse can be resolved with current laws given that the agents who operate in the Metaverse are individuals and legal entities. For instance, in the creation of new jobs related to the Metaverse, we understand that the main challenges are to determine whether the relationship is of an employment or commercial nature, and which regulations are applicable if the services are provided entirely or partially outside of Spain.

In our opinion, however, the provision of services in the Metaverse should not entail the creation of new contractual modalities. Instead, we should try to adapt this new environment to the current regulations. Therefore, to minimize risk, it would be prudent to follow the judicial interpretations of the employment figures that have similarities to the ones that will be developed within the Metaverse framework.

Finally, we understand that there are certain subjects, such as disciplinary regimes, digital disconnection protocols, and quality control on developed functions, that are more difficult to adapt to the current work system in the Metaverse but nevertheless need to be addressed. ♦

**"The European Court concludes that States cannot exclude employees who are also members of the board of directors of a company from social security protection"**



# Despite their experience, people consistently and significantly overestimate the value of claims



Interview with  
**SUSAN DUNN**  
Founder, **HARBOUR**

As a member of Harbour's investment committee, Susan Dunn has been sourcing and greenlighting investments for over 15 years. She spoke at length to Leaders League about her company, which has funded over 133 cases and has managed a total of over \$1bn in third party capital since inception.

**LEADERS LEAGUE:** How did you get into litigation funding?

**Susan Dunn:** After qualifying as an English lawyer and working in England for 5 years, I then worked in the United States, in Atlanta for Paul Hastings. I was then a diplomat for the British government for three years (Vice-consul (Investment), assisting US companies to set up in the UK).

I came back to UK in 2000 and one day had one of those 'Sliding Doors' moments on a tube train when I bumped into a barrister who I had known when I was in practice.

He had just left politics and mentioned he was thinking about doing this thing called litigation funding and I didn't think anything more of it. Turns out, that same night he had a conversation with the woman who trained me, and when he brought my name up and, she suggested he and I go into business with me. He called me back, I agreed, and we started our litigation funding business with £1,000,000, initially working out of his house.

He also got offered a big government job, running the National Criminal Intelligence Service.

As a result of that I took the business forward so he could concentrate on that. Although litigation funding wasn't my idea, I was the one who was testing the concept of litigation funding, formed partnerships to run larger cases, developed the policy around, and generally sought to get people familiar with this thing called litigation funding.

**Was it around then that you met the fellow founders of Harbour?**

In 2007, Martin Tomnby, my fellow founder of Harbour, contacted me and said he'd like to work with me. We got together and started Harbour later that year. After establishing Harbour within a multi-strategy hedge fund, we then started raising external funds in 2010. We fund cases in nume-

rous jurisdictions and of all types, save for divorce and personal injury matters.

**What do you enjoy the most about the litigation funding industry?**

The variety of our cases. Litigation funding is constantly evolving. There are always new types of claimants and new jurisdictions adopting the use of funding. Many large corporates now use funding, as well as it being used to fund group and class actions, which could not proceed without funding.

While people think of funders like Harbour when they talk about funding, it's important to remember funding is provided by many parties outside professional funders like us. They include law firms working on a contingency fee or a conditional fee, insurers who pay for the costs of their insured or any third party who's paying for the cost of a claimant. Anybody who's either giving money or foregoing their fees for a case, all of them are funders.

**Why do people tend to overestimate what a claim is worth?**

People now talk a lot about funding facilities and portfolios.

I chair the Association of Litigation Funders in UK, which did a survey recently and that found that while many know we fund cases, they don't understand how it works so it is incumbent on us funders to make sure they do understand it. I think what we do is incredibly simple, we pay the bills of a case in return for a share of the proceeds only if money is recovered but we need to make sure people understand what the detail of that means.

The basic questions are: Can the defendant pay? How much of their overall net worth does this claim represent? What is the claim worth? How much funding will be needed?

Our own data tells us that people (claimants and their lawyers) consistently, and significantly, overestimate the value of claims, despite their experience.

The great risk in litigation funding is that, when you lose, you lose all of the investment – that's what non-recourse means. The budgets we fund run into the millions. We have also found that budgets tend to be under-estimated so we work closely with law firms to make sure cases are properly resourced and that all assumptions of what might go wrong, are considered. We cover all own side and adverse costs. Our statistics show that claim values are typically 30% to 40% of what people thought they would be, where they're successful and budgets tend to go over 100%. So, we really focus on these two aspects of cases.

#### **What is a typical funding by case?**

Budgets are usually in excess of £1,000,000 and often reach multi-million-pound allocations for big class actions or big individual cases, as they're very expensive. We fund cases which are as small as £5,000 in claim value, but which as a group achieve the value necessary to cover the budgets involved in running group actions.

#### **What are your criteria for launching a funding partnership? High victory probability perhaps?**

You're going to be with these people for a long time, so the most important thing is to have a good relationship. Then, you're obviously looking at the jurisdiction in which the case will be brought, what the duration is, what the costs are, what precedents exist... these factors and others help us to determine what the likely outcome might be and how confident we can be.

Another criterion is what I call the soft issues. What is motivating the defendants to behave like they are? Who are they represented by? What does that mean for the budget? What are the drivers? Because we are dealing with humans who are emotional beings who can be stubborn and dig in, not always the right reasons. So you need to know what does success look like for the funded party too.

The last criteria is the fund itself and how it is structured, because you can gain some additional funds when you win some cases. Where does the money come from?

Whenever we fund a case, we ring-fence the entire budget, all the way through to the end of trial. We don't re-use the money

for multiple cases. It's only allocated to that specific case.

#### **Do you see litigation funding gaining in popularity in continental Europe?**

The Netherlands and Germany are the two jurisdictions in Europe which have embraced litigation funding the most so far. The Netherlands in particular is seeking to be the European centre for class actions, and is trying to streamline the process for doing so. However the durations for these cases is still 5-7 years and that's just too long to resolve these matters. That needs to be improved.

Claimants and funders alike are attracted to jurisdictions where there is certainty about the administrative aspect of litigation and certainty of duration. Litigation is not an exact science, and the duration of cases is an important factor for a funder to understand, as you always want to know how long a case is going to take to reach a conclusion.

#### **In term of the flourishing third-party funding scene, what have been the main triggers?**

Follow on claims from European Commission decisions in relation to anti-trust matters and the development of the class-action directive as well as judicial recognition of funding have helped develop the market there and in the UK. These cases are still taking far too long to resolve, and defendants are taking full advantage of that delay which is very frustrating.

The reality is that very few cases in mainland Europe or indeed in the CAT in England have concluded which makes it difficult to reach any firm conclusions about how these systems operate. There have been long battles in Germany simply about the question of how claims can be brought. That took 5 years to conclude as to the viability of the assignment model there about what the right model was for bringing these cases in the emissions' cases when other countries have already concluded those cases.

#### **Who are your more recurring clients?**

The reality is there is no recurring client nowadays. It's everybody, including governments, because in the current climate of austerity, they all have small legal budgets. Tax authorities face enormous fraud cases and people taking money out of the system. Governments are waking up to the possibility of using litigation funding to recover public money.

**"The Netherlands and Germany are the two jurisdictions in Europe which have embraced litigation funding the most so far"**

► The largest group to use funding are now actually the law firms themselves. What lawyers found is that, if they talk to their clients about funding, the client says, “well, actually, we have this case, but no budget if you can get me funding, then we can bring this case.”

Law firms who are increasingly taking on the risk of cases and want to share that risk with funders. We don’t control the cases. We’re not running them nor dictating the legal strategy. We’re not assessing the value. We pay bills and that’s it. It is not our job to second-guess the lawyers because whilst we are all lawyers, we are not present on the day-to-day running of a case.

**We hear a lot about climate-litigation funding. What is Harbour’s position?**

The biggest number of claims that we see, in terms of defendants, is against big tech. A variety of claims emerge from equal pay to regulatory and competition claims, all of which are great candidates for funding.

**Is there such a thing as a quick win when it comes to climate litigation?**

What we mustn’t forget is that, as desperate as we might all be to fund claims which

help with that cause, you can’t ignore the fact that you’ve got to show causal links between alleged wrongdoing and outcomes. We are not able to fund declaratory actions or claims against governments to make them comply with their climate change agendas. There are no quick wins to be found in any of the litigation we fund.

**Do all countries authorize claims?**

It’s unusual nowadays to find a country that doesn’t permit it or want it. Irish lawyers are the latest to seek to adopt funding and the Cayman Islands put in place both funding and contingency fee permissions last year.

**What opportunities and challenges will appear in the future?**

What I learned from this recent report is that still not enough people understand what we do, but what we do - paying bills in return for a share of the proceeds - is very straightforward.

But we’re clearly not getting the message out. We need to do better to help people understand funding, what makes a good case and what they need to look for in a funding agreement. That’s the mission. ♦



# “We expect that the recent insolvency amendment will lead to a lot of new cases of this kind”



Interview with  
**FELIX MONTERO**  
Partner, **PEREZ LLORCA**

Felix Montero discusses insolvency and bankruptcy trends, the future of commercial disputes, and the impact of the Covid-19 pandemic and the Russian invasion of Ukraine on the legal world.

**LEADERS LEAGUE:** Are you seeing an increase in insolvency and bankruptcy litigation? If so, why?

**Felix Montero:** In line with the expected rates of insolvency, we have not yet seen a significant increase in this type of litigation. However, we expect that the recent insolvency amendment will lead to a lot of new cases of this kind, mainly litigation related to restructuring, clawback actions, and directors' liability.

**What is driving the increase in commercial disputes?**

The number of antitrust damages cases continues to grow and affects not only the automotive sector, but other sectors (dairy, construction, oil, transport, and the like). In addition, we believe that there will be an increase in litigation and arbitration in the renewables sector and, in general, in energy-related issues. Transactions in this sector have been growing steadily for the past five years and this trend looks set to continue. This will inevitably lead to disputes in the sector.

We are also noticing an increase in the amount of work related to the enforcement of foreign arbitral awards, especially against sovereign entities.

**What benefits do you see with the accession of the EU to the Convention on the Recognition and Enforcement of Foreign Judgments in Civil and Commercial Matters?**

Even if Spain has a good network of judicial cooperation treaties that include recognition and enforcement of foreign judgments, the EU's accession to the Hague Convention Treaty will probably enhance its capability to enforce court decisions with Spain's trade partners outside the EU, namely the USA. This will, of course, very much depend on the USA ratifying the convention. If ratified by the USA, it is ex-

pected that many other countries will follow (in the US, ratification raises issues of state and federal law since recognition and enforcement of foreign judgments is currently a matter of state law, which may need to be resolved). Given the war in Ukraine, which has also ratified the convention, it is unlikely that Russia will do so, even if Russia is a signatory.

There will be no impact on intra-EU recognition and enforcement proceedings given that the ECJ has ruled that Regulation 1215 will still apply among EU Member States.

**"The EU's accession to the Hague Convention Treaty will enhance Spain's capability to enforce court decisions with its trade partners outside the EU, namely the USA"**

**Virtual hearings became a new trend during the Covid-19 pandemic. Do you see that trend continuing? What other trends are developing in international arbitration?**

Although virtual hearings were a trend during the Covid-19 pandemic, we believe that they may be limited to certain parts of the proceedings and may not be used as much for evidence hearings where witnesses and experts are to be cross-examined.

It does indeed make sense to have virtual hearings for preparatory meetings with the arbitral tribunal, where procedural issues are being discussed and where little or no evidence is being produced. ♦



# Experts should prepare solid reports that reflect an independent view of the facts, but are still useful to the legal strategy



Interview with  
**MARÍA VICTORIA FERNÁNDEZ**  
Director, **KPMG FORENSIC – ESPAÑA**



and  
**CARLOS BARCELÓ**  
Partner, **KPMG FORENSIC – ESPAÑA**

**"The best way to measure our performance is not always the final outcome, but rather the engagement we achieve with the different stakeholders"**

Director, María Victoria Fernández, and partners, Carlos Barceló, Alberto Rábano, and Fernando Cuñado, from KPMG Forensic – España discuss the evolution of expert witness reports, the importance of relationship management between forensic experts and legal advisors, and the firm's 25th anniversary in the Spanish market.

**LEADERS LEAGUE:** What are the top considerations when producing expert witness reports?

**Carlos Barceló:** At KPMG we are aware that legal advisors are placing increasing emphasis on having an outstanding expert witness report on hand to align their claims with the arbitrator's opinion. The following question, therefore, arises: what are the key factors for an expert witness report to achieve this goal?

#### Experience of the report signatory

The signatory's experience in similar matters must be considered when giving credibility to the conclusions drawn in an expert witness report. Expert witnesses must not only have appropriate qualifications and technical skills, but they must also have a proven track record in preparing similar expert reports.

#### Sophistication, rigor, and independence

Obviously, the financial conclusions laid out in an expert witness report must be underpinned by a properly applied calculation methodology, compliant with rigorous and reasonable assumptions that are widely accepted by the financial community.

#### Clarity and comprehensibility while maintaining rigor

Don't forget the golden rule when drawing up an expert witness report: the sophistication and rigor required of an expert witness report cannot be at the cost of a reasonable understanding by readers who do not possess advanced technical knowledge.

#### Clear explanation

Finally, remember that arbitrators will not lend credence to a highly technical, so-

phisticated, and solid report if the expert witness is not able to convey the conclusions to the arbitrator convincingly while defending it.

#### How can accountability / performance be measured in litigation support?

**Alberto Rábano:** In many types of professional services, it might be thought that an adviser's accountability and performance should be measured by the success of the transaction on which their advice was sought. However, the intrinsic complexity of this type of litigation means that a successful transaction outcome cannot be the only yardstick.

Far from being 'one more advisor', KPMG offers a broad range of solutions that support its clients and their lawyers throughout the process. Our approach to litigation support includes gaining a clear understanding of the challenges our clients face and developing innovative approaches that add value. These range from detailed data analytics to cost-effective technological solutions that provide better, more efficient, closer, and more innovative assistance during the whole process.

The best way to measure our performance is not always the final outcome, but rather the engagement we achieve with the different stakeholders.

Thanks to the efforts of our team, our impact can be measured through the recurrence that we generate and the success of the processes in which we take part. Clients, law channels, and prescribers appreciate our proximity and helpfulness, our transparency and grasp of reality, and our proven track record. This appreciation, which gives us the comfort of a mandate well covered and advice aptly given,



is what compels our clients to repeat the experience, irrespective of the final outcome of the litigation process (which, on the other hand, is usually satisfying).

**How are the relationships managed between the forensic support and legal advisors?**

**María Victoria Fernández:** We should keep in mind that the existence of a deep collaboration between the experts and the legal advisors is key to maximizing the added value to our clients and that this collaboration should not in any way undermine the duty of objectivity and independence of the experts.

Our way of understanding forensic support is to consider that it is the legal advisors who should guide the strategy of the proceedings, whereas the experts can help to identify the strengths and weaknesses of the case, which can assist the legal advisors with defining the strategy.

That is why at KPMG Forensic we consider it exceedingly positive that the legal advisors bring the experts on board during the initial stages of the proceedings, involving them in the preliminary thesis they are seeking to defend, explaining to them the rationale behind the instructions given and how the various expert reports they request fit into the overall case strategy. As a result, whenever the facts do not support the preliminary ideas to be defended by the legal advisors, there is still time to go back and reassess the strategy. All in all, the role of the experts should be to prepare solid reports that reflect an independent view of the facts but are still useful to support the legal strategy.

**KPMG Forensic is celebrating its 25-year anniversary. What changes have you seen in the practice over the last 25 years?**

**Fernando Cuñado:** We are celebrating KPMG Forensic's 25th anniversary since it began its activity in the Spanish market. We were delighted to celebrate the event by hosting a very enjoyable evening at the Palacio de Liria in the company of more than 200 hundred clients and friends, all people who have supported us for the last 25 years. After that, the entire KPMG Forensic team will feel fully energized and even more committed to continuing to deliver top-notch forensic services for another 25 years.

Here are three different time periods that I have seen in this 25-year journey:

In the first phase, it was about building forensic awareness in the Spanish market. Back in 1997, the market was hesitant, sceptical, and reluctant to hear that they could benefit from forensic services. ¿What was forensic? It was a fruitful period in which we put in a lot of effort, a lot of passion, and a lot of work, going out to visit every single law firm.

During the second period, we continued to build awareness around forensic services and what we could deliver, forming trust in the law channel and convincing potential clients that if they chose to go the dispute route, they absolutely needed appropriate expert witness support. It was all about setting the bar and building the general standards of the profession which nowadays seem so straightforward to us.

Finally, and as the third period in this 25-year journey, let me mention three examples of how things have changed:

The first example takes me back 25 years and refers to expertise. Back in 1997, we all began our careers in the UK as mere auditors. Now, our professionals dive directly with a clear interest in becoming experts in damages.

The second example has to do with the experience of an industry-based approach (subject matter experts).

And the third example is obviously technology. More information, greater analytical accuracy, and greater rigor are evident through the use of disruptive, innovative models that leverage every technological breakthrough in the engagements we accept and the reports we issue.

**What can we expect from KPMG Forensic in 2023?**

**Fernando Cuñado:** My first reaction is that it will be even better than the last 25 years. Over the last 25 years, we have made steady progress, growing steadily in sophistication, and becoming more efficient and more effective in the resolution of disputes. Now, as a team of more than 100 people, we have amassed a considerable level of expertise in different types of damage assessment.

We are fully energized, whole-heartedly committed, and abundantly prepared to continue providing forensic services to the same exact standards we have always strived for. Finally, I would just like to add that we do see some momentum in the forensic market for various reasons:

Forensic services now have a very well-established place in the market. However,



and

**FERNANDO CUÑADO**

Partner, KPMG FORENSIC – ESPAÑA



and

**ALBERTO RÁBANO**

Partner, KPMG FORENSIC – ESPAÑA

**"We are celebrating KPMG Forensic's 25th anniversary since it began its activity in the Spanish market"**

although there is less need than before to build awareness, we must never stop building trust.

Furthermore, as 2023 gets underway amidst widespread global geopolitical uncertainty, regulatory turmoil, market turbulence, and the growing professionalism and complexity of disputes, we are secure in the knowledge that we are more useful than ever to our clients and to the community.

On the strength of our highly skilled team of forensic practitioners with access to the best tools, KPMG is well-placed to face all the challenges that may come our way as market leaders in forensic services. ♦

# Litigation funding is all about the restoration of balance and championing social progress



Interview with  
**PALOMA CASTRO**  
Senior Legal Counsel, **DEMINOR**

Paloma Castro of Deminor discusses the growth of litigation funding in Spain, the advantages of funding and the sectors experiencing the most activity.

**LEADERS LEAGUE. What contributing factors have led to the growth of the litigation funding industry?**

**Paloma Castro.** One of the principal drivers of growth within the litigation finance industry is the shifting landscape we are facing at a global level.

According to the World Bank's latest World Economic Report, the global effects of Covid-19, Russia's invasion of Ukraine and its subsequent impact on commodity markets, disruption of supply chains, inflation and financial conditions have intensified the slowdown in global growth, which is entering what could become a prolonged period of low growth and high inflation. This situation inevitably creates a scenario in which companies will face an increase in litigation where alternative financing solutions are needed to meet the costs of such disputes.

Moreover, observers have predicted “explosive growth” in commercial litigation finance by companies, not just to fund litigation but also to monetize claims (i.e. converting a portion of a pending claim into cash). The possibility of monetizing claims has also contributed to the growth of the litigation funding industry as it allows companies to obtain money to invest in their businesses without having to wait for the resolution of legal processes.

**Deminor operates in various regions, what was behind the decision to open in Spain?**

At Deminor, we are committed to expanding our activities to new legal environments and cultures. Deminor has long prospected Spain and its unique offering of opportunities in the industry. With a GDP of \$1.2 billion, Spain is the 4th largest EU economy - and the 14th largest in the world. Furthermore, Spain also maintains a ro-

bust legal system that guarantees legal certainty, making legal sector investments in this country a very attractive proposition.

Moreover, Spain is well positioned as the gateway to the Latin American market, a region predisposed to dispute resolution through arbitration, and thus a natural breeding-ground for litigation funding.

**"Deminor is committed to expanding its activities to new legal environments and cultures"**

**Are there specific sectors where litigation funding is more prevalent?**

In our experience, the sectors where litigation funding is more prevalent are construction and infrastructures, energy, real-estate, transportation, insolvency and intellectual property.

**What are the advantages of third-party funding?**

Litigation funding is all about the restoration of balance and championing social progress. We believe the main advantages of third-party funding can be summarised as follows:

It facilitates access to justice as it allows a party to bring a dispute against another party that, without funding, would not be able to afford.

It may serve to filter out frivolous claims, as funders will most likely only fund claims which have higher prospects of success.

The funding party will remove the risk of losing as this risk is transferred to the funder. The funder will bear the costs of the losing party if the case is unsuccessful. It is non-recourse finance. If the claimant wins, the funder receives its money back plus a portion of the award. But if the claimant loses or cannot recover from the other side, the funder does not recover its investment.

It is a valuable source of corporate finance as it removes the costs of the arbitration from the balance sheet of the funded party and provides a more convenient financing structure that allows funds that would otherwise be spent on the arbitration to be allocated to other parts of the business.

#### **How does Deminor differentiate itself from other players in the market?**

The main elements that differentiate Deminor from its competitors in the market are:

Experience. Since its creation in 1990, Deminor has been a pioneer in the field of litigation funding and has been a leading force in numerous high-profile securities actions globally. This track record extends to the Fortis case, which produced a record settlement (€1.3 bn) for investors in Europe. Moreover, Deminor has actively supported 37 recovery cases in 15 different jurisdictions. In 82% of all concluded cases, Deminor's clients achieved a positive recovery.

Independence and integrity. Deminor is an independent group controlled by its

partners and, as such, completely independent from third parties, external forces, or influences.

Alignment of interests. Deminor offers transparent and flexible remuneration structures, allowing it to share risks and potential returns with clients. We align our interests as much as possible with those of our clients.

**"Spain maintains a robust legal system that guarantees legal certainty, making legal sector investments in this country a very attractive proposition"**

Results-driven. Deminor focuses on delivering results and providing solutions. We do not shy away from possible challenges.

Quality and excellence. Deminor devotes the required expertise and efforts to meet the needs of clients. Once we decide to become involved in a case, our clients can expect total commitment from us as well as the highest standards of quality and excellence in our work and activities. ♦

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Riquelme Silva & Fuentes .....	+56 2 24 416 300 .....	460
Sarmiento y Walker Abogados.....		461
Schultz Carrasco Benítez .....	+56 2 23 850 000 .....	462
Yrarrázaval, Ruiz-Tagle, Ovalle, Salas y Vial.....	+56 2 32 469 700 .....	463
<b>COLOMBIA</b>		
Chemas & Asociados .....	+57 1 249 47 43 .....	464
DLA Piper Martínez Beltrán .....	+57 1 317 47 20 .....	465
Jiménez Ruiz.....	+57 1 771 44 32 .....	466
Suescún Abogados.....	+57 1 540 02 32 .....	467
<b>ECUADOR</b>		
Abogados CSG.....	+593 04 603 32 92 .....	468
Cabezas, Wray & Albán.....	+593 02 382 46 13 .....	469
Dentons Paz Horowitz.....	+593 02 398 29 00 .....	470
Morales & Asociados .....	+593 02 246 09 87 .....	471
Pino Elizalde.....	+593 04 380 37 90 .....	472
Robalino.....	+593 2 381 09 50 .....	473
<b>FRANCE</b>		
Barthélémy Avocats .....	+33 1 53 53 63 60 .....	474
Betto Perben Pradel Filho.....	+33 1 40 55 38 77 .....	475
Cohen & Gresser.....	+33 1 53 53 45 00 .....	476
Curtis, Mallet-Prevost, Colt & Mosle.....	+33 1 42 68 72 00 .....	477
Derains & Gharavi.....	+33 1 40 55 51 00 .....	478
Flichy Grangé Avocats.....	+33 1 56 62 30 00 .....	479
Freshfields .....	+33 1 44 56 44 56 .....	480
Fromont Briens.....	+33 1 44 51 63 80 .....	481
Gaillard Banifatemi Shelbaya Disputes.....		482
Lazareff Le Bars.....	+33 1 84 60 80 90 .....	484
Miguères Moulin.....	+33 1 72 00 23 72 .....	485
Orrick.....	+33 1 53 53 75 00 .....	486
Qivive.....	+33 1 81 51 65 58 .....	487
Quinn Emanuel Urquhart & Sullivan .....	+33 1 73 44 60 00 .....	488
Schroeder.....		489
Squire Patton Boggs .....	+33 1 53 83 74 00 .....	490
van Hoof .....	+33 6 19 15 92 93 .....	491
<b>GERMANY</b>		
EPP.....	+33 1 53 93 82 90 .....	492
Herbert Smith Freehills .....	+49 69 222 282 400 .....	493
Heuking Kühn Lüer Wojtek.....	+49 403 552 800 .....	494
<b>ITALY</b>		
BSVA.....	+39 02 78 38 11 .....	496
D'Argenio Polizzi e Associati.....	+39 02 55 19 61 61 .....	498
Legance .....	+39 02 896 30 71 .....	499
Pavia e Ansaldo.....	+39 02 855 81.....	500
PG Legal.....	+39 02 76 01 33 59 .....	504
Zambelli & Partners.....	+39 02 02 03 08 30 .....	505
<b>LUXEMBOURG</b>		
BSP   Bonn Steichen & Partners.....	+35 2 26 02 51.....	506
Chevalier & Sciales.....	+35 2 26 25 90 30 .....	508
NautaDutilh .....	+35 2 261 22 91 .....	509
Pinsent Masons.....	+35 2 404 96 01 .....	510
White & Case.....	+35 2 26 48 00 80 .....	511
<b>MEXICO</b>		
Bufete Asali .....	+52 55 52 81 13 00 .....	512
FloresRueda Abogados.....	+52 55 46 32 31 99 .....	513
García Barragán.....	+52 55 57 03 30 20 .....	514
Garza Tello Clyde & Co.....	+52 55 54 24 84 60 .....	515
Jaurégui & Del Valle.....	+52 55 52 67 45 00 .....	516
Lammoglia Abogados .....	+52 55 63 81 95 16 .....	517
LITREDI.....	+52 55 52 06 70 49 .....	518
Malpica, Iturbe, Buj y Paredes .....	+52 55 52 80 15 51 .....	519
Mañón Quintana.....	+52 55 84 38 00 00 .....	520
Martens Aboigados.....	+52 55 52 92 90 15 .....	521
Pérez-Correa, González y Asociados .....	+52 55 50 62 00 50 .....	522
SEPLAW.....	+52 55 52 61 47 00 .....	523
Von Wobeser & Sierra.....	+52 55 52 58 10 00 .....	524 ▶

## MONACO

▶ Cabinet Gardetto.....	+377 92 16 16 17	525
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## PERU

Amprimo, Flury, Barboza, Rodríguez Abogados.....	+51 1 208 01 30	526
Aramburú Castañeda Boeros Abogados.....	+51 1 610 61 61	527
Barreto Vergel Bonilla.....	+51 1 684 65 64	528
Barrios Fuentes.....	+51 1 610 61 00	529
C&C Abogados.....	+51 1 422 41 96	530
Campos / Arbitraje e Infraestructura.....	+01 681 66 88	531
CMS Grau.....	+51 1 513 94 30	532
Comercia Consulting.....	+511 691 79 13	533
DLA Piper Peru.....	+51 1 616 12 00	534
Estudio Muñiz.....	+51 1 611 70 00	535
Estudio Navarro & Pazos Abogados.....	+51 1 442 97 14	537
Lazo de Romaña Bravo.....	+51 1 612 17 00	538
León e Iparraguirre Abogados (LEIA).....	+51 1 641 27 77	539
Loza Legal.....	+51 954 79 72 66	540
MDR Abogados.....	+51 1 702 94 00	541
Miró Quesada Miranda Abogados.....	+51 1 602 53 13	542
Monroy & Shima.....	+51 1 710 32 10	543
NPG Abogados.....	+511 706 33 33	544
Patroni Legal.....	+51 1 223 56 22	545
Rafael Prado Litigios Judiciales y Arbitrales.....	+51 1 715 10 60	546
Rebaza, Alcázar & De Las Casas.....	+51 1 442 51 00	547
Rodríguez Angobaldo Abogados.....	+51 1 421 41 41	548
Simons Abogados.....	+51 1 652 12 12	549
VEGA Abogados.....	+51 1 500 62 14	550
Viera Abogados.....	+01 444 32 33	551

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Sérvulo.....	+351 21 093 30 00	552
SRS.....	+351 21 313 20 00	553

## RUSSIA

Aitkulov & Partners.....	+7 495 734 87 85	556
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## SPAIN

Allen & Overy.....	+34 917 829 800	557
Eversheds Sutherland.....	+34 914 294 333	558
Gómez Acebo Pombo.....	+34 915 829 100	562
Pérez-Llorca.....	+34 914 360 420	563

## SWITZERLAND

Aceris Law.....	+41 228 19 18 12	564
Bär & Karrer.....	+41 58 261 50 00	565
Degni & Vecchio Avocats.....	+41 22 722 05 40	566
Lenz & Staehelin.....	+41 58 450 70 00	567
MANGEAT Attorneys.....	+41 22 319 22 00	568
Niederer Kraft & Frey.....	+41 58 800 80 00	569
Pestalozzi.....	+41 22 999 96 00	571
Resolution Lp.....	+41 21 312 59 40	572
Vischer.....	+41 58 211 35 00	573

## TUNISIA

Boussayene Knani & Associés.....	+216 71 288 688	574
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## URUGUAY

Bergstein.....	+ 598 29 01 24 48	575
Bragard.....	+598 26 00 44 47	576

## USA

Cravath, Swaine & Moore.....	+212 474 10 00	577
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## LEGAL RECRUITMENT

### SPAIN

Iterlegis.....	+34 91 72 88 125	578
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# consiglieri

 Top Advisors Directory  
**STRATEGIC COMMUNICATIONS  
AND CRISIS MANAGEMENT**

 Country  
**CHILE**



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**www.consiglieri.cl**

## POSITIONING

Our consulting firm, having counseled corporate clients, executives, associations, and public institutions for more than 20 years, specializes in reputation and crisis management. In deploying an effective strategy with agile, hands-on service, we help our clients to best address, withstand and even thrive in VUCA environments and high-profile matters by raising public awareness and influencing public opinion.

Our company has extensive experience in various industries, with proven professional capabilities and an outstanding track record in delivering optimal results in managing high-stake crises, complex litigations, regional M&As and various issues in sectors including food & beverages, construction, telecommunications, financial services, technology and pharmaceutical, among others. The company has experience in working with law firms, both local and foreign, in projects that have differed in size and complexity.

Consiglieri provides the highest standards in practical counseling with customized delivery and flexible structures, making the reputation of our clients, and their business results, our primary focus and priority.

Unlike other firms, we work with companies, individuals and public persons to define and implement specific plans for design, management, and reputational shielding.

Our firm acts with the urgency of now as challenges under the New Normal cannot afford to wait for tomorrow's uncertainty.

## BUSINESS

- Reputation Management
- Crisis Management
- CEO Reputation
- C-Suite Strategic Counsel
- Leadership & Executive Coaching
- Digital Advocacy

## CONTACTS

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Top Advisors Directory  
**STRATEGIC COMMUNICATIONS  
AND CRISIS MANAGEMENT**



Country  
**PERU**

# CHISAC



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**Freddy Chirinos**



**Víctor Garrido-Lecca**



## POSITIONING

Chirinos & Asociados is a communication consultancy specializing in media relations and crisis management. It has been operating since 1995, during which time it has become one of the most recognized consulting firms in the country, characterized by its efficiency, its knowledge of the media supply, its internal dynamics and main protagonists, as well as its credibility.

Its specialty is the handling of the external communication of brands, companies or people through the management and maintaining relations with the media.

The firm advises several clients from various economic sector such as energy, mining, retail, finance, construction, telecoms, automotive, tourism, insurance, health, education and professional services sectors.



## BUSINESS

- Generate news from the activities of each company
- Opinion Leadership
- Design of media strategies
- Preparation of content to be broadcast by the media
- Management before the media for the publication of press releases and/or interviews
- Identification of the key moments in which information must be provided to the media
- Provide support in cases of institutional crisis
- Maintain relations with the media
- Media monitoring
- Stakeholder Map
- Preparation of digital campaigns
- Engagement strategy with influencers



## CONTACTS

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 Top Advisors Directory  
**STRATEGIC COMMUNICATIONS  
AND CRISIS MANAGEMENT**

 Country  
**PERU**

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**OC**

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**www.tocasociados.com**



**Maribel Toledo Ocampo**



**Patricia Montero**



**Rachel Bronstein**



**Diana Mujica**



**Rolando Chumpitazi**

## **POSITIONING**

TOC Asociados is a team of communication experts guided by its purpose: to build bridges through strategic communication towards creating understanding between people, companies and institutions. Its culture is based on 3 fundamental values: proactivity, adaptability and commitment. They design, draw up and follow a strategy, always aware of the importance of obtaining concrete results, both qualitative and quantitative. Numerous awards, such as the Effie and Anda, have marked its 9 years of experience, but its greatest recognition is the trust granted by its client portfolio, among which are the most reputable companies in sectors such as: mining, banking and finance, construction, retail, telecom, education, mass consumption, etc.

Maribel has been chosen for 3 consecutive years as the best journalist of her generation. She has received awards from Congress and other institutions for contributing by means of her news reports towards building a better society. Television programs such as Cuarto Poder, Día D, Buenos Días Perú, among others, have provided the public with her political investigations and social chronicles. She also worked at radio stations and has been a columnist for several nation-wide newspapers. Once in the corporate world, she has worked as Public Relations Director for Newlink Group, an international communication advisory agency. Eight years ago, she founded TOC Asociados. Maribel was the first woman in Perú who won the Women Marketeers Perú award (2019) in the Public Relations category. Her vast experience in the media and her excellent reputation allow her to translate strategies into measurable results. Nowadays, in addition to successfully leading TOC Asociados, she is part of the Women in Tech Communications Advisory Board and teaches Crisis Management as a postgraduate professor at the University of Applied Sciences. She also teaches the Strategic Communication course at the Diplomatic Academy of Peru.

## **BUSINESS**

- Corporate communication
  - Design of Communication Strategies
  - Crisis Prevention and Management
  - Spokesperson Training
- External Communication
  - Relationship with the communication media
  - Relationship with Local, Regional and National Authorities
  - Relationship with the Communities
- Internal communication
  - Organizational Research
  - Preparation of newsletters, magazines, press releases, and other internal communication platforms.
- Digital Communication
  - Content Creation
  - Consultancy
- Content Production and Sustainability consulting
  - Creation of Audiovisual Content
  - Sustainability Advisory

## **CONTACTS**

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**Diana Mujica**, Director: [diana@tocasociados.com](mailto:diana@tocasociados.com)

**Rolando Chumpitazi**, Director: [rchumpitazi@tocasociados.com](mailto:rchumpitazi@tocasociados.com)

 Top Advisors Directory  
**LITIGATION FUNDERS**

 Country  
**CHILE**

**M** **HAKAMANA**  
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Carolina Plaza



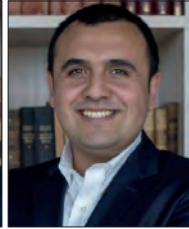
Francisco Orrego



Andrés Veszpremy



Ignacio Rivadeneira



Aldo Diaz



Ignacio Canals



Ciro Colombara

## POSITIONING

Hakamana is the first Chilean litigation funding, whose objective is to finance the associated costs of arbitration processes such as legal fees or administrative expenses, assuming the risks of the arbitration.

Hakamana is a Rapa Nui word that means to give power.

We will carefully analyze every case, both from the legal and financial perspective, to finance those arbitration and litigation disputes which legal grounds are solid and have, therefore, relevant possibilities of success.

We want to be business leaders in Chile and in the region on litigation finance, supporting people or businesses with good claims but unable to pursue them due to the prohibitive cost of litigation. Furthermore, we hope to be a profitable company to our investors.

Due diligence is key and for that reason highly experienced lawyers in the field of litigation and a professionally diverse investment committee, that is aware of our national reality, make the investment decisions.

The founder focuses on the finance of arbitrations, since the procedure has a limited duration and the consistent jurisprudence allows to evaluate more certainty the final decisions.

If the case is won, the founder receives an agreed share of the proceeds of the claim. If the case is unsuccessful, the funder loses its money and nothing is owed by the litigant.

## BUSINESS

- Litigation Finance

## CONTACTS


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**Francisco Orrego**, President: [forrego@hakamana.cl](mailto:forrego@hakamana.cl)  
**Ignacio Rivadeneira**, Investment Committee: [irivadeneira@hakamana.cl](mailto:irivadeneira@hakamana.cl)  
**Aldo Diaz**, Legal Director: [adiaz@hakamana.cl](mailto:adiaz@hakamana.cl)

**Ignacio Canals**, Director: [icanals@hakamana.cl](mailto:icanals@hakamana.cl)  
**Ciro Colombara**, Director: [ccolombara@hakamana.cl](mailto:ccolombara@hakamana.cl)  
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 Top Advisors Directory  
**LITIGATION & ARBITRATION  
FUNDERS**

 Country  
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Yasmin Mohammad



Anastasia Bondarenko

## POSITIONING

Fortress Investment Group LLC was founded in 1998 and manages \$53.9 billion in AUM, offering a range of alternative investment strategies.

The Fortress Legal Assets Group, part of the Fortress Credit Funds business, has a 10+ year track record of providing capital solutions to corporations, claimants, law firms involved in litigation, and specialty finance companies that make litigation-related investments. Fortress managed funds have committed over \$5.4 billion to Legal Assets transactions since 2010.

Beyond “litigation funding,” we are focused on using a credit investment approach to helping counterparties manage risk and capital in litigation.

## OFFICES

- London
- Paris
- Luxembourg
- San Francisco
- New York
- Sydney

## CONTACTS

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DISCLAIMER : This information does not constitute an offer to sell, or a solicitation to buy, any security and may not be relied upon in the connection with the purchase or sale of any security.

## BUSINESS

From single case funding to portfolio finance to enforcement arrangements, including award acquisitions or partial monetisations, we tailor our solutions to each scenario, working collaboratively with our clients and their advisors towards the successful resolution of high-value arbitration claims.

### Corporate Portfolio Financing

We provide capital to corporations in non-recourse transactions secured by the corporation's disputes. A corporate portfolio transaction with Fortress enables the company to pull forward future litigation recoveries, use assets valued at zero on balance sheet to generate both cash and revenue, and mitigate the material litigation and recovery risk.

### Judgment / Award Monetization or Financing

We advance capital to claimants secured by an arbitration award or court judgment and propose to shoulder, in part or in full, the risks associated with enforcement and recovery.

### Law Firm Investments

We provide secured loans to law firms with claimant-side litigation practices, enabling firms to draw forward expected case proceeds, manage working capital, invest / market for additional cases, and efficiently manage allocation of firm resources. Loans are secured primarily by the underlying fee-interests firms have in its case portfolio and are usually non-recourse to the firm itself.

### Legal-Related Specialty Finance Company Investments

We make first-lien debt and equity investments in specialty finance companies that originate or underwrite assets where litigation drives the underlying asset value or portfolios of the assets originated by those specialty finance companies.

### Single-Case Litigation Funding

We make investments in high stakes commercial and investment treaty arbitrations, large individual commercial cases, or pools of claims in a particular category of proceedings. The non-recourse capital gives claimants liquidity to pursue affirmative claims without putting their own capital at risk.

Top Advisors Directory  
**LITIGATION FUNDERS**

Country  
**SPAIN**



d e m i n o r  
**LITIGATION FUNDING**

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Charles Demoulin



Edouard Fremault



Erik Bomans



David Walker



Malte Stübinger



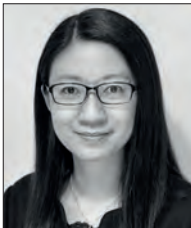
Emily O'Neill



Felix von Zwehl



Giacomo Lorenzo



Irene Lee



Jasna Jarmuschke



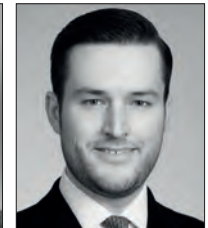
Joeri Klein



Michael Watson



Olivia de Patoul



Patrick Rode

## POSITIONING

Founded in 1990, Deminor is a leading privately-owned and international litigation funder with offices in Brussels, London, Hamburg, New York, Hong Kong, Madrid, Milan, and Luxembourg. Deminor's name, derived from the French 'défense des minoritaires', reflects its origins in providing services to minority shareholders. Deminor is still very much defined by the pursuit of good causes and its determination to restore justice for clients.

Combining skill sets from 16 different nationalities and 14 languages, Deminor has funded cases in 18 jurisdictions including the Americas, the Middle East and offshore centres such as the Cayman Islands and Bermuda. With specialists in arbitration, intellectual property, competition, corporate & post-M&A, investments, enforcement, and tax litigation, Deminor has achieved positive recoveries for clients in more than 81% of the cases it has funded, against an industry average of 70%.

In addition to funding one-to-one commercial claims, Deminor originates, syndicates and funds group actions. In 2018, Deminor was instrumental in reaching the largest ever settlement in Europe (EUR 1.3 bn in the Fortis case). Equally, the company does not shy away from being a first-mover in jurisdictions where funding has not been tested. It was the first funder to support collective actions in Italy and reached a landmark settlement in the Olympus securities action in Japan (2017).

Deminor is immensely proud of its diverse client base, which includes some of the world's most innovative and entrepreneurial companies, in addition to globe's leading public and private pension funds, asset managers, sovereign wealth funds. Out of the ten biggest investors worldwide, four are recurring clients of Deminor.

Multiple years of combined experience have cemented the team's expertise in cross-jurisdictional litigation, claims management, litigation funding, enforcement of investor protection and anti-trust laws, corporate governance as well as M&A transactions.

## CONTACT

Paloma Castro, Senior Legal Counsel: [paloma.castro@deminor.com](mailto:paloma.castro@deminor.com)

## BUSINESS

- Litigation Funding
- Investment Recovery
- Antitrust Actions
- Litigation management & support services

## OFFICES

- Brussels
- Luxembourg
- London
- New York
- Milan
- Hong Kong
- Hamburg
- Madrid



Paloma Castro



Rosario Marccone



 Top Advisors Directory  
**LITIGATION FUNDERS**

 Country  
**SPAIN**

# Stonward

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Armando Betancor



Christopher Garvey



Blas A. González



Guido Demarco



Eduardo Frutos



Rodrigo Olivares-Caminal

## POSITIONING

Stonward provides legal finance solutions in Spain and Latin America. We combine our years of experience in the litigation funding sector with legal technical expertise and a deep understanding of the Spanish and LatAm markets, as well as their culture and idiosyncratic aspects, to offer bespoke solutions to clients.

Whether you are a law firm, an individual or a company, we can help you. We can fund mid-size market cases in Spain and Latin America, and we also focus on special projects such as collective actions relating to competition infringements or others. Regarding the latter, for example, Stonward has provided legal finance through a special purpose vehicle that groups a series of claims against the “truck cartel” in Spain. For that purpose, Stonward structured a first class team of lawyers and experts, all recognized professionals in the industry, which would enable those affected by the cartel to obtain the financial compensation they deserve. Stonward not only provides the required financing but also coordinates the legal strategy and other day-to-day matters of the claim.

At Stonward, we understand our client’s needs and expectations, and we are able to offer first-class advice to help them achieve their objectives by valuing their legal assets and assisting them in structuring the needed financing.

Stonward relies on a formidable team of professionals with +20 years of experience as lawyers focusing on commercial matters, competition law, IP infringements, restructuring, and insolvency. On top of this solid team, Chris Garvey from Sachenga and Blas González recently joined Armando Betancor at Stonward’s Board of Investments. With a private equity and investment banking background, Chris has worked at Morgan Stanley among other banks, while Blas is a former commercial law judge with deep knowledge of the Spanish judicial system and its procedural matters. With these incorporations, Stonward reinforces its commercial litigation, IP and antitrust practices, enabling the company to expand its horizon of cases.

We are transparent, efficient and innovative, and bring together business experience with legal and financial expertise. We are flexible and committed to building relationships, working with our clients with a long-term relationship in mind.

## BUSINESS

We offer a wide range of services, including the funding of single claims and of portfolios of cases, as well as the monetization of awards or judgments. We collaborate closely with companies and law firms to structure the finance that best suits the needs of the client.

We work across a broad category of areas including:

- Antitrust and competition law
- Shareholders’ claims
- Investment and Commercial arbitration
- Corporate and commercial litigation
- Energy and natural resources
- Environmental matters
- Infrastructure and transport
- Insolvency and restructuring
- Technology, media and telecoms

## CONTACTS

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**LITIGATION FUNDERS**

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**Neil Purslow**



**Corey Banks**



**Joshua Card**

## POSITIONING

Therium is one of the world's leading providers of litigation and arbitration finance, covering all major markets, including Europe, the US and Asia Pacific, and is one of the largest providers of legal finance having made investments of over \$1.39 billion to date.

Therium has funded claims with a total value of circa \$100 billion, which include many of the most high-profile funded cases in the US and internationally, and the firm's largest investments regularly exceed \$41m. Law firms and leading lawyers are often recognised for their work on cases that are funded by Therium and these cases also feature regularly on lists of Cases to Watch because they are large, high profile and often ground-breaking.

The firm's strength lies in its defining purpose, which is to invest in the law under the leadership of a first class team who possess excellent legal and financial skills. Therium invests in the rule of law and access to justice, innovation and competition in legal services. Therium continues to be at the forefront of the industry globally and remains one of the pioneering thought leaders in the US.

Through Therium Access, Therium's not-for-profit arm, Therium invests in improving access to justice on a not-for-profit basis by funding cases and supporting organisations that provide access to justice for the most vulnerable in society – both with Therium's own capital and by leveraging the firm's resources. This unique not-for-profit initiative is a standout example of Therium's commitment to its guiding purpose, its innovation and its leadership of the sector. In 2021, Therium was shortlisted for several awards for launching this ground-breaking initiative, including The Lawyer Awards 2021 and the Lexis Nexis Awards 2022.

The firm also plays a leadership role on the global stage, as a founding member of both the Association of Litigation Funders of England and Wales (the ALF) and also a founding member of the International Legal Finance Association (ILFA). Therium serves on the management boards of both organisations and Therium is Chair of ILFA's UK Committee and sits on the management board of ILFA's other Regional Committees. Therium is also a founder member of the Brown Rudnick Litigation Funding Working Group.

## BUSINESS

- Single case client financing
- Arbitration funding
- Portfolio funding with law firms
- Law firm funding
- Corporate financing
- Judgment monetization
- Acquisition financing

## OUR CLIENTS

- Companies and institutions
- Individuals and groups
- Law firms
- Accountants
- Trustees
- Public bodies
- Charities

## OFFICES

- St. Helier, Jersey
- London, United Kingdom
- New York, United States
- Dusseldorf, Germany
- Oslo, Norway
- Melbourne, Australia

## CONTACTS

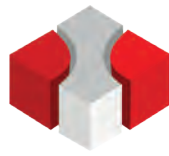
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**ARBITRATION CENTER**

 Country  
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**CAMARB**  
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Flávia Bittar



Victória Sbruzzi

## POSITIONING

Founded in 1998, CAMARB has an history intrinsic to the development of Alternative Dispute Resolution methods in Brazil. Since the enactment of the Brazilian Arbitration Act in 1996, CAMARB has registered over 400 arbitral proceedings and prides itself on supporting the continuous development of arbitration, mediation and dispute boards, now commonly referred to as Adequate Dispute Resolution methods.

For twenty-four years, CAMARB has positioned itself as a non-profit and completely independent institution, being regarded as one of the top arbitration centers in Brazil. In its structure, CAMARB has an Advisory Board, composed by twenty-nine highly qualified professionals, a Board of Directors – formed by its President, Flávia Bittar, and seventeen experienced professionals in arbitration, mediation and dispute boards. The Board of Directors is responsible for acting in the name of the Chamber, reflecting the experience and expertise of its professionals and ensuring its technical quality.

Lead by the Secretary-General, Victória Sbruzzi, the Secretariat is composed by qualified lawyers and professionals trained to offer its clients, including arbitrators and parties' counsels, quality and trustworthy service – all in a carefully tailored space.

CAMARB has also offices in Belo Horizonte/MG, Brasília/DF, Goiânia/GO, Lisbon/PT, Rio de Janeiro/RJ, Recife/PE, Salvador/BA and São Paulo/SP, being also able to manage cases in other cities.

## BUSINESS

- Civil Engineering, Construction, Infrastructure, Mining;
- Corporate law disputes;
- Energy disputes;
- Commercial contracts in general;
- Public Law, Public Entities and Government Agencies (including PPP contracts);
- Agribusiness.

## RULES

- Arbitration Rules;
- Expedited Arbitration Rules;
- Labor Arbitration Rules;
- Emergency Arbitrator Proceedings;
- Mediation Rules;
- Dispute Board Rules.

## OFFICES

- Belo Horizonte
- São Paulo
- Rio de Janeiro
- Recife
- Brasília
- Salvador
- Goiânia
- Lisbon - PT
- Itajaí

## CONTACTS

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**Christian Carbajal**, Vice President of CAMARB South

**Cláudia Ferraz**, Vice President of Arbitration

**Fernanda Rocha Lourenço Levy**, Vice President of Mediation

**Flávio Leite Ribeiro**, Vice President of Financial Affairs

**Gilberto José Vaz**, Vice President of International Affairs and Dispute Boards

**Leandro Rennó**, Director of CAMARB Brasília

**Lucila de Oliveira Carvalho**, Vice President of Administrative Affairs

**Luis Fernando Guerrero**, Vice President of CAMARB São Paulo

**Marlos Nogueira**, Vice President of CAMARB Goiás

**Marlus Santos Alves**, Vice President of CAMARB Brasília and Portugal

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**Pedro Ribeiro de Oliveira**, Vice President of CAMARB Minas Gerais

**Pedro Silveira Campos Soares**, Vice President of CAMARB Jovem and of Technology Affairs

**Soraya Nunes**, Vice President of CAMARB Nordeste

**Suzana Cremasco**, Vice President of Communication and Ombudsman

**Thiago Marinho Nunes**, Vice President of Agribusiness

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# CBMA

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**Gustavo da Rocha  
Schmidt**



**Daniel Brantes Ferreira**

## **POSITIONING**

CBMA - Brazilian Center for Mediation and Arbitration is a consolidated and internationally known ADR institution. It was established in 2002 by the Commercial Association of Rio de Janeiro (ACRJ), the National Federation of Insurances (Fenaseg) and the Rio de Janeiro Federation of Industries (Firjan). CBMA has offices in Rio de Janeiro and São Paulo and has academic and professional initiatives for disseminating the ADR culture, such as its annual international congresses in arbitration and mediation and the Brazilian Journal of Alternative Dispute Resolution - RBADR. It has adequate facilities, an efficient secretariat, and a technical staff on its board. The arbitrators and mediators listed by the Center are renowned professionals in their specific areas.

In 2022 CBMA received the certification ISO 9001: 2015 with the following scope: “Management of mediation processes, arbitration and dispute board. Training, professional and managerial development”.

## **CONTACTS**

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**Luis Bustamante  
Belaunde**



**Lilian Rocca  
Carbajal**



**Enrique Ferrando  
Gamarra**



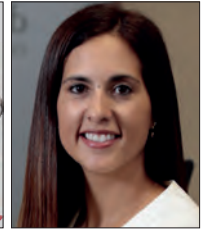
**Luis Carlos Rodrigo  
Prado**



**Huáscar Ezcurra  
Rivero**



**Gianna Macchiavello  
Casabonne**



**Marianella Ventura  
Silva**

## POSITIONING

In 2023 the National and International Arbitration Centre of the Lima Chamber of Commerce (LCC) celebrates 30 years offering services as a first-class arbitral institution. Indeed, it is the most experienced institution in the administration of arbitration proceedings in Peru and one of the most recognized in Latin America. To date, it has administered more than 8,000 arbitrations and has a roster of 485 national and international arbitrators.

The institution provides an efficient service of administration of arbitration proceedings for businesses and investors, and its Superior Council of Arbitration guarantees the observance of high ethical standards as well as of transparency on those aspects that are not covered by confidentiality provisions.

The Centre also offers the administration of dispute boards, i.e. an alternative method of conflict prevention and resolution focused on disputes that arise during the execution of engineering or construction contracts.

## BUSINESS

- Dispute Resolution Services
- Arbitration
- Dispute Boards

## OFFICES IN LIMA

- Jesús María

## CONTACTS

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 Country  
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**Juan Eduardo Figueroa  
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## POSITIONING

Lawyer, Bachelor of Legal Sciences from the University of Chile. Master in International Law, Commerce, Investments and International Arbitration, University of Heidelberg, (Master of Law in International Law (LL.M. int.)), Fellow Chartered Institute of Arbitrators; Master in Economics and Management for Lawyers Universidad Gabriela Mistral; Diploma in Public Works Concessions, Universidad del Desarrollo. Advisor to various construction and real estate companies and specialist in Urban Planning and Construction Law; chosen as one of the most outstanding lawyers in the real estate area in Chile according to Chambers and Partners; and in construction law according to the publication Who's Who; chair and co-arbitrator in several ICC cases in Latin America; arbitrator of the Arbitration and Mediation Center of the Santiago Chamber of Commerce; arbitrator of public works concessions in Chile; arbitrator of the International Center for Dispute Resolution, the International Division of the American Arbitration Association (AAA); chair in several Dispute Review Boards panel in construction contracts in mining ; former judge of the Supreme Court of Chile (2015- 2018) He has been counselor of the Chilean Bar Association and the Interamerican Bar Association; he is legal advisor to ACOP National Chamber of Real Estate Services.

Post-graduate professor at the Universidad de los Andes School of Law and the Real Estate Center of the ESE Business School; Academic Director of the Real Estate Law and Construction Law Diploma, Universidad de los Andes; Postgraduate professor at Heidelberg Center for Latin America.

He is the author and co-author, among other publications, of the works Construction & Arbitration, 2022, The arbitral tribunal-appointed expert. A Swiss approach", ICC Institute of World Business Law Newsletter, 19<sup>o</sup> edición; 2022; "Urbanismo y Construcción", tercera edición, Der Ediciones; 2021, "La distribución de los riesgos en los contratos colaborativos de construcción. Derecho & Sociedad", Revista Derecho y Sociedad, Pontificia Universidad Católica del Perú; 2019, "Construction Law; Dogmatic and Practical Analysis", 2017, "Current Real Estate Law", 2014, "The Keys to the Real Estate World. Practical legal guide", 2009 and "The Property Broker versus Real Estate Activity", 2008, "Urbanism and Construction", 2006, second edition 2016 ; "Chilean Law of International Commercial Arbitration", 2005; The "Online" Arbitration in International Trade, work that won the award for best work at the XL Conference of the Inter-American Federation of Lawyers, held in Madrid, Spain, 2004; "The Solution of Controversies in the Chilean Law of Concessions of Public Works"; work that won the Julio Chana Cariola award, from the Arbitration and Mediation Center of the Santiago Chamber of Commerce, 2003; "Real Estate and Environment Megaprojects", 1997; and of "The constitutional guarantees of the taxpayer in the Political Constitution of 1980", 1985.

Past vice president of the Chilean Society of Construction Law; Member of the Latin American Arbitration Association, Construction Committee; Member of the Brazilian Institute of Construction Law; Member of the Chilean Chamber of Construction; President of the Legislation Commission of the Chilean Chamber of Construction; member of the Chilean Committee and of the Latin American Arbitration group of the International Chamber of Commerce; Member of the Brazilian Arbitration Committee and the Chilean Bar Association A.G.

## BUSINESS

- Construction Arbitration.
- Investment Arbitration
- International Arbitration

## CONTACTS

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## POSITIONING

Alberto José Montezuma Chirinos is a lawyer registered in the Lima Bar Association, since 1984. Master in International Arbitration, Universidad Internacional de la Rioja UNIR- Spain, and actually he is President of the Superior Council of Center of Arbitration of the Lima BAR Association. He currently serves as lawyer in private practice, being a partner in the law office Estudio Montezuma Abogados, having lent his professional expertise to different fields of Law in various areas of the professional activity as Arbitrator, Professor of Law, legal advisor, consultant and legal representative in legal proceedings.

He is professor of Law in ADR and Arbitration in the Faculty of Law of the Universidad ESAN since 2011 until now. Mr. Montezuma serves as arbitrator in Ad Hoc proceedings and to different Arbitration Centers of Peru such as the Arbitration Center of the Chamber of Commerce of Lima -CCL-, the Arbitration Center of the American Chamber of Commerce (AMCHAM), Division of Administrative Arbitration of the Supervising Agency of the Government Procurement (OSCE), Arbitration Center of the Peruvian Chamber of Construction, Arbitration Center of the Association of Engineers of Peru – Lima and Piura; Arbitration Center of the Chamber of Commerce of Piura, Arequipa, Cusco, Huancayo, Ayacucho, Arbitration Center of the National Superintendency of Health Services Providers and the Arbitral Tribunal of the illustrious Bar Association of Lima, among others. He is also a Member of the Chartered Institute of Arbitrators (CI Arb) in London, as well as a member of the American International Commercial Arbitration Court (AICAC) in Delaware, United States of America. He is a member of the Spanish Arbitration Club -CEA- (Peruvian Chapter).

He is a Professor of the Faculty of Law at the Universidad ESAN in the Chair of Alternative Methods of Conflict Resolution (MARC), in the areas of Arbitration and served as a Professor of Civil Procedural Law. He has also served as Professor of the Faculty of Law at the Universidad de Ciencias Aplicadas (UPC) in the Chairs of Business Law, Civil Procedural Law and Securities, participating as a juror during the oral thesis defense of the students of this university to obtain the Professional title of Lawyer. Usually Professor Montezuma is a lecturer at the International Arbitration Congress, organized annually by the Chamber of Commerce of Lima and the Peruvian Institute of Arbitration (IPA), a visiting professor at the Faculty of Law of the Universidad de Mar del Plata Argentina, a visiting professor of the International Arbitration course at the Academy of International Law, invited by the Faculty of Law and Political and Social Sciences of the Universidad Nacional de Colombia and co-author of the book “Comentarios a la Ley Peruana de Arbitraje” (“Comments on the Peruvian Arbitration Law”), edited by the Peruvian Institute of Arbitration as well as co-author of other publications and magazines. Professor Montezuma is Coach of the Arbitration Team of the Faculty of Law Universidad ESAN for Competencia Internacional de Arbitraje Comercial UBA-El Rosario. From 2016.

## BUSINESS

- **Civil and Commercial law**, in matters of contracts, obligations, patrimonial, civil law, inheritance law.
- **Insurance Law**. Formulation and regulation of clauses and specific advice in insurance issues, advice is sinister matters and application of international terms of assurance.
- **Administrative Law and Public Procurement**

## CONTACTS

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Carlos A. Soto

## POSITIONING


Lawyer, Arbitrator, and Professor of Civil Law and Arbitration. He is Founding Partner at Carlos Soto & Asociados - Firm of Professional Arbitrators in Peru and Spain. He is Founder of Latin American International Arbitration - LIA. He was a Head of the International Arbitration Practice Group at Muñiz, Ramírez, Pérez-Taiman & Olaya Law Firm. He acts as Chairman, Sole Arbitrator, Co-arbitrator in arbitration proceedings. He was a Professor at the University of Piura (Universidad de Piura), the National University of San Marcos (Universidad Nacional Mayor de San Marcos), the University of Lima (Universidad de Lima), and the Academy of Judges. Visiting Professor at postgraduate programs in Colombia, Argentina and Bolivia.

He is a member of the most important lists of arbitrators, including the Arbitration Center of the Chamber of Commerce of Brazil-Canada/CCBC-Brazil, the Court of Arbitration of Madrid, the Civil and Commercial Arbitration Court - CIMA (Spain), the Center of Arbitration of the Lima Chamber of Commerce, the Center of Arbitration of the American Chamber of Commerce-Peru, and the Administrative Arbitration Directorate of the Supervisory Board for State Procurement - OSCE. He is also a member of the Board of Directors of the Spanish Arbitration Club and the Latin American Arbitration Group of the ICC International Court of Arbitration. He is member of International Academy of Comparative Law.

He was Chairman of the Peruvian Arbitration Institute - IPA and Director of the Latin American Arbitration Yearbook. He has served as Counselor to the Peruvian Congressional Code Reform Committee, Secretary of the Civil Code Reform Committee and Advisor to the Commercial Code Reform Committee. He is recognized as a leading arbitrator in Peru and Latin American.



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## BUSINESS

- International Arbitration
- Domestic Arbitration
- Civil law
- Administrative law

## OFFICES

- Peru
- Spain

## REDES SOCIALES

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## CONTACT

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**Eric Franco**

## POSITIONING

Specialist in construction/engineering projects and disputes in Latin America, Europe and Asia, as in-house counsel, external counsel, arbitrator, dispute board member and legal expert.

Currently working as disputes global expert at the Engie Group and general counsel of Engie in Peru. Lecturer in construction law and dispute prevention/resolution in Peru and visiting lecturer at Universidad de los Andes, Chile and Universidad del Rosario, Argentina. Managed translation and adaptation of the FAC 1 Framework Alliance Contract into Spanish.

Arbitrator involved mainly in construction/engineering disputes related to private and public works contracts for construction of power plants, mineral processing plants, sewage projects, roads, hospitals, shopping malls, schools, buildings and public private partnership contracts. Recognized as a distinguished arbitrator by Arbitrator Intelligence and as a highly recommended arbitrator by Leaders League 2017-2022.

Previously deputy general counsel of Volcan Compañía Minera S.A.A., a Peruvian mining company, leading legal strategy and working on a wide range of legal matters related to mining and energy projects, M&A, corporate finance, commercialization of minerals, labor and tax.

Previously, legal counsel at Alstom Power's (now part of General Electric) headquarters in Switzerland, dealing with all legal matters related to the power service business, negotiating engineering and construction contracts worldwide. Managed engineering and construction disputes for Hogan Lovells in London and financing transactions, M&A, PFI/PPP, real estate, banking and antitrust for a leading law firm in Peru.

Msc in Construction Law and Dispute Resolution, Kings College London and Kings College London alumni leader in Peru. Member of the ICC Arbitration and ADR Commission and the ICC Latin American Group. Regularly speaks at local and international conferences and publishes articles on law and other topics. Founder of the Peruvian Society of Construction Law. Co-leader of one of the working groups of ICC's task force on "Arbitration and ADR". Member of ICC's task force on "Arbitration of Climate Change Related Disputes".

Eric is used to working on international environments and teams. He has lived and worked in Japan, Switzerland, England and Peru and is fluent in Spanish and English, with basic knowledge of German and Japanese.

## BUSINESS

- General Counsel
- Arbitrator
- Dispute Board

## SOCIAL MEDIA

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Enrique Palacios

## POSITIONING

Although the beginning of the professional experience of Dr. Palacios dates back to the year 1987 integrating as a partner some of the most important law firms in Lima, Enrique Palacios Law Firm was founded on January 31, 2000. Currently it concentrates its activities professionals in arbitration and litigation led by Dr. Enrique A. Palacios Pareja, who is a specialist in judicial and arbitration processes, has been and is a member of numerous arbitration tribunals, both in institutional and ad-hoc arbitrations in matters of civil, commercial, energy, oil and public procurement. He has been a professor of Civil Procedural Law at the University of Lima.

He is an associate professor at the Pontificia Universidad Católica del Perú in the courses of civil procedural law and national and international commercial arbitration. Visiting Professor at Pompeu Fabra University, Barcelona, Spain. He was a member of the commission in charge of preparing the preliminary draft of the Civil Procedure Code. He is the author of various law articles published in specialized books and magazines.

Doctor Palacios has sponsored the Peruvian State in the 40 arbitration proceedings initiated for the expropriation of the land surrounding the Jorge Chávez International Airport for the purpose of expanding it. He has also assumed the defense in important arbitration processes related to the oil sector, the electricity sector, telecommunications, transport and public and private contracting in general.

Doctor Palacios is a member of the List of Arbitrators of the National and International Conciliation and Arbitration Center of the Lima Chamber of Commerce, of the List of Arbitrators of the Center for Conflict Analysis and Resolution of the Pontifical Catholic University of Peru, of the List of Arbitrators of the AMCHAM Peru Arbitration Center and the Supervisory Body of State Procurement (OSCE). He is a member of the Spanish Arbitration Club - CEA.

In this capacity, he participates by integrating or presiding over courts in arbitration cases administered by these institutions, as well as in adhoc arbitrations.

**ESTUDIO**  
  
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## BUSINESS

- International Arbitration
- Domestic Arbitration

## SOCIAL MEDIA

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**Gastón Fernández  
Cruz**

## POSITIONING

Founding Partner of the Firm. Specialist in Civil and Corporate Law and Arbitration, focused in Contract and Tort Law matters. Has more than thirty-seven (37) years of experience advising national and foreign companies in corporate, business, contractual, public contract and arbitration matters. Recognized as one of the most important peruvian arbitrators. Has been the last Chairman of the Reform Commission of the Peruvian Civil Code (2016-2019).

He is an International Consultant and Expert on Peruvian Law, issuing national and international legal opinions, and intervening as an expert on international arbitrations before the ICSID (International Centre for Settlement of Investment Disputes), ICC (International Chamber of Commerce), CAIP (Paris International Chamber of Arbitration), IACAC (Inter-American Commercial Arbitration Commission), CCL (Arbitration Center of the Lima Chamber of Commerce), among others; and judicial proceedings before international judicial courts.

He has been and is a national and international speaker, both within the Republic of Peru and abroad, having participated at important foreign universities such as the Università Degli Studi di Bologna; Università Degli Studi di Siena; Università Cattolica del Sacro Cuore di Milano; the Scuola Superiore Sant'Anna in Pisa (Italy); and at the Universidad de Castilla - La Mancha (Spain).

He is Main Ordinary Professor at the Law School of the Pontificia Universidad Católica del Perú (from 1992 to date), being Full Professor of Torts and Law of Obligations courses; and Professor at the Graduate School of the Pontificia Universidad Católica del Perú on the Master of Civil Law (from 2001 to 2007; 2018 to date), being also currently Director of that Graduate School of Civil Law (september 2017 – march 2024). He has been recognized as Professor Honoris Causa by Universidad Nacional de San Agustín de Arequipa; and Honorary Professor by Universidad de Huánuco and Universidad Privada de Tacna, all of them from the Republic of Peru. Former Ordinary Professor at the Law School of the Universidad de Lima (1985-2006), and Former Visiting Professor at the Law School of the Università Degli Studi di Bologna, Italia (1999-2000).

He has been a member of the Reform Commission of the General Arbitration Act of Peru (2006); as long as the Special Commission for the Comprehensive Reform of the Judicial Administration – CERIAJUS (2006); and has integrated previous commissions in charge of the study and revision of the Peruvian Civil Code. He has also acted as Amicus Curiae (“friend of the court”) at the Octavo Pleno Casatorio Civil of the Supreme Court of Justice of the Republic of Peru, invited as a legal expert to illustrate with his opinion the Supreme Court of the Republic of Peru.

Member of the lists of arbitrators of the Arbitration Center of the Lima Chamber of Commerce (CCL), the Arbitration Center of the American Chamber of Commerce of Peru (Amcham Peru), the Conflict Resolution and Analysis Center of the Pontificia Universidad Católica del Perú (CARC-PUCP), the Arbitration Center of the Supervisory Body of Private Investment in Telecommunications – OSIPTEL, the Arbitration Center of the Lambayeque Chamber of Commerce and Production, and the Arbitration Center of MARC PERU. Director, or member of the Board of Directors and/or the Advisory Council of various law magazines published in Peru, among them, Director of the “Actualidad Civil” Magazine edited by Instituto Pacífico S.A.C.; member of the Scientific Committee of the “Nuevo Comentario del Código Civil Peruano” edited by Instituto Pacífico S.A.C.; and member of the Steering Committee of the “Diálogo con la Jurisprudencia” Magazine edited by Gaceta Jurídica S.A.

Author of numerous articles on various law magazines specialized in Peru and abroad. Co-editor of the book “Derecho Civil Patrimonial” (“Patrimonial Civil Law”) (Collection of Pontificia Universidad Católica del Perú. Lima. Peru. 1997) and author of the books “La Cláusula Penal: Tutela contra el Incumplimiento vs Tutela Resarcitoria” (“The Liquidated Damages Clause: Protection against breach vs compensation”) (ARA Editors. Lima. Peru. 2017); “Introducción a la Responsabilidad Civil: Lecciones Universitarias” (Introduction to Tort Law: University Lessons”) (Collection of Pontificia Universidad Católica del Perú. Lima. Peru. 2019), “Escritos Reunidos de Derecho Civil Patrimonial” (“Collected Essays of Patrimonial Civil Law”) (Instituto Pacífico S.A.C. Lima. Peru. 2022); “Limitación de Responsabilidad, Exoneración y Liberación del deudor” (“Limitation of Liability, Exoneration and Release of the debtor”) (ARA Editors. Lima. Peru. 2022); “La responsabilidad Vicaria en el Derecho Peruano” (“Vicarious Liability in peruvian law”) (ARA Editors. Lima. Peru 2022. In press); and, “La Responsabilidad Civil”(The Tort Law) (ARA Editors. Lima. Peru. 2023. In press). He has also been the subject of a Tribute Book entitled “Dogmática y Práctica del Derecho Privado Moderno: Estudios Jurídicos en Homenaje al Profesor Gastón Fernández Cruz” (“Dogmatics and Practice of Modern Private Law: Legal Essays in Tribute to Professor Gastón Fernández Cruz”) with fifty-one articles written by national and foreign professors (ARA Editors. Lima. Peru. 2022).

## CONTACTS


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**ARBITRATOR**

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**PERU**

  
Prevenção y Solución de Conflictos

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**Juan Carlos Pinto  
Escobedo**

## POSITIONING

Founding partner. MCI Arb with 15 years of experience in alternative dispute resolution mechanisms. Arbitrator in ad hoc and institutional cases related to infrastructure construction law, sanitation, hospitals, energy, electricity, civil and others disputes.

Member of the YMG CI Arb Global Steering Committee, working on various global projects related to ADRs around the globe since 2020, until 2023 (end of mandate).

Member of different arbitration lists in Peru, Mexico, and Brazil: American Chamber of Commerce - Perú (AMCHAM), Pontificia Universidad Católica (CARC PUCP), Supervisory Organism in Public Contracts (OSCE), Engineering Arbitration Center (CIP), Mexican Arbitration Chamber (CAM), Câmara de Arbitragem e Mediação de Brazil, and others.

Lawyer from Pontificia Universidad Católica del Perú (PUCP) and Master studies in Public Policies and Management (PUCP). Post Degree at Washington College of Law (WCL - AU) in International Commercial Arbitration and Investment Arbitration; CEU San Pablo CIAMEN Madrid; Dispute Boards and Construction Law (PUCP). ESAN University - Arbitration in Public Contracts. Post Degree in Construction Law (UPC – Applied Sciences University).

Author of several arbitration and ADRs articles, speaker and lecturer in alternative dispute resolution courses and programmes.

Leaders League 2020, 2021, 2022. WWL Future Leaders 2022, 2023.

## BUSINESS

- Commercial Arbitration
- Investment Arbitration
- Construction – Energy – Electricity
- Civil Law
- Dispute Boards

## CONTACTS

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<https://www.ciarb.org/membership/young-members-group/>

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**ARBITRATORS**

 Country  
**PORTUGAL**



Paula Costa e Silva

## POSITIONING

Throughout the year 2022, Paula Costa e Silva was invited to participate, namely, in national and international events organised by Universities, Research Centres and other academic and professional, public, and private Institutions.

In the last quarter of 2022, we highlight the interventions integrated in the São Paulo Arbitration Week (SPAW), in events such as the “IX Jornada Luso-Brasileira de Arbitragem”, organized by the Arbitration and Mediation Centre of the Brazil-Canada Chamber of Commerce and the Commercial Arbitration Centre of the Portuguese Chamber of Commerce and Industry (intervention on dispute boards), the conference “Torradãs do IBDP vai à SPAW” (intervention on how to improve the practice of arbitration in Brazil) or the international workshop “Arbitragem e Decisão” (arbitration and award), organized by FGV Direito SP. Paula Costa e Silva was also invited to chair the Arbitral Tribunal in the final phase of the XIII Mediation and Arbitration Competition, organized by the CAMARB – Business Mediation and Arbitration Chamber – Brazil. She has also been invited to lecture at the Pontificia Universidad Católica del Perú and taken part on the International Congress integrated on the “Programa de segunda Especialidad en Derecho Procesal” organized by the Escuela de Derecho PUCP (Law Faculty of the Pontificia Universidad Católica del Perú).

Paula Costa e Silva has become a panel member to the B3 S.A – Brasil, Bolsa, Balcão and the CAMARB – Câmara de Mediação e Arbitragem Empresarial – Brasil (CAMARB – Business Mediation and Arbitration Chamber – Brazil), in addition to other arbitral institutions of which she was already part, such as, inter alia, the Hong Kong International Arbitration Centre (HKIAC), the Panel of Recognised International Market Experts in Finance (P.R.I.M.E.), the Arbitration and Mediation Centre of the Brazil-Canada Chamber of Commerce (Centro de Arbitragem e Mediação da Câmara de Comércio Brasil-Canadá, CAM-CCBC), the Shenzhen Court of International Arbitration (SCIA) and the Commercial Arbitration Centre of the Portuguese Chamber of Commerce and Industry (Centro de Arbitragem Comercial da Câmara de Comércio e Indústria Portuguesa, CAC-ACL). Paula Costa e Silva has also been invited to integrate the Arbitration Committee of the Associação Lusófona de Arbitragem e Mediação (Lusophone Association for Arbitration and Mediation) In July 2022, Paula Costa e Silva was reappointed to the Vice-Presidency of the Commercial Arbitration Centre of the Portuguese Chamber of Commerce and Industry (Centro de Arbitragem Comercial da Câmara de Comércio e Indústria Portuguesa, CAC-ACL). Paula Costa e Silva has acted, in this last year, as Sole Arbitrator, Chair and Co-Arbitrator in proceedings under the LCIA, the Brazilian branch of the ICC, the Arbitration and Mediation Centre of the Brazil-Canada Chamber of Commerce (CAM-CCBC), the CAM-B3 and the Commercial Arbitration Centre of the Portuguese Chamber of Commerce and Industry (Centro de Arbitragem Comercial da Câmara de Comércio e Indústria Portuguesa, CAC-ACL).

Paula Costa e Silva co-coordinated, with Ingeborg Schwenzer and Cesar Pereira, the collective work “CISG, Brazil and Portugal: United Nations Convention for the International Sale of Goods”, where she also published a paper on *dificultas praestandi* and exclusion of liability for failure to perform under the CISG system. On October 2022, Paula Costa e Silva was awarded the José Carlos Barbosa Moreira Medal by the Brazilian Institute of Procedural Law.

# Paula Costa e Silva

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## LANGUAGES

- Portuguese (mother tongue)
- English
- Spanish
- German (mother tongue)
- French

## BUSINESS

- Full professor at the Faculty of Law of the Lisbon University
- FCI Arb since 2021
- Independent Arbitrator
- Legal expert
- Counsel at the Portuguese and Brazilian Bar Associations
- Member of the HKIAC, P.R.I.M.E, CAM-CCBC, CAM-B3, SCIA, and CAC-ACL arbitration panels
- Vice-Chair of the Board of the Commercial Arbitration Center of the Portuguese Chamber of Commerce and Industry
- Member of the Consulting Counsel of Concórdia – Centre for Conciliation, Dispute Mediation and Arbitration
- Member of the Panel of Recognised International Market Experts (P.R.I.M.E.) Experts Panel, taking part of the Consulting Group for the revision of the PRIME arbitration rules for arbitral proceedings before the Permanent Court of Arbitration
- Member of Arbitration and Mediation Centre of the Brazil Canada Chamber of Commerce (CAM-CCBC) Oil and Gas Committee
- Member of the Arbitration Committee of the Lusophone Association for Arbitration and Mediation (Associação Lusófona de Arbitragem e Mediação)
- Honorary effective member of the Brazilian Institute of Procedural Law
- Chair of the Institute for Brazilian Law of the Faculty of Law of the Lisbon University (Instituto de Direito Brasileiro)
- Chair of the Board of Directors of the Securities Institute

## CONTACTS

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Javier Íscar de Hoyos

## POSITIONING

**We are experts at domestic and international conflict resolution.**

We practice arbitration as arbitrators, at both domestic and international levels, offering a personalized and detail-oriented service, achieving fair and appropriate agreements for the parties involved.

We are a completely independent and impartial firm, the perfect option to avoid conflicts of interest that arise when larger firms are involved.

As a boutique specialized in arbitration, we guarantee a quality service and high added value throughout the entire arbitration procedure until the award is issued.

**Experts in arbitration.**

We have a broad experience at domestic and international arbitration. As arbitrators, our team has always promoted alternative dispute resolution mechanisms.

**Precise and custom arbitration.**

Our aim is to generate value in each arbitration in which we take part, offering a tailored service throughout the procedure. We offer the client the peace of mind brought by being in the hands of a firm of international arbitrators who have built their reputation, case by case, through a long and successful professional career. The assurance is given by professionals with years of experience in the sector and who prioritize these matters.

## BUSINESS

**International Arbitration:**

- Construction
- Engineering
- Corporate
- Real Estate
- Franchising and distribution

## CONTACTS

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Eduardo Raffaini



Rafael Monteiro



Maurício Nichterwitz



Cristiana Galante



Fernando Yamashita



Paulo Silva



Alexandre Massao

## POSITIONING

Deloitte, the largest professional services organization in the world, works with the best and most modern international practices, in the identification and development of effective solutions for the main challenges of companies in capital-intensive activities.

Through the Deloitte Center for Capital Projects & Asset Productivity, we support organizations to improve performance throughout the entire life cycle of their assets, which increases investment confidence and construction productivity, ensuring efficiency throughout the operation.

Deloitte is also a leader in forensic services. We assist our clients in addressing issues related to financial crimes, from corporate investigation to responses to regulatory bodies. Our solutions aim to identify, analyze, and organize evidence, presenting relevant facts so that companies have the necessary information for an assertive decision-making.

By acting on these two fronts, we support organizations throughout the dispute life cycle, including a specialized team for the Engineering and Construction sector. We are prepared to assist our customers in resolving critical and complex issues. Different stakeholders – such as courts, public and private investors, regulatory agencies, and construction companies – trust in the strength of our brand and in the technical qualification of our professionals to deal with these issues in a clear, concise and objective way.

## BUSINESS

- Construction Disputes & Litigation Services
- Forensics & Corporate Intelligence Service
- Claims Resolution Services

## CONTACTS

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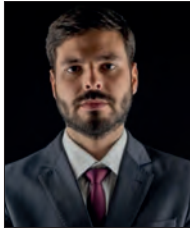
Marcello Guimarães



Hilton Junior



Iashmin Bastos



Rodrigo Pereira



Gustavo Sousa



Lucas Jaques

## POSITIONING

Swot Global Consulting is a company always remembered by clients when it comes to complex disputes demanding fastness, accuracy, and best of class performance staff.

Swot Global was created by professionals with recognized experience in the market and committed to the highest standards of corporate governance. The technical excellence and efficiency of our team in the execution of projects, combined with strategic partnerships in Brazil and abroad, make us recognized as one of the main companies in our business.

Our focus is to provide the highest-level solutions for services using our notorious technical knowledge, with the support of multi-disciplinary and integrated teams in Brazil and Latin America. That commitment leads us to be the number #1 company in expert witness and technical assistance in Brazil and Latin America in Engineering, Economic, Financial, and Accounting expertise for the support of disputes resolution on Claims, Counter-claims, Audits, Independent Reports, Valuation, Early - Case Assessment, Delay Analysis, Schedule, Quantum Delay, Quantitative Analysis, Evaluation of Interruptions and Loss of Productivity, Evidence Preparation, Sachs Protocol, Quantities Validation, among others. If you have a problem and it involves technical issues you can count on Swot Global Consulting!

## BUSINESS

- Analysis and quantification of delays
- Mediation
- Analysis of project expenses
- Alternative dispute resolution
- Evidence Preparation
- Expert Technical, Financial and / or Accounting
- Opinions
- Expertise on delays and valuation
- Preparation and defense of claims
- Data management and electronic discovery, including computer forensics, litigation information analysis and email reconstruction
- Evaluation of Disruption and loss of productivity
- Technical and financial advice for arbitration
- Expertise in project management services
- Quantity Validation
- Accounting audit
- Turnover

## CONTACTS

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**Hilton Junior**, Vice President of Operations: [contatos@swotglobal.com](mailto:contatos@swotglobal.com)



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**Dario Ceccato**



**Paolo Tormen**

## POSITIONING

Ceccato Tormen & Partners is a labor consultancy firm that focuses on the application of labor law in the broad sense, with particular reference to all matters pertaining to the management of human resources, in Italy and abroad.

We are a young company that has quickly become rooted in the territory and strongly developed. We can now count on around 30 collaborators (including labour consultants and employees), with offices in the Padua and Treviso areas and significant business relations throughout Italy, enabling us to offer our support to any business located throughout Italy (with a marked inclination towards medium-large structured companies).

Our roots lie in the extensive 20 years of experience and expertise gained in the field by our founding partners Dario Ceccato and Paolo Tormen. In business, our aim is to provide our client companies with maximum assistance while combining dynamism and professionalism.

The generous breadth of provisions offered by labour law allows us to range from industrial relations to outsourcing and corporate restructuring processes, from welfare systems to pension advice. All this without forgetting the proactivity towards HR offices, with information, dissemination (both through specialized and non-specialized publications) and constant training activities.

Employees involved in international mobility are a subject we feel particularly. On this point we are allied with companies: in understanding and identifying the best way to allow the person concerned to work in Italy and vice versa, also with reference to the definition of the eventual residence permit; in drafting the inherent documentation (e.g., letter of secondment and/or foreign employment contract); in managing the social security and tax aspects related to the international mobility of staff to and from Italy.

We deal with industrial relations. We represent and assist companies in trade union negotiations and support them in delicate phases of company crises, managing social shock absorbers and downsizing procedures. In this regard, upon judicial appointment, we assist the relevant Commissioner and Receiver in managing the workforce employed by companies undergoing bankruptcy proceedings.

## CONTACTS

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**Paolo Tormen**, Partner: [p.tormen@ceccatotormen.com](mailto:p.tormen@ceccatotormen.com)

## BUSINESS

- Labour cost and budget
- Recruitment
- Employment contracts
- Payroll services
- Agency contracts
- Travel policies and company regulations
- Disciplinary disputes
- Secondment agreements
- Payroll management of posted workers
- Expatriates tax relief
- Social security representatives for foreign employers
- Immigration requirements
- Welfare plans
- Retirement prospects
- Enterprise Crisis Management
- Collective dismissals
- Social shock absorbers
- Downsizing procedures
- Labor due diligence
- Trade union assistance in the management of business crisis

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**Mauro Stacchini Jr.**

**Luiz Alexandre Tumolo**

**Rodrigo Aparecido Leme  
de Oliveira**

## POSITIONING

Actual Contabilidade e Perícias, founded in São Paulo in 1984, is a service company specialized in the areas of expert witnesses, auditing and accounting, tax and labor outsourcing.

It has a highly updated technical team of 50 professionals that has served more than 3600 clients until 2019, and that approaches projects with high analytical rigor in the presentation of their work.

The partners and associates act as expert accountants and technical assistants in lawsuits and arbitration proceedings, appointed by judges, arbitral tribunals or by the parties, also acting as accountants and auditors in specific areas.

## BUSINESS

### EXPERT WITNESSES

- Conducting judicial, extrajudicial and arbitration expert examinations, as experts, assistants or technical witnesses, covering the examination, survey, inquiry, investigation, evaluation and certification of facts and controversial operations.
- Elaboration of accounting, tax and economic-financial reports and opinions for civil, arbitration, tax, family and succession, and corporate demands, among others, serving the most renowned law firms in the country.

### AUDIT

- Audit and special review of financial statements in accordance with current regulations and report issuance.

### ACCOUNTING DUE DILIGENCE

- Surveys and analysis of company operations for the purposes of acquisition, spin-off, merger and corporate restructuring, with the issuance of a report.

### OUTSOURCING ACCOUNTING

- Execution of accounting, tax and labor routines using the best software, with financial statement collection and preparation of ECD, EFD and E-Social.

## CONTACTS

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Edgard Antonio Pereira João Paulo Garcia Leal

## POSITIONING

Founded in 1991, EDAP is recognized by regulators and market professionals for the quality of its work, the result of more than 30 years of rendering specialized services with expert legal opinions, arbitration, antitrust and antidumping law, and microeconomic analysis.

Headquartered in São Paulo, Brazil, and led by Edgard Antonio Pereira and João Paulo Garcia Leal, EDAP's team of consults has offered technical assistance and legal opinions in numerous judicial and administrative proceedings, merger control and administrative proceedings before the Administrative Council for Economic Defense (CADE) and arbitration cases involving national and international market-leading corporations.

In furtherance of its work, EDAP employs sophisticated statistical and econometric techniques to ensure the quality and accuracy of its findings.

## BUSINESS

### **EXPERT AND TESTIMONIALS IN LEGAL PROCEEDINGS AND ARBITRATION**

EDAP has developed a work area specifically aimed at providing economic advice to companies and law firms in litigation and arbitration. EDAP has acted as expert and technical assistant in several lawsuits and arbitrations. The work carried out by EDAP in this area includes the preparation of economic opinions, sectoral and market analyses, technical notes with analysis of the companies' Balance Sheets, preparation and responses to technical questions, and technical studies to quantify emerging damages and loss of profits. EDAP also prepares studies for the Valuation of Companies, for which it uses the most widespread techniques for estimating the economic value of companies.

### **ANTITRUST AND COMPETITION DEFENSE**

EDAP was a pioneer in offering economic consultancy in the area of Competition Defense in Brazil, having acted in the main cases analyzed by the Brazilian System of Economic Defense (SBDC) in the most diverse sectors and industries. EDAP's performance in the Competition area includes economic opinions, risk analyzes, studies for the definition of relevant markets, notifications and impugnation of merger control filings (acts of economic concentration), elaboration of defenses in administrative proceedings, identification of competition contingencies, among others.

### **ANTIDUMPING AND COMMERCIAL DEFENSE**

EDAP acts in the preparation of information, as well as in the elaboration of studies and economic opinions necessary for the instruction of processes in the area of Commercial Defense - subsidies, safeguards and dumping - instructed by the Department of Commercial Defense (Decom), of the Ministry of Development, Industry and Foreign Trade (MIDC), and assessed by the Foreign Trade Chamber (Camex). EDAP also collaborates in the strategic guidance of the companies involved in these processes and provides advisory services in the preparation of analyzes on requests for permanent or temporary alteration of the Common External Tariff (TEC) of Mercosur.

### **ECONOMIC REGULATION**

With deep knowledge of economic theory and the most modern mathematical and econometric modeling techniques, EDAP carries out studies and analyzes on regulatory issues in the most diverse regulated sectors, such as infrastructure, transport, communications, energy, medicines and others.

## CONTACTS

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**João Gabriel Ubaldo  
Mendonça**



**Marcelo Corrêa  
Mendonça**



**Sancler Duque Machado**

## POSITIONING

Ética Serviços de Engenharia is a prominent provider of expertise support in litigation and arbitration, asset valuation, land management, and claims in Brazil since 1989. The experienced civil Engineer Marcelo Corrêa Mendonça founded the company when the first Brazilian legal engineering concepts were being created.

Ética Serviços de Engenharia has brought together the expertise of experienced professionals, with the goal of developing personalized solutions, which adhere to the needs of our clients, continually focused on quality and efficiency. We provide technical support to law firms in litigation and arbitration procedures related to a wide range of businesses, such as, construction, infrastructure, transportation import/export, agribusiness, mining, waste treatment, biofuels and energy.

Our team is composed of highly qualified professionals, ready work on projects involving the whole spectrum of Engineering. We have a multidisciplinary team consisting of: Civil Engineers, Production Engineers, Mechanical Engineers, Agronomists Engineers, Environmental Engineers, as well as, Geographers and Professional Surveyors. Our team supports clients facing high stakes litigation, arbitration and compliance investigations, and regulatory scrutiny.

## BUSINESS

### Construction and infrastructure

- Arbitration and Litigation Support
- Dispute Board
- Expert Witness
- Delay and disruptions claims consulting
- Construction auditing
- Construction forensics

### Real Estate Consulting and Services

- Arbitration and Litigation Support
- Expert Witness
- Support on property ownership disputes
- Valuation of urban, rural, commercial and non-commercial properties
- Valuation of industrial assets, plants and machinery
- Georeferencing
- Support in negotiations related to expropriations and easements
- Technical support on Expropriation procedures
- Technical support on Easement procedures

## CONTACTS


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**Geovane Martins**



**Luis Roman**



**Patrick Carvalho**



**Guilherme Campos**



**Flávia Melo**



**Caio Magno**



**Rafael Busnello**



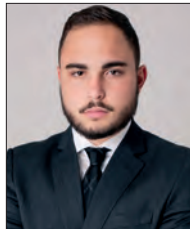
**Rafael Scussel**



**Francisco Sá**



**Laura Rattes**



**André Martins**

## POSITIONING

Hect Consultoria has among its products a specialized service that provides technical support to its clients, both companies and law firms to help them overcome conflicts. Hect also provides preventive solutions by managing contractual risks during the development of its client's projects as well as implementing and supporting the application of a Corporate Compliance Program that suits their necessities and obligations.

With more than 18 years experience and over 800 assessed contracts, Hect has a solid workflow methodology and is certified by ISO 9001. To develop its operations, Hect counts on a multidisciplinary experienced professionals team to provide support in negotiations, mediations, arbitrations or litigations processes, applying recognized international practices, aiming to the most suitable method required for each case, which allows the identification of responsibilities and quantifications of deviations regarding schedule delays, loss of labor productivity, cost of acceleration measures taken and other diversions in the analyzed contract.

Hect has a Corporate Compliance Program and it is committed to its principles, values and goals, which are the very basis for the continuity and sustainability of its business.

## BUSINESS

### Expert Witnesses

- Forensics and Technical Assistance
- Contract Monitoring
- Claim Management
- Negotiations

### Infrastructure

- Audit
- Consulting Engineering
- Project Management

### Governance, Risks and Compliance

- Risks
- Compliance
- LGPD

## OFFICES

- Belo Horizonte
- São Paulo
- Porto Alegre
- Ciudad Panamá

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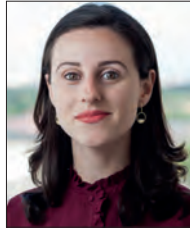
**André Steagall  
Gertsenchtein**



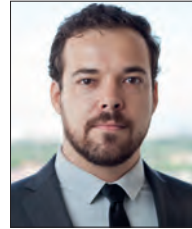
**Claudio Amaury  
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**João Antonio Machado  
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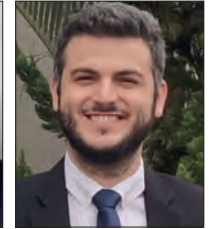
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Santiago Fernandes**



**Bruno Soares Delmondi**



**Cristiano Kok**



**Wildner Socorro  
Mataragia**



**Thamires Vitoria de  
Santana**

## POSITIONING

Traditional and Modern

IDEAC originated in the ADR Support Group from FDTE (Fundação para o Desenvolvimento Tecnológico da Engenharia), a national reference within the segment in Brazil and a direct link with Brazil's preeminent engineering school, Escola Politécnica da Universidade de São Paulo (POLI-USP).

In over 45 years of services rendered to POLI-USP, FDTE worked in some of the largest projects for both State owned as well as private parties which in common required the best engineering and advanced technologies.

As a natural market movement – designed to avoid technical conflicts involving the ADR group in technical assistance and/or expert witness services – IDEAC was created, taking over some of the services previously rendered by FDTE itself.

As such, the IDEAC + FDTE partnership brings the ideal combination of the traditional and the modern.

Proven Track Record

IDEAC's technical coordination is the direct responsibility of the founding team of FDTE's ADR Group, and its technical personnel is the same one that has acted successfully on behalf of that Group for the past 10 years.

## BUSINESS

Technical assistance within ADRs, such as arbitrations, dispute boards, including:

- Documentation support
- Identification of strengths and weaknesses
- Development of strategies aligned with the client's point of view
- Preparation of a draft list of technical discussion points
- Elaboration of analytic reports on expert's technical opinions
- Technical appearances in arbitration or judicial courts, as needed

Expert witness services within arbitral or judicial procedures, including:

- Elaboration of technical opinions and analysis reports on technical discussion points
- Technical appearances in arbitration or judicial courts, as needed

Client support and orientation in general

- Record maintenance and constitution guidance
- Information quality/sufficiency analysis for the planning of contracts
- Physical and financial impact analysis in the context of contractual delays, rework, undefinition, quality or productivity deficiencies
- Identification of potential deal-breaking commercial issues
- Supervision of progress status and service performance documentation
- Contractual management failure identification and rectification

## CONTACTS

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Consultoria Arbitragem  
PORTO • REIS • FREIRE • GORRÃO

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**Renato Porto**



**Felipe Reis**



**Eliana Freire**



**Aline Gorrão**



**Elisa de Aquino**

## POSITIONING

Porto & Reis, Freire, Gorrão was founded in 2009 aiming at changing the accounting forensics activity into a real element to improve the thesis developed by our clients. Its professionals are graduated in Accounting, Economics, Law, and Business, that allows the transforming of accounting proof in an effective means to resolve conflict disputes and to prevent civil, administrative and tax liability.

The office has gained experience in expert accounting meant to increase the tools of our clients in Arbitrations, judicial, administrative, and criminal procedures. In 2022 it has more than 40 professionals working exclusively with litigation support and has made its first in-house partner.

It has always acted with strict ethics and professionalism. The goals are to interpretate accounting and tax technical matters, that would allow the gathering of better evidence, expert opinion, or report in order to explain or reduce the risk of our clients.

The objective is to contribute to the argument developed by our clients with actual and factual technical evidence, gathered from accounting, operational and tax sources.

## BUSINESS

- Antitrust & Competition
- Aviation
- Auto parts
- Banking
- Capital Markets
- Civil
- Contracts
- Construction
- Consumer Goods
- Corporate
- Election
- Energy
- Family & Successions
- Food and Beverage
- Information Technology, Internet & Telecommunications
- Intellectual Property
- Manufacturing
- Oil & Gas
- Real Estate
- Retail and Wholesale
- Tax
- White Color Crimes

## SERVICES

- Expert Accounting in Arbitration Procedures
- Expert Accounting in Judicial Procedures
- Expert Accounting in Administrative Procedures
- Expert Accounting in Criminal Procedures
- Expert Witness in Arbitration Procedures
- Previous Accounting and Tax Forensics & Consulting
- Disputes ruling calculation (award calculations)
- Accounting and provisions estimate and other contingencies reserve calculation

## CONTACTS


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# RIBAS SECCO

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**Alessandra Ribas Secco**

**Elisabete A. Santos**

**Luis Fernando Freitas**

## POSITIONING

Ribas Secco Escritório de Perícias operates within fields of accounting and financial expertise, contributing to its clients in the development of high-quality forensic services, relying on professionals trained in Accounting, Administration and Economics, with extensive experience in consulting for the resolution of legal disputes.

We develop technical projects, and create customized solutions to meet the needs of our clients, whether headquartered in Brazil or abroad, Law Firms, Administrative, Judicial and Arbitration Courts, focusing on quality, efficiency and meeting deadlines.

Areas of knowledge include: accounting, tax, banking, corporate, finance, financial projects, business valuation, loss, damage and loss of profits.

We serve the most diverse segments of the economy, such as transportation, civil construction, import/export, apparel and footwear, chemical, pharmaceutical, agribusiness, information technology, telecommunications, waste treatment, bioenergy and energy, among others.

We principles are based on ethics, transparency, trust, responsibility and dedication, providing added-value to all of our services.

Our team leader, Alessandra Ribas Secco, holds a Master's Degree in Accounting, and lectures postgraduate courses in Forensic Science. Alessandra is graduated in Accounting and Business Administration, and a Postgraduate in Forensic Accounting and Accounting-Financial Administration. She has 20 years experience in the field.

## BUSINESS

Expert forensic accounting and financial assessments within the judicial, extrajudicial and arbitration areas, functioning as experts, assistants, reviewers and technical witnesses, involving the verification, evaluation, investigation, and research for contested evidence and facts that require technical analysis.

- Expert Accounting
- Expert Finance
- Expert Witness
- Tax Expertise
- Valuation
- Investigation
- Forensic & Litigation Consulting

## CONTACTS

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**Juliana Baggio Inácio**



**Alex Sandro de Sales  
Alexandre**



**Patrícia Fuchs  
Rodrigues**



**Marcio Bohnenberger  
Fritzen**

## POSITIONING

In the Market for more than four decades, Simonaggio Certeza Técnica is the pioneer on developing forensic investigation in Brazil, becoming the standard reference in the art of investigating and clarifying facts from the accounting and economic point of view, as well as defining precisely tributary subjects.

The concept of Certeza Técnica (Technical accuracy) is associated to the brand in order to emphasize the specialization regarding the development of technical proves aiming the conflicts resolution, especially in arbitration. This brand was also refined aiming the support for business management, clarification of technical themes in the Judiciary and certifying with quality credits for investors.

Simonaggio develops a complete and highly qualified staff, which's qualification is provided internally through direct training and courses regarding specific technical subjects validated by the Conselho Federal de Contabilidade (CFC). Those professionals stand out in the market for it's personal efficiency, transmitting the image of consistency of Simonaggio's knowledge standards.

Committed to provide reliability to the clients and enrich their own professionals, Simonaggio Certeza Técnica is the standard on responsible diagnosis, enlightenment, strategy and action. The company believes that this achievement emerges everyday by the search of each technical subject's absolute knowledge that is renewed by every new service provided.

## BUSINESS

- Accounting, Economic and Tributary Forensic Assessment
- Evidence strategy and conduction of the evidence produced in arbitration
- Evidence strategy and technical assistance in judicial process
- Accounting and economic forensic assessment for business management
- Technical analysis for the management of accounting and tributary subjects
- Technical Opinion regarding accounting and economics subjects
- Special Technical Reports aiming conflicts resolution

## CONTACTS


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**Maílson da Nóbrega**



**Ernesto Guedes**



**Alessandra Ribeiro**



**Eric Brasil**



**Fabiana Tito**



**Denise de Pasqual**

## POSITIONING

Tendências Consultoria is a reference in economics and corporate finance solutions. Our commitment is to help our clients to understand economic issues and navigate the specificities of the most varied sectors, identifying risks and opportunities for business and investments, in order to support the best decision making.

Our five main areas of expertise are Law & Economics, Corporate Finance, Infrastructure, Macroeconomic & Political Analysis, and Sectoral & Regional Analysis. We develop tailored studies, projects, reports and opinions, according to the demands of each client, always acting with high technical rigor and multidisciplinary training.

We add to our solutions innovative data science and computer science techniques, that enhance our results through fast and well-founded solutions.

Our performance is guided by objectivity, clarity, excellence, reputation, and independence since our foundation in 1996. We serve organizations of the most diverse profiles, segments, sizes, and operations.

## BUSINESS

In Law & Economics, Tendências' main areas of activity are:

- Antitrust and Competition Defense
- Commercial Defense
- Economic Regulation
- Contentious
- Taxes
- Economic-Financial Rebalancing of Contracts
- Legal Claims Valuation
- Expertise and Technical Assistance
- Price and Tariff Review
- Public Policy Analysis
- Market Studies

In addition, we also carry out:

- Macroeconomic, Regional and Income Class Scenarios
- Macroeconomic, Political and Sectorial Scenario Analysis
- Market Forecasts and Simulators

## CONTACTS

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**Juan Pablo Philippi**

## POSITIONING

FK Economics always meets the highest standards of rigor, transparency and robustness in the construction and defense of the arguments under discussion. Our multidisciplinary expertise, standard of work and experience make FK Economics the ideal partner for pragmatic and tangible analysis and results, making the difference in a trial or arbitration.

We add value by collaborating closely with lawyers/arbitrators, understanding the challenge as a whole, but without losing our independence and impartiality. We accompany the growing specialization of arbitration and litigation with innovative perspectives, anticipating trends and following the highest international standards.

In more than 10 years we have worked with the most relevant law firms in Chile, Peru and the rest of Ibero-America, covering industries such as energy, utilities, construction and real estate, mining, retail, transport, government, food, and manufacture.

## BUSINESS

- Quantum of Damages
- Competition/Antitrust
- Regulator investigations
- Class Actions
- International Arbitration
- Investment Arbitration

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# CFS

## INVESTIGACIONES ESTRATÉGICAS

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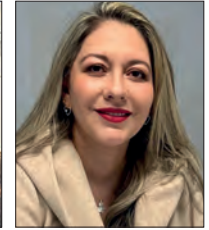
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Rojas**



**Maria del Pilar  
Puello**



**Sandra Carolina  
Camargo**



**Liz Johanna  
Vigoya**

## POSITIONING

CFS Investigaciones Estratégicas is a firm with ample global experience, that for more than 25 years has given solution to our client's needs, corporations and people, in cases regarding our services for Risk and Compliance, Cybercrime and Digital Evidence, Criminal Investigations and Forensic Services, Criminal Defense, Litigation and Arbitrage. Managing their inquiries in a transparent, ethic and dependable way through the diagnostic, planning, execution and control of strategic and efficient practices, focused in solving their needs.

Our company is recognized for carrying out joint efforts with a team of lawyers and clients in the litigation field. We plan, as a unit, evidentiary lines, execute strategies to prove facts based on our experience, the juridical focus and the professional work of our forensic experts with different specialties, everything under strict confidentiality and based in ethical and transparency principles.

Our group of consultants is constituted by lawyers, accountants, economists, administrators, engineers, architects, technical experts in the investigation, risk, compliance and forensic services fields, who have dedicated their lives to the preparation, training, permanent capacitation and certification of each one of their areas of expertise, broadening their knowledge and accumulating experience for the continuous improvement of their skills.

The experience and results coming from advising our clients to obtain useful information in the betterment and guiding of their companies, the defenses and litigations, have been the base of our reputation, many of the most important cases in Colombia have counted with our support, more over crossed borders and our labor has reperused in several countries around the world.

Our company has compromised itself with the implementation of a Quality Management System ISO 9001:2015 focused on the satisfaction of our clients, which has been certified this year by the Global Bureau Veritas company, fact that gives a seal of trust and credibility to our processes and allows for accountability and traceability of the analysis and results obtained in our different service areas, characteristic which also accomplishes that our mission sets a difference in the market.

 **OFFICES**

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## BUSINESS

- **Investigation & Forensic Services**
  - Criminal Investigations
  - Forensic Services:
    - Forensic Audit
    - Forensic IT
    - Forensic Acoustic
    - Audio & Video Analysis
    - Architecture, Topography and Forensics
    - Civil Engineering
  - Crime Scene
- **Risk and Compliance:**
  - Due Diligence
  - Risk Prevention
  - Business Intelligence
  - Compliance Audit
  - Risk Mitigation LA/FT
  - Knowledge of the Supplier Client
  - Reputational Risk:
    - Crisis Management
    - Media Training
    - Digital Marketing & Media
- **CyberCrime and Digital Evidence**
  - Digital Evidence
  - Acquisition of forensics images
  - Digital Data analysis and extraction
  - Digital Data recovery and deleted partitions
  - Opinions and expert reports
- **Criminal Defense, Litigation and Arbitration**
  - Criminal Defense
  - Litigation and Arbitration:
    - Forensic accounting
    - Financial and economic reports
    - Patrimony Study
    - Data mining
    - Resources studies and uses.
    - Resource traceability

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## BUSINESS & PRACTICES

### Forensic and litigation consulting

- Forensic examination for litigation support
- Expert witness reports in national and international court or arbitration proceedings
- Damages expertise
- Complex fraud, corruption, and conflicts of interest investigations
- Fact finding and verification
- Ethics and compliance, anti-fraud, and antitrust programs and investigations
- Due diligence
- Business intelligence
- Asset tracing
- Advisory on regulatory compliance
- Data analytics & cybersecurity

### Technology

- Cross-cutting services for all segments
- Forensic investigations (E-discovery and predictive analytics)

### Strategic Communications

- Crisis management and advisory services for public affairs
- Management of corporate or internal communications
- Engagement and advocacy plans

### Construction Solutions

- Technical expert witness reports
- Planning and scheduling
- Project controls and risk management consulting

### Corporate Finance and Economic Consulting

- Corporate restructuring, valuation services, insolvency and bankruptcy services
- M&A transaction advisory

### Geopolitical Risk Analysis and ESG

- Stakeholder mapping and country risk assessments
- Geopolitical and security risk analysis
- Analysis of political and social environments
- Environmental, social and corporate governance assessments



Michael Cullen



Pablo Amaya



Carolina Sánchez



Mónica Medina



Daniela Cuéllar

## POSITIONING

FTI Consulting is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk, and resolve disputes: financial, legal, operational, political & regulatory, reputational, and transactional. FTI Consulting offers a comprehensive suite of services designed to assist clients across the business cycle from proactive risk management to the ability to respond rapidly to unexpected events and dynamic/volatile environments.

FTI Consulting has one of the world's leading investigations and forensics practices. Over the last 20 years, the investigative team in Latin America has worked on many of the largest high-profile corruption, fraud, anti-trust, money laundering, human rights, and cybersecurity breach cases. FTI Consulting understands that to help meet client challenges and opportunities successfully in a global economy, you must have a full arsenal of capabilities available at a moment's notice. Within the key areas of our segments our professionals are skilled at delivering powerful solutions.

- FTI has presence in more than 29 Countries globally and in Latin America through 3 main local offices and 10 in-country affiliates that provide boots on the ground in all jurisdictions.
- FTI has more than 350 multilingual professionals in Latin America, including lawyers, engineers, economists, accountants, political scientists, E-discovery, Data Analytics, and Cyber experts, among others.
- FTI has been recognized for 8 years by Who's Who Legal's Arbitration Expert Witness Analysis as a leader in International Arbitration and Complex Investigations.
- FTI has been involved in more than 80 high-profile investigations between 2020-2021 in Peru and Colombia.
- FTI plays an active role in the most recognized multilateral organizations in Peru including AMCHAM Peru and the Peruvian Institute of Arbitration (IPA), among others.
- FTI has supported and advised clients in some of the most complex investigations in Peru in the infrastructure, Telecommunications, Mining, and Oil & Gas sectors, and has served as expert witness in some of the largest local and international arbitrations cases in the country.

## OFFICES IN LATINAMERICA

- Argentina ( in-country affiliate)
- Brazil
- Colombia
- Mexico
- Peru (in-country affiliate)

## CONTACTS

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**Glenn Villacorta**



**Daisy Mao**



**Adolfo Menendez**

## POSITIONING

Our Construction Solutions team comprises experts in construction, delay analysis and quantum who have gained experience in the engineering and construction sectors, and who have worked in construction, design offices and on project sites. The team provides major players in the construction industry with dispute resolution support. We work alongside law firms as independent expert witnesses, and also act as upstream litigation advisors on request.

Clients seek our experts' help on time and cost extensions and damages claims relating to major national and international engineering and construction projects. Engagements span construction projects in a wide range of industries, such as the energy sector (including oil and gas), transportation infrastructure, airports, maritime works, public works, mining development, energy sector (including oil and gas) and industrial and commercial building.

Our expertise includes complex arbitration situations, including significant omissions or changes in scope, contract terminations, performance analysis, COVID-19-related claims, as well as more standard analyses of delays and disruptions. The FTI Consulting team adds value through its practical project management experience, in-depth knowledge of the construction industry and of past claims, first-hand knowledge of litigation procedures, and ability to present complex cases clearly at hearings in local and international arbitrations.

Our experts, who are recognized as leaders in their field, have a proven record of successfully managing complex disputes in iconic multi-billion-dollar construction projects in Latin America. The team has bilingual professionals who work in English and Spanish, and has extensive experience in multicultural projects.

Our Construction Solutions experts can provide a clear business strategy to help settle a dispute as early as possible and with the most favorable outcome. When litigation or arbitration is unavoidable, our experts work closely with clients' legal teams.

We cover the entire life-cycle of dispute and litigation proceedings, from managing parties' requests for information to carrying out detailed research and analysis during arbitration, mediation and trial.

## OFFICES IN LATINAMERICA

- Colombia
- Mexico

## BUSINESS

### Dispute Resolution in Construction

- Fact-finding and document preparation
- Data analysis and management
- Forensic delay analysis
- Analysis of loss of productivity
- Construction damages quantification
- Performance analysis
- Contract Termination analysis
- Analysis of contentious data and key emails
- Production of expert reports
- Expert testimony

### Preliminary Assessments

### Expert Reports

### Scheduling and Delays

### Customized Training

### Process Audit & Improvement

### Document Management Solutions

## CONTACTS

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Nicolas Barsalou



Laura Cózar



Erik van Duijvenvoorde



Christophe Schmit



Hervé de Trogoff

## POSITIONING

Accuracy is a wholly independent international consulting firm providing advice to company management and shareholders for their strategic or critical decisions, notably in transactions, disputes and crises.

Accuracy's strength is to connect strategy, facts and figures. Our teams are international and multicultural, combining various skills to provide bespoke services to our clients. We recruit our consultants from the best.

Accuracy is present in 13 countries in Europe, North America, Asia, Middle East and Africa and leads engagements all over the world.

### **Disputes: Providing efficient solutions to your complex legal issues**

Accuracy provides support in all kinds of dispute situations, including pre-litigation, fraud investigations, mediation, litigation, and arbitration, on all continents and in all jurisdictions (e.g. local and high courts, ICC, LCIA, SIAC, SCC, UNCITRAL and ICSID).

We combine our economic, financial, valuation, strategic, construction and accounting expertise to provide essential, bespoke and incisive support to your teams and legal counsel.

We act as advisors or as independent experts in which case we provide expert evidence. Many of our partners have significant testifying experience. Please see below some examples of the types of services we can offer.

## BUSINESS

### **Transactions & Investments:**

- Transactions
- Valuation & investment
- Project advisory
- Post-M&A

### **Disputes & Crises:**

- Disputes & arbitration
- Recovery
- Investigation & forensic services
- Project disputes

### **Corporate Strategy & Finance:**

- Group & portfolio strategy
- Public equity & stock performance
- Value creation incentives
- Strategic & financial planning

### **Business Performance:**

- Market & business strategy
- Business model Innovation & technology
- Digital solutions & smart reporting
- Transformation

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**Pablo Bernad**



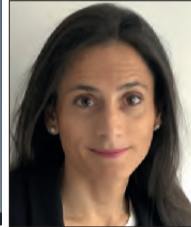
**Fernando Cuñado**



**Alberto Rabano**



**Carlos Barceló**



**María Victoria Fernández**



**Enric Olcina**



**Dunia Florenciano**

 **POSITIONING**

KPMG in Spain is a professional services firm that offers audit, tax, legal, financial and business advisory services with more than 5,500 professionals in 16 offices. KPMG combines our multi-disciplinary approach with deep, practical industry knowledge to help clients meet challenges and respond to opportunities.

Our experience and recognized prestige, added to our technological commitment and the global vision of our international network, present in more than 145 countries, make us a clear preferred option to help our clients reduce their risks, improve their regulatory and tax compliance, transform and digitize their business models, identify and interpret regulatory changes, boost their growth strategies and take advantage of the opportunities that arise in a constantly changing context.

**FORENSIC:**

Recent years have brought an increase in trade disputes and irregular practices, fueled by advances in technology and business globalization. Cross-border disputes can involve complex economic, financial and technical issues as well as multiple languages, client locations and applicable laws and standards. Litigants with a command of the issues and a sound assessment of each side's position can achieve better outcomes, whether in settlement or litigation. That is where KPMG's Forensic can help.

KPMG Forensic assists clients in protecting their businesses and provides assistance in situations of dispute and irregularity. We contribute to avoiding and resolving disputes, which include the assessment of damages; discrepancies in the sale of companies or in matters of accounting, economics, regulated markets or competition.

KPMG Forensic in Spain have acted in some of the most significant cases of international arbitration under the rules of the most important arbitration tribunals. Our trajectory, specialization and recognition from the main law firms make us leaders and benchmarks in the market in this type of action. We have proven experience in providing expert witness services in arbitration and litigation of maximum significance at the highest level. Our experience, years of specialisation in the preparation of Expert Witness Reports and the acknowledgement of leading national and international law firms, have positioned us as leaders in the provision of these kinds of services in the Spanish market. Since 1997, we have been the pioneers of Forensic services in Spain and the most specialised team in the Spanish market.

To help achieve the business goals of litigation and reduce the potential adverse financial, reputational or operational impacts, KPMG firms lend their expertise, offering robust, practical advice to assist with the successful resolution of disputes. A precise interpretation and narration of the problems, applying a sectoral approach and its fit into economic rationality through the use of appropriate quantitative tools for each case; all this, with the highest quality and excellence in service.

 **BUSINESS**

- Dispute advice
- Damages assessment
- Valuations
- Investor/state disputes
- Post-acquisition disputes
- Data analysis and class action litigation
- Expert witness testimony
- Expert determination
- Economic analysis and early case assessment
- Document and electronic record disclosure
- Commercial contract breaches
- Shareholder disputes
- Economic analysis of the market and/or the impact on it of certain operations

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**Nelson Gallardo**



**Glenn Villacorta**



**Daisy Mao**



**Adolfo Menendez**

## **POSITIONING**

Our Construction Solutions team comprises experts in construction, delay analysis and quantum who have gained experience in the engineering and construction sectors, and who have worked in construction, design offices and on project sites. The team provides major players in the construction industry with dispute resolution support. We work alongside law firms as independent expert witnesses, and also act as upstream litigation advisors on request.

Clients seek our experts' help on time and cost extensions and damages claims relating to major national and international engineering and construction projects. Engagements span construction projects in a wide range of industries, such as the energy sector (including oil and gas), transportation infrastructure, airports, maritime works, public works, mining development, energy sector (including oil and gas) and industrial and commercial building.

Our expertise includes complex arbitration situations, including significant omissions or changes in scope, contract terminations, performance analysis, COVID-19-related claims, as well as more standard analyses of delays and disruptions. The FTI Consulting team adds value through its practical project management experience, in-depth knowledge of the construction industry and of past claims, first-hand knowledge of litigation procedures, and ability to present complex cases clearly at hearings in local and international arbitrations.

Our experts, who are recognized as leaders in their field, have a proven record of successfully managing complex disputes in iconic multi-billion-dollar construction projects in Latin America. The team has bilingual professionals who work in English and Spanish, and has extensive experience in multicultural projects.

Our Construction Solutions experts can provide a clear business strategy to help settle a dispute as early as possible and with the most favorable outcome. When litigation or arbitration is unavoidable, our experts work closely with clients' legal teams.

We cover the entire life-cycle of dispute and litigation proceedings, from managing parties' requests for information to carrying out detailed research and analysis during arbitration, mediation and trial.

## **OFFICES IN LATINAMERICA**

- Colombia
- Mexico

## **BUSINESS**

### **Dispute Resolution in Construction**

- Fact-finding and document preparation
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### **Expert Reports**

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### **Customized Training**

### **Process Audit & Improvement**

### **Document Management Solutions**

## **CONTACTS**

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Rafael Huamán



Cecilia Melzi



Joaquín Valdivia



Henry Mata



Jorge Valencia

## POSITIONING

EY is a world leader in Forensic, Compliance and Litigation Support services. With more than 300,000 people around the world, EY is focused on helping clients and continue building a better working world.

The Forensics and Integrity Risk Services (FIS) in EY Peru has over 20 years of experience supporting clients in managing integrity risks related to individual decisions and conducts; through the prevention, detection, investigation and response to intentional non-compliance risks. The FIS practice provides technical and expert support in disputes or controversies resolution processes and in forensic investigations, with the most confidential and immediate responsiveness.

**Prevention:** EY helps in strengthening the ethics culture, through the assessment and design of corporate compliance programs, focused on mitigate the risks of fraud, corruption, money laundering, antitrust, privacy and cyber, among other intentional non-compliance situations, and through the implementation of digital compliance platforms ad-hoc to each organization's needs and processes.

**Detection:** EY helps clients through its Forensic Data Analytics platform to detect and predict patterns and trends that could be related to potential irregular situations, allowing the Top Management to anticipate and take timely corrective actions.

**Response:** In the dispute resolution services, we act as experts, preparing expert fact based reports. EY Peru has wide experience presenting before Arbitration Courts. Our reports go through quality control processes and the results are always supported by verifiable sources. In regards of the forensic investigations, EY Peru counts with a Forensic Laboratory in order to collect and handle all the physical and electronic sources of information, using computer forensics, eDiscovery techniques and machine learning. EY Peru has also wide experience presenting the investigation reports to regulators or judicial courts.

The EY FIS team is composed with highly performing and multidisciplinary professionals. Partners and Managers have anti-fraud and compliance certifications and Arbitration Diplomas, and all our people is trained in integrity matters and in the latest forensic technology. We have a strong position in the market, with proven experience serving national and multinational companies.

## BUSINESS

- Litigation and disputes support
- Insurance claim support
- Forensic Investigations
- eDiscovery
- Compliance program assessment and design
- Forensic Data Analytics
- Third Party Due Diligence
- Ethics hotline management
- Digital Compliance Platforms
- Incident and Cyber Response

## CONTACTS

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**Reiner Solís**

## POSITIONING

Anetric SAC is a firm specialized in providing high-quality professional solutions in Engineering expert services, expert witness reports, preparation of expert reports & expert technicians and quantification of damage, cost and term damage for the private and public sector, we develop our services for Peruvian construction companies and foreign.

We provide technical support to solve a great diversity of problems faced by the public and private sector with high quality solutions, based on ethical and moral values, we have a multidisciplinary team of highly qualified professionals with international specialization who provide extensive knowledge and expert in each of the subjects.

We have extensive experience in the engineering & construction and energy sectors.

## BUSINESS

### Technical Reports on Quantification of Damages Term and Damages Cost:

- Expert in engineering consulting in infrastructure and construction projects, risk assessment, execution and project closure.
- Technical expert opinion
- Analysis of delays and works program
- Professional responsibility and analysis of construction defects
- Forensic analysis of complex schedules
- Economic damage analysis
- Cost settlement
- Polynomial formulas and readjustments
- Preparation and defense of claims
- Claims for cost overruns, Disruption and loss of productivity

### Specialist Technical Reports:

- Construction defect analysis
- Hidden vices
- Estimation of costs for repairing pavement failures
- Failure analysis
- Estimate of budgets of execution balances due to defects

## CONTACTS

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Michael Cullen



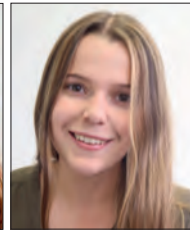
Pablo Amaya



Carolina Sánchez



Mónica Medina



Daniela Cuéllar

## POSITIONING

FTI Consulting is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk, and resolve disputes: financial, legal, operational, political & regulatory, reputational, and transactional. FTI Consulting offers a comprehensive suite of services designed to assist clients across the business cycle from proactive risk management to the ability to respond rapidly to unexpected events and dynamic/volatile environments.

FTI Consulting has one of the world's leading investigations and forensics practices. Over the last 20 years, the investigative team in Latin America has worked on many of the largest high-profile corruption, fraud, anti-trust, money laundering, human rights, and cybersecurity breach cases. FTI Consulting understands that to help meet client challenges and opportunities successfully in a global economy, you must have a full arsenal of capabilities available at a moment's notice. Within the key areas of our segments our professionals are skilled at delivering powerful solutions.

- FTI has presence in more than 29 Countries globally and in Latin America through 3 main local offices and 10 in-country affiliates that provide boots on the ground in all jurisdictions.
- FTI has more than 350 multilingual professionals in Latin America, including lawyers, engineers, economists, accountants, political scientists, E-discovery, Data Analytics, and Cyber experts, among others.
- FTI has been recognized for 8 years by Who's Who Legal's Arbitration Expert Witness Analysis as a leader in International Arbitration and Complex Investigations.
- FTI has been involved in more than 80 high-profile investigations between 2020-2021 in Peru and Colombia.
- FTI plays an active role in the most recognized multilateral organizations in Peru including AMCHAM Peru and the Peruvian Institute of Arbitration (IPA), among others.
- FTI has supported and advised clients in some of the most complex investigations in Peru in the infrastructure, Telecommunications, Mining, and Oil & Gas sectors, and has served as expert witness in some of the largest local and international arbitrations cases in the country.

## OFFICES IN LATINAMERICA

- Argentina ( in-country affiliate)
- Brazil
- Colombia
- Mexico
- Peru (in-country affiliate)

## BUSINESS & PRACTICES

### Forensic and litigation consulting

- Forensic examination for litigation support
- Expert witness reports in national and international court or arbitration proceedings
- Damages expertise
- Complex fraud, corruption, and conflicts of interest investigations
- Fact finding and verification
- Ethics and compliance, anti-fraud, and antitrust programs and investigations
- Due diligence
- Business intelligence
- Asset tracing
- Advisory on regulatory compliance
- Data analytics & cybersecurity

### Technology

- Cross-cutting services for all segments
- Forensic investigations (E-discovery and predictive analytics)

### Strategic Communications

- Crisis management and advisory services for public affairs
- Management of corporate or internal communications
- Engagement and advocacy plans

### Construction Solutions

- Technical expert witness reports
- Planning and scheduling
- Project controls and risk management consulting

### Corporate Finance and Economic Consulting

- Corporate restructuring, valuation services, insolvency and bankruptcy services
- M&A transaction advisory

### Geopolitical Risk Analysis and ESG

- Stakeholder mapping and country risk assessments
- Geopolitical and security risk analysis
- Analysis of political and social environments
- Environmental, social and corporate governance assessments

## COVERAGE



## CONTACTS

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Mark C. Sanders



Oscar Siles Ch.



Rafael Menendez A



Carlos Daga Ramon

## POSITIONING

QDR is recognized as an international consulting firm -independent and impartial- specialized in Claims Gaps (Early Claims Gap Analysis, Claims Risk Matrix Maintenance), Claims (Construction Claims, Claims Office) & Expert Witness (Quantum and Scope Deviation) in Construction Arbitrations, which:

- QDR is an international consulting firm -independent and impartial-, that provides Claims and Expert Witnesses for dispute resolution and arbitration of construction contracts associated with projects and/or operations in the mining, energy, oil and infrastructure industry in Latin America.
- QDR is rated by the market as a very good and necessary competition to global firms based on Common Law, with solid experience in the Civil Law countries of Latin America: it bases its way of doing Business on the Seniority of its staff.
- QDR supports complex construction disputes, requiring the combination of a world-class analytical approach and an understanding of local laws and practices: has worked with Foley Hoag, Jenner & Block, DLA, and as bidders for Arnold & Porter.
- QDR has developed a high-performance team of consultants from Peru, Chile and USA, experts in the industrial sectors of Mining, Energy, Oil & Gas, Infrastructure and Services, who follow processes and protocols reviewed and accepted by a disinterested and recognized analytical community (AAE for example), supported by proven, mature models and recognized methodologies.
- QDR has a rigorous “bootcamp” for coherence of concepts, language, terms, methodologies, and techniques, regardless of the background and previous experience of its consultants, led by one of its partners, who maintains responsibility for assigning roles and responsibilities to each consultant.
- QDR has experience with Latin American DNA in International Experts and has resolved how to satisfy the need for control that the Lawyer desires over the appointment of the Expert: our clients appreciate the uniqueness and professionalism with which QDR approaches and presents its technical-economic offers.
- QDR works passionately to maintain our leading position in Claims / Expert Witness excellence in Latin America.

QDR's aim is to invite international law firms devoted to construction, to consider us as their preferred choice as expert investigators in Construction Arbitrations and Trials: our work is second to none.

## BUSINESS

- Claims Avoidance**
  - o Early Claims Gap Analysis
  - o Claims Risk Matrix Maintenance
- Claims Resolution**
  - o Construction Claims
  - o Claims Office
- Expert Witness**
  - o Quantum
  - o Scope Deviation

## OFFICES

- USA
- Perú


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Patrick De Wolf



Marc Dal



Patrick Van Leynseele



Fabian Tchékémian

## POSITIONING

DALDEWOLF is a law firm a long history (it was founded in 1958), that has constantly strived to stay in tune with the changing world and the necessarily changing needs of its clients. DALDEWOLF benefits from an established reputation in its areas of expertise: Arbitration, Complex Litigation & Mediation, Ethics & Discipline of Regulated Professions, Economic Law, European Law, Tax Law; Public and Administrative Law, Employment Law, and Corporate and Financial Law.

With an international outlook, DALDEWOLF has developed affinities and strengthened ties with certain jurisdictions like China, Italy, the OHADA region and North America. An in-depth understanding of their particularities, coupled with a network of first-rate local experts, ensures excellent management of cross-border dossiers.

### Arbitration

DALDEWOLF's lawyers practice national and international arbitration, both as counsel and, for a selection of lawyers, like Marc DAL and Patrick DE WOLF, as arbitrators. They are familiar with ad hoc arbitration proceedings and those conducted under the aegis of institutions such as CEPANI, ICC, ICDR, Swiss Arbitration Centre, UNCITRAL or OHADA.

### Mediation

Civil and commercial mediation is becoming increasingly popular, encouraged by national and international legislators. DALDEWOLF has been a pioneer in this field, making Patrick Van Leynseele one of the most sought-after mediators in the country, for the resolution of disputes involving local and European or American operators.

## OFFICES

- BRUSSELS, BELGIUM
- KINSHASA, DRC

## BUSINESS

- Arbitration, Complex Litigation and Mediation
- Corporate and Financial Law
- Economic Law
- Employment Law
- Ethics and Discipline of Regulated Profession
- European Law
- European and International Civil Service
- Public and Administrative Law
- Tax Law
- Food & Beverage
- Gaming
- Real Estate & Construction
- Mining & Quarrying (DRC)
- Retail
- China Desk
- Italy Desk
- OHADA Desk
- US Desk

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PRIVATE EQUITY  
**EXCHANGE**  
&  
AWARDS

**OCTOBER 2023 • PARIS**  
**PRIVATE EQUITY FOR TOMORROW**

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Leo Peeters



Jan Ghysels



Koen De Puydt



Alain De Jonge



Roeland Moeyersons



Steve Griess



Leila Mstoian

## POSITIONING

*Seeds of Law* is a full-service law firm providing legal consultancy and advocacy. Our mission statement “All the flowers of tomorrow are in the seeds of today” is put into practice by our team every day.

We help businesses start up, and provide support during their operation, because this allows us to help entrepreneurs achieve their dreams.

We make a point of fully familiarising ourselves with our client’s company and sector, which allows us to strategically think together. Our client portfolio and expertise also range from small and medium sized enterprises up to listed companies and entrepreneurs, operating throughout the world and in a wide variety of sectors, as well as government services and other administrations.

Diversity and Social Responsibility

By far, the most important value for *Seeds of Law* when it comes to human resources is inclusion, i.e. fairness and equality. That is why we keep working to maintain within our team diversity, cultural equality and gender equality.

The diversity we have achieved in our team allows us to better understand our customers and their concerns, to assist them in a broad array of matters and to offer services in 9 different languages.

Other core values for *Seeds of Law* are: trust, respect and integrity. We respect our clients and their (business) needs, but we also respect our teams and their professional needs and duties. That is also how we build trust. As for integrity, we make sure to honour the ethics and morals of our stakeholders, clients, colleagues, partners and suppliers, in order to provide honest services and reach a high level of solidarity and always a win-win situation.

Moreover, we work together on sustainable business which translates into paperless work, telework and the use of public transport.

### **Litigation & Arbitration**

*Seeds of Law* always offers proactively strategic legal advice and thinks ahead. This prevents many problems from leading to legal proceedings. Where litigation issues do arise, we always strive to find the best solution with extensive experience in alternative dispute resolution such as mediation, arbitration, conciliation and negotiation.

After a thorough risk assessment, our clients can count on us at every stage of the dispute. We find it herewith important that the economic result is always kept in mind and that a win-win situation is achieved for our clients.

If legal mediation does not lead to the desired result, our specialists support our clients with conviction in legal proceedings.

We assist our clients at all stages of contentious matters:

- Business litigation
- Shareholder disputes
- Commercial law and market practices litigation
- Contractual disputes
- Construction and building disputes
- Intellectual property disputes
- Employment disputes
- Etc.

## BUSINESS

*Seeds of Law* is a full-service law firm, specialized in

- Corporate Law and M&A
- Commercial and Economic Law
- Insolvency Law
- Finance and Banking
- Employment Law
- Construction Law
- Real Estate, Renting and Co-ownership
- Liability and Insurance
- Administrative Law and Public Procurement
- Urbanism and Environmental Law
- IP - Data Protection Law
- Tax Law
- Litigation and Arbitration
- Sustainability
- Sports Law
- Art Law

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Leila Mstoian

### **POSITIONING**

*Seeds of Law* is a full-service law firm providing legal consultancy and advocacy. Our mission statement “All the flowers of tomorrow are in the seeds of today” is put into practice by our team every day.

We help businesses start up, and provide support during their operation, because this allows us to help entrepreneurs achieve their dreams.

We make a point of fully familiarising ourselves with our client’s company and sector, which allows us to strategically think together. Our client portfolio and expertise also range from small and medium sized enterprises up to listed companies and entrepreneurs, operating throughout the world and in a wide variety of sectors, as well as government services and other administrations.

Diversity and Social Responsibility

By far, the most important value for *Seeds of Law* when it comes to human resources is inclusion, i.e. fairness and equality. That is why we keep working to maintain within our team diversity, cultural equality and gender equality.

The diversity we have achieved in our team allows us to better understand our customers and their concerns, to assist them in a broad array of matters and to offer services in 9 different languages.

Other core values for *Seeds of Law* are: trust, respect and integrity. We respect our clients and their (business) needs, but we also respect our teams and their professional needs and duties. That is also how we build trust. As for integrity, we make sure to honour the ethics and morals of our stakeholders, clients, colleagues, partners and suppliers, in order to provide honest services and reach a high level of solidarity and always a win-win situation.

Moreover, we work together on sustainable business which translates into paperless work, telework and the use of public transport.

### **Human Capital Labor**

Our employment law team provides highly specialized, practical advice and assistance with Employment Law and Social Security Law matters, and represents clients in all kinds of employment disputes.

- Employment and Industrial Relations Law :
- Implementation and negotiation of Collective Bargaining Agreements
- Assistance with the organisation and function of personnel representation bodies
- Social Elections
- Collective Dismissal and closure of enterprises: compliance with procedures, budget estimates, and the negotiation and development of social plans
- Labour issues related to mergers and acquisitions and restructuring of companies

### **BUSINESS**

*Seeds of Law* is a full-service law firm, specialized in

- Corporate Law and M&A
- Commercial and Economic Law
- Insolvency Law
- Finance and Banking
- Employment Law
- Construction Law
- Real Estate, Renting and Co-ownership
- Liability and Insurance
- Administrative Law and Public Procurement
- Urbanism and Environmental Law
- IP - Data Protection Law
- Tax Law
- Litigation and Arbitration
- Sustainability
- Sports Law
- Art Law

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Olivier Rijckaert



Marian Dewaersegger



Jonathan de Wilde  
d'Estmael



Noël Lambert



Valentin Hanquet

## POSITIONING

SOTRA is a law firm specializing in labour law in the private sector and the public sector.

Our added value comes from the excellence of our services and our proximity to the client.

### A FIRM OF SPECIALISTS

Sotra's fields of expertise include employment and social security law and individual income tax, in both the private and public sectors.

Founded by experts with many years of acquired expertise in these areas, Sotra is based in Brussels and in Namur (capital of Wallonia), making it well placed to offer its clients a flexible, personal service.

In 2018, Sotra was recognized as "Best Independent Employment Law Firm in Belgium" by the prestigious Trends Legal Awards.

Our clients range from medium-sized to large corporations, both domestic and multinational. We also offer legal services to public bodies and executives.

### Our International presence

Sotra's expertise and legal assistance goes beyond the national borders through its active membership of ELLINT. ELLINT ("Employment and Labour Lawyers International) is an international network of Europe based boutique firms, specialising in employment and labour law. Being part of the ELLINT network enables a smooth and professional treatment of any matters with an international dimension.

## BUSINESS

- LARGE COMPANIES
- PUBLIC SECTOR
- SMES
- START-UPS
- INDIVIDUALS

## OFFICES

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**Chris Van Olmen**



**Alexei Loubkine**



**Nicolas Simon**



**Vincent Vuylsteke**

## POSITIONING

Van Olmen Wynant is an independent law firm offering quality services with a personal touch. A dedicated team of almost 40 experienced, multilingual professionals serves business clients in employment law, corporate law, commercial law and civil servants' law.

### Employment Litigation

Van Olmen & Wynant is a renowned expert in employment law covering the full spectrum of such matters. We have an important litigation practice in these areas, both before Belgian labour courts as before administrative courts.

Areas we cover include:

- Individual employment law, including employment agreements, service agreements, individual dismissals, self-employment and discrimination;
- Collective labour law, including company restructuring, transfer of businesses, collective dismissals, outsourcing, collective bargaining agreements and complex employment issues connected with M&A;
- Compensation and benefits, including executive remuneration and benefits and international compensations schemes;
- Social security;
- Internal policies and codes of conduct.
- Litigation before the Council of State
- Individual and Collective employment relations in the public sector
- Drafting of legislation, restructuring of public companies

Van Olmen & Wynant is one of the driving forces behind L&E Global, a worldwide alliance of Employers' Counsels, giving the firm a distinctive international dimension in employment law.

### Commercial Litigation

Van Olmen & Wynant covers corporate litigation & commercial litigation before Belgian judicial and administrative courts and before arbitral tribunals.

The litigation team closely works together with the larger corporate team, among others on due diligence assignments or post-transaction litigation, resulting in extensive knowledge and expertise sharing to the benefit of our clients.

## BUSINESS

- Employment Law
- Corporate Law
- Private Equity
- M&A
- Venture capital
- Civil servants law
- Commercial law

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## POSITIONING

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A dedicated team of almost 40 experienced, multilingual professionals serves business clients in employment law, corporate law, commercial law and civil servants' law.

### Employment Law

Van Olmen & Wynant is a renowned expert in employment law covering the full spectrum of such matters. We have an important litigation practice in these areas, both before Belgian labour courts as before administrative courts.

Areas we cover include:

- Individual employment law, including employment agreements, service agreements, individual dismissals, self-employment, discrimination and psycho-social risks, sexually inappropriate behaviour and mobbing;
- Collective labour law, including company restructuring, transfer of businesses, collective dismissals and restructuring, outsourcing, collective bargaining agreements and complex employment issues connected with M&A;
- Compensation and benefits, including executive remuneration and benefits and international compensations schemes;
- International employment, including expatriation and secondments;
- European employment law;
- Social security;
- Internal policies and codes of conduct;
- Social criminal law

Van Olmen & Wynant is one of the driving forces behind L&E Global, a worldwide alliance of Employers' Counsels, giving the firm a distinctive international dimension in employment law.

### Civil Servants' Law

As a privileged partner of the largest public companies in Belgium, Van Olmen & Wynant has developed specific in-depth expertise in civil servants' law. We help public companies and authorities deal with the important challenges they are facing, such as pressure on personnel costs, modernisation of the statute of civil servants and help solving related conflicts.

Areas we cover include:

- Litigation before the Council of State;
- Individual and collective employment relations in the public sector;
- Drafting of legislation, restructurings of public companies

A dedicated team combines academic depth with immense practical experience. With the civil servants team as a part of the larger employment team, the exchange of knowledge and expertise is greatly enriching and is an important asset for our clients.

## BUSINESS

- Employment Law
- Corporate Law
- Private Equity
- M&A
- Venture capital
- Civil servants law
- Commercial law

## CONTACTS

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**Thierry Bosly**



**Olivier Vanhulst**

## **POSITIONING**

Leading corporations, financial institutions, investors and sovereign states have been turning to White & Case for more than 75 years to represent them in high stakes disputes and international arbitrations. And for good reason. We were pioneers in the field and achieved many “firsts” on behalf of our clients along the way. Our Dispute Resolution practice is recognized as preeminent, and White & Case counts among its partners many of the highest ranked litigation practitioners in the world.

Our dedicated Dispute Resolution team provides trusted counsel and vigorous representation in protecting and vindicating our clients’ interests in commercial and investor-State arbitrations worldwide as well as in front of national courts.

Our Brussels Disputes Practice has strong expertise with high profile and highly complex matters for global corporate clients from a variety of industries, in particular financial services, private equity and technology. Our team takes on a client-centered approach, and regularly advises on the resolution of cross-border litigation and arbitration through creative strategies or by way of negotiation and mediation.

The team is particularly renowned for its strength in commercial, banking and insolvency litigation, and for its legal advice on international contracts given Belgium’s close connection with the European Union.

We also work closely with the Belgian Private Equity, Corporate, M&A, Tax and Banking practices to provide clients with expert advice at all stages of their transactions, including during the due diligence process, when post-acquisition claims arise or by proactively identifying and advising on liability risks, as well as with the other offices of the firm on cross-border disputes.

Our team has moreover a strong track record working on white collar, criminal and regulatory investigations.

## **BUSINESS**

- **Corporate and Mergers & Acquisitions**
- **Private Equity**
- Asset Finance
- **Antitrust/Competition**
- **Capital Markets**
- **Commercial Litigation**
- **Debt Finance**
- **Financial Restructuring and Insolvency**
- Financial Services Regulatory
- Project Development and Finance
- Regulatory & Compliance
- **Tax**

### **Our values**

At White & Case, our culture comes to life through three core values :

#### **Pioneering**

We seize opportunities to innovate and grow

#### **United**

We are one firm with a shared sense of purpose

#### **Human**

We care about each other and the world around us

These are the concepts that shape our distinctive culture and differentiate us from others.

They capture the unique spirit of our Firm, and guide the behaviours that enable us to deliver on the promises.

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**René Claire  
Veizaga**



**Teddy Mercado  
Carrión**

## POSITIONING

Moreno Baldivieso is the largest and most internationally awarded full service Bolivian law firm.

From the outset, Moreno Baldivieso changed the traditional paradigms that shaped the practice of law at the local level, moving to the forefront to position itself as the leader of the legal market in Bolivia. The prominence of its professional practice is led by a team of multilingual lawyers, educated at renowned national and international universities in the United States and Europe.

With 62 lawyers, a similar number of administrative support staff and 4 offices on the backbone of the country, Moreno Baldivieso is the largest law firm in Bolivia. Today we have consolidated ourselves as a modern institution, in constant process of evolution, product of the synergy of experience and youth that allows us to innovate and solve the needs of our clients, preserving the excellence and quality of our services.

Moreno Baldivieso is internationally recognized, year after year, as a leading firm in commercial and investment arbitration. The prestigious Global Arbitration Review 100 (GAR 100) has positioned our firm among the 100 best arbitration practices in the world for the past nine years. International legal directories refer to our arbitration division as “the first port of call for investors with difficulties in Bolivia”. Our dispute resolution lawyers have received their education in Bolivia and abroad, often both. Being fluent in different arbitration rules—including ICSID, ICC, UNCITRAL and CIAC—allows them to move freely in local and international jurisdictions. Language-wise, our team dominates Spanish, English and French. During recent years, our arbitration team has represented the majority of foreign investors whose assets were expropriated by the Bolivian government in the energy, telecommunications, mining and hydrocarbon sectors.

## BUSINESS

- Arbitration
  - Investment arbitration.
  - International commercial arbitration.
  - Local (Bolivian) arbitration.
  - Recognition and execution of foreign arbitration awards.
  - Emergency arbitration.

## OFFICES

- Santa Cruz
- La Paz
- Cochabamba
- Tarija

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**Ana Lúcia Pinke Ribeiro de Paiva**



**Tania Mara Ferreira**



**Fernanda Pereira Leite**



**Miriam Zagatto**

## POSITIONING

Since our foundation in 1962, the litigation practice has been one of the core businesses of Araújo e Policastro Advogados.

Currently, the Litigation and Arbitration team is retained by Brazilian and foreign clients from all segments of industry and service, including multinationals, corporations, investment funds, financial institutions, public and private companies, entrepreneurs and individuals.

Besides having advised our clients on their most critical, sensitive and strategic litigation cases, we have also a department focused on mass litigation, in response to an increasing demand from our clients in the past few years.

Given the results and settlements achieved, Araújo e Policastro's Litigation and Arbitration lawyers have been recognized for their experience, pragmatic and strategic approach, as well as their capacity to simplify complex matters.

## BUSINESS

- Corporate
- Banking and Capital Markets
- Litigation and Arbitration
- Infrastructure, Regulatory and Administrative Law
- Energy
- Tax
- Antitrust & Competition
- International Trade and Customs Law
- Labor
- Torts and Civil Law
- Real Estate
- Compliance
- Health Care
- Intellectual Property and IT
- Environmental and Sustainability
- Wealth and Estate Planning
- Family Law and Wills and Estates
- Sport And Entertainment
- Third Sector

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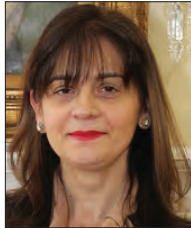
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**Thereza Celina Diniz de  
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**Eduardo Arruda Alvim**



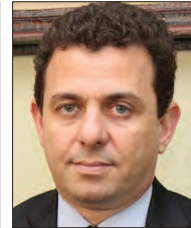
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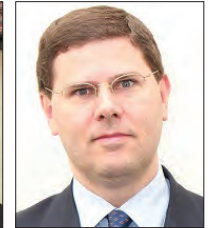
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**Fernando Anselmo  
Rodrigues**



**Fernando Crespo  
Queiroz Neves**



**Everaldo Augusto  
Cambler**



**Aluizio José Cherubini**

## **POSITIONING**

Arruda Alvim & Thereza Alvim Law Firm and Legal Consulting and its partners have recognized performance in specialized and widely cited legal publications by law enforcers.

With solid reputation with more than half a century of professional activity, the firm's partners include nationally renowned legal professionals with expertise in every field of law, offering the skills and capacity to not only provide legal representation in litigation, but deliver legal consulting, mediation and arbitration services as well.

Through innovative and pioneering efforts, the firm have successfully maintained ongoing exchange between the academic world and the legal profession through the years.

The firm's goal is to provide advice in strategic legal matters to individuals and businesses, serving as a primary resource and partner in all aspects of clients' business growth and development with a body of legal professionals with broad technical and academic expertise.

The firm's partners have extensive performance before the Supreme Federal Court and the Superior Court of Justice in Brazil.

## **BUSINESS**

- Litigation
- Arbitration
- Administrative Law
- Environmental Law
- Antitrust
- Banking
- Labor Law
- Tax
- Intellectual Property
- Insurance
- Real Estate

## **OFFICES**

### OFFICES:

- São Paulo
- Rio de Janeiro
- Porto Alegre
- Brasilia

### Partnerships in:

- USA
- Portugal
- Spain
- Great Britain
- Italy

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David Pereira Cardoso



Manuela Rupel



Smith Barreni



Suelen Mariana Henk

## POSITIONING

Arruda Alvim, Aragão, Lins & Sato renders legal consulting and litigation services to domestic and foreign companies, by means of administrative and judicial measures in various areas of law, through its qualified and experienced team of attorneys. It stands out due to its elevated technical performance, personalized client service with direct engagement from the partners, conduction of high complexity litigation with large social and economic impact, namely in class actions, direct actions of unconstitutionality, procedures for the standardization of case law, etc. Further, the firm solidly acts before the Superior Courts, with distinguished performance among the most emblematic decisions relating to subjects connected to banking, real estate, business and procedural law.

## BUSINESS

- Administrative
- Economic
- Contracts
- Torts
- Environmental
- Consumer
- Antitrust
- Debt Recovery
- Banking
- Stock Market
- Corporate
- Bankruptcy
- Court-supervised rehabilitation
- Tax
- Family
- Successions.

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Alfredo Zucca



Aitan Portela



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Alexandre Gleria



Laura Buttarello

## POSITIONING

We believe in happiness, in a creative, welcoming, inclusive, socially transformative and sustainable work environment. We invest in the development of people, and value quality of life.

We use our knowledge to drive business forward and solve complex problems with simplicity.

Creating value in every action, promoting a network of genuine relationships and trail-blazing innovation are part of our entrepreneurial profile.

We strive for a better world. For us at /asbz, actions transcend words.

## OFFICES

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## BUSINESS

Founded in 2011, /asbz is a multidisciplinary law firm capable of offering complete and innovative legal solutions, based on a fully personalized service platform. Headquartered in São Paulo and with a branch office in Brasília, in addition to a wide network of partners throughout Brazil, its team has around 270 professionals specialized in a wide variety of areas of Business Law.

Industries: (i) Aviation, (ii) Banks and Financial Regulation, (iii) Energy, (iv) Pharma, (v) Sports and Entertainment, (vi) Transportation and Logistics, and (vii) Technology.

Practices: (i) Agribusiness. (ii) Dispute Resolution, (iii) Consumer, (iv) Litigation, (v) Contracts, (vi) Real Estate, (vii) Corporate and M&A, (viii) Tax and Customs, (ix) Social Security, (x) Labor, (xi) LGPD and Data Privacy, (xii) ESG, (xiii) Estate Planning, (xiv) Private Equity, and (xv) Venture Capital and Startups.

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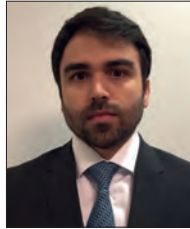
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**Alexandre Luiz Monteiro**



**Luciana Aguiar**



**Matheus Rossi**



**Jaques Wurman**



**João Laudo de Camargo**



**Francisco de Costa e Silva**

## POSITIONING

Bocater Advogados was founded in 1999. The firm has a solid experience in corporate, capital markets and pension funds, and provides quality services also in other business practices, such as litigation, arbitration, tax, banking, real estate, corporate governance, labour, insurance, and public law. Bocater Advogados brings together lawyers with strong academic backgrounds and expertise in their respective areas, forming teams that are able to provide legal advice and assistance that meets their clients' expectations, in both consulting and litigation matters. The firm's experience is based on a wide-ranging portfolio of highly complex, successful cases in federal and state courts, before regulatory agencies, and also in administrative disputes and arbitration courts. Bocater's fundamental commitment is to provide clients with services of high technical quality, following ethical and professional standards, and offering practical and objective solutions to clients' issues. Over the years, the firm and many of its professionals have been recognized among Brazilian leading lawyers in their areas by national and international publications.

## BUSINESS

- Administrative
- Banking
- Capital Markets
- Civil
- Corporate and M&A
- Corporate Governance
- Infrastructure
- Insurance
- Litigation and Arbitration
- Pension Funds
- Real Estate
- Regulatory
- Tax

## OFFICES

- Brazil
- Rio de Janeiro
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## POSITIONING

Braz, Coelho, Campos, Veras, Lessa e Bueno Advogados is one of the most respected Brazilian law firms in the areas of Infrastructure, Public Law and Arbitration.

Recognized by the main legal rankings in the world, the firm is highlighted as an infrastructure one-stop shop.

The firm has 3 offices in Brazil (Rio de Janeiro, Curitiba and São Paulo) and 3 international offices (Washington DC, Vienna and Mexico City) in strategic cooperation with the law firm Wöss & Partners. The team is made up of 18 partners, more than 40 lawyers and more than 70 employees in total.

With high expertise and solid academic background team of lawyers, some are considered great authorities in Infrastructure and Public Law matters. With more than 40 books and 250 scientific articles published, the firm's team of lawyers has intense academic activity.

With outstanding performance in the Infrastructure area, the firm advises large companies on projects, transactions and dispute resolution in the Energy, Oil & Gas, Ports, Public Sanitation, Highways, Railways, Public Transport, Telecommunications, Mining, Public Procurement and Heavy Construction.

The firm also has a strong presence in arbitration, having represented clients in proceedings before the main arbitration chambers in Brazil and around the world.

Some of the firm's main clients are:

- OHL (Obrascon Huarte Lain S/A)
- GIC Private Limited (Singapore's foreign reserves)
- Braskem
- Rumo
- Raízen
- CCR
- Anglo American
- Transpetro
- CEMIG
- Pátria Investments
- Ultracargo
- Invepar
- Grupo JMalucelli
- Aegea
- BAMIN
- Eneva
- Tereos
- Dataprom
- Helisul Aviação
- BMR Medical
- Metrô do Rio de Janeiro
- L A M S A ( L i n h a Amarela S/A)
- Funbio
- Hotéis Mabu
- Grupo InterAlli
- Alexandria Solar

## BUSINESS

- Arbitration
- Dispute Resolution
- Infrastructure
- Construction and Engineering
- Energy
- Oil & Gas
- Public Law
- Regulatory
- Public Procurement
- M&A
- Private Equity
- Investment Funds
- Electoral Law
- Tax
- Real Estate

## OFFICES

- Brazil: Rio de Janeiro and Curitiba
- Mexico: Mexico City
- Austria: Vienna

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### POSITIONING

Established in 2001, in Porto Alegre, Cabanellos Advocacia is a regional office with a broad practice, in the scope of corporate law, offering legal solutions tailored to the profile of each client.

We perform our practice with rigor, aligning technical expertise and operational intelligence to ensure efficiency and agility to our processes.

We see the practice of law as an action to transform our society, nourishing a culture of ethic, transparency and responsibility.

We have offices in the three capital cities of Southern Brazil – Porto Alegre, Florianópolis and Curitiba – and in São Paulo, the largest financial hub of the country.

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### BUSINESS

- Antitrust
- Arbitration and Mediation
- Asset, Corporate and Succession Planning
- Business turnaround and restructuring
- Civil Litigation
- Compliance and Corporate Ethics
- Consumer Affairs
- Contracts and Corporate Businesses
- Corporate
- Corporate and Business Criminal
- Digital, Data Privacy and Security of information
- Environmental
- Insurance
- Labor
- Litigation
- Media and Entertainment
- Mergers & Acquisitions
- Real Estate
- Regulatory and Economy
- Tax

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## POSITIONING

CFGS – Correia, Fleury, Gama e Silva Advogados is a dispute resolution boutique best known for handling high-stake cases involving stockholder disputes, infrastructure and construction contracts, financial services, retail, as well as energy, telecommunications and oil & gas industries.

Our firm provides both litigation strategy, preparation and settlement advice and represents clients in domestic and international arbitration proceedings. The firm is distinguished by the reputation and track record of its lawyers and its flexibility on fees and conflicts.

Amongst the firm's clients are some of the largest retailers, banks and construction companies in Brazil, some of the major private equity firms in the world as well as international investors based in the US, Europe and the Middle East. The team includes fluent Portuguese and English speakers, and lawyers who have worked at some of the leading Brazilian law firms.

The firm's arbitration team, led by André de Luiz Correia, along with Leticia Barbosa e Silva Abdalla, has experience representing clients in proceedings administered by the ICC International Court of Arbitration, Center for Arbitration and Mediation of the Chamber of Commerce Brazil-Canada (CAM/CCBC), Chamber of Conciliation, Mediation and Arbitration CIESP/FIESP, Market Arbitration Chamber (CAM-B3), and FGV Conciliation and Arbitration Chamber. The team represents clients across a range of sectors and has particularly deep experience working with companies in the energy, infrastructure, construction, oil and gas sectors, as well as retailers and real estate developers. The firm's current caseload with parties or investments in Brazil involves all of these sectors and disputes that amount more than BRL 10 billion.

In addition, CFGS has extensive experience in successfully handling complex business disputes in federal and state courts, led by Rodrigo Ribeiro Fleury and Luís Antonio da Gama e Silva Neto. The firm has handled a wide range of cases, including construction contracts, telecom services, oil and gas exploitation, gas distribution, energy generation and distribution, corporate acquisitions, financial services, swap agreements, product liability, shareholder disputes, insolvency litigation (representing creditors and bondholders), insurance and reinsurance, and bank credit facilities.

## BUSINESS

- Dispute resolution: arbitration and commercial litigation

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## **POSITIONING**

The experience gained over seven decades of uninterrupted activity, combined with excellence in the provision of legal services, resulted in a solid reputation and raised the Ernesto Borges Advogados law firm to a prominent position in the national legal scenario.

In order to meet our clients demands, we have multidisciplinary teams and constant investments in information technology and process management, which enables us to present technical, efficient and safe solutions to the causes entrusted to us, whether in the judicial or extrajudicial spheres or arbitration, both in the contentious and in the advisory context. We combine technical knowledge, experience, agile management, data intelligence and multidisciplinary vision to deliver value to our clients beyond traditional legal advice.

With constant investment in legal software and Big Data, artificial intelligence, cloud computing and e-learning, the firm permanently improves its digital culture and cultivates fertile soils where our teams are encouraged to think in a complex way, test new applications, simplify processes and multiply connections, as we know that this is the most effective way to spread the culture of innovation in our DNA, as only then will we understand the pain of our clients by proposing customized and disruptive solutions.

The firm has been ISO 9001 certified for a decade, which guarantees the effectiveness, transparency and continuous improvement of our internal processes. Our Corporate Governance structure was designed by KPMG's specialized consultancy, being established in collegiate decision-making bodies. The Advisory Board, the Boards, the Board of Directors and the Committees for Specific Issues work in perfect harmony, in tune with our philosophy, culture and strategic planning.

The firm has structured and maintains a Compliance Program with the aim of ensuring compliance with ethical principles and internal rules of conduct materialized in our Code of Ethics and Conduct, an independent reporting channel and internal policies that, in addition to enhancing professional skills and values of those who make up our remarkable human assets today, contribute to mitigating the occurrence of strategic and operational risks, as well as ensuring compliance with legal, regulatory and normative obligations. Present in six states throughout the country, in addition to the Federal District, the Ernesto Borges Advogados law firm is an organization structured to assure its clients excellence in corporate and strategic advocacy.

## **OFFICES**

- Campo Grande | MS
- Cuiabá | MT
- Goiânia | GO
- Palmas | TO
- Brasília | DF

- Porto Alegre | RS
- São Paulo

## **BUSINESS**

- Agribusiness
- Arbitration
- Banking
- Credit Recovery
- Civil Litigation
- Company Restructuring
- Contracts and Business Mediation

- Consumer
- Corporate Law
- Energy
- Environmental Law
- Family
- Health
- Infrastructure
- Investment Funds

- Insurance and Reinsurance
- Labor Law
- Real Estate Law
- Succession and Corporate Planning
- Tax Law
- Technology
- Telecommunications

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Julio Brotto



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Fernanda Pederneiras



Francisco Zardo



Gustavo Scandelari

## POSITIONING

First established as Escritório Professor René Dotti in 1961, Dotti Advogados was at first maintained only with the founder's work.

The firm's team expanded as the host of clients in the Criminal, Civil and Administrative areas grew. Dotti brought forth young lawyers to work by his side, hailing from UFPR's Law School, where he acted as professor from 1962 to 2004. Expanded, the firm built its own headquarters in the 1970s, at Rua Marechal Deodoro, 497.

Always keeping to its motto of loyalty to the client and their cause, Dotti Advogados consolidated itself as a reference when it comes to providing efficient and tailor-made services with ethics and solidarity.

The firm maintains its original address at Marechal Deodoro, only expanding the space. In 2018, the firm inaugurated a new office in Brasília, in order to ease its work at the higher courts.

Nowadays, Dotti's technical team counts with 30 lawyers, backed by interns and an administrative team. In its 60th anniversary, in 2021, the firm was acknowledged as one of the best law firms to work at, by the Great Places To Work ranking.

In the technical field, a number of awards attest the excellence of the firm's service: Dotti Advogados is ranked by Análise Advocacia 500, as "Highly Recommended" by Leaders League's Transactions and Deals guide, and has also had its founder acknowledged among the very best professionals by Chambers & Partners.

## BUSINESS

Dotti Advogados' practice encompasses Environmental, Civil (including Family and Successions), Constitutional, Administrative, Criminal, Electoral and Compliance Law areas.

Besides the work in judicial causes, the specialized teams also respond for the consulting works for companies in the communication, health, public auctions, consumer goods and services sectors.

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**Fernanda Pederneiras**, Specialist in Family and Succession Law by Escola Paulista de Direito, Coordinator of the Family and Succession Law Department

**Francisco Zardo**, Ph.D. Candidate in Administrative Law by USP, Coordinator of the Administrative Law department


**Gustavo Scandelari**, Ph.D. in Law by UFPR, Coordinator of the Criminal Law department, Vice-President of Ordem dos Advogados do Paraná's Compliance Commission

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# FCDG

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Alice Moreira Franco



Paula Miralles de Araujo

## POSITIONING

Ferro, Castro Neves, Daltro & Gomide Advogados (FCDG) is a law firm established in 2005, by a group of renowned and highly experienced professionals who shared the aspiration of offering to their clients superior law services. FCDG has reported a remarkable growth of activity in litigation, upholding an outstanding position in the market, especially regarding commercial arbitration, construction and company restructuring and reorganization.

With offices in Rio de Janeiro, São Paulo and Brasília – and correspondents in other Brazilian cities –, FCDG endeavors to provide exclusive services, particularly in the areas of corporate, construction and administrative law, either in consultancy or in litigation. The firm represents clients before Federal and State Courts, as well as in domestic and international arbitration cases. Very frequently the lawyers will also act before government agencies, in consultancy and litigation matters. The firm is equally dedicated to other legal advice such as drafting contracts, possessing vast experience in restructuring matters.

## OFFICES

**BRAZIL**  
• Rio de Janeiro

• São Paulo  
• Brasília

## BUSINESS

FCDG has distinguished itself in the field of domestic and international arbitration, representing clients before several national institutions (Brazil-Canada Chamber of Commerce – CCBC, Brazilian Mediation and Arbitration Center – CBMA, FGV Conciliation and Arbitration Chamber, São Paulo Mediation and Arbitration Chamber (FIESP), Mediation and Arbitration Chamber of Engineering Institute), as well as in foreign ones (International Chamber of Commerce – ICC, The London Court of International Arbitration – LCIA, Court of Arbitration of Sport – CAS). FCDG provides consultancy on requests for recognition of foreign court decisions and arbitral awards, as well as represents clients in these procedures before the Superior Court of Justice. It also provides assistance to clients in the elaboration, negotiation and risk assessment of arbitration agreements. FCDG partners also act as arbitrators in domestic and international arbitration proceedings before the main Arbitration Institutions.

FCDG offers extrajudicial counseling, in drafting and reviewing contracts and affidavits, analyzing commercial transactions and providing legal opinions on legal risk assessment.

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Ricardo Campello



Juliana Neves



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Rob Rodrigues



Ciro Albuquerque



Rodolfo Barreto

## POSITIONING

Licks Attorneys is one of Brazil's most respected law firms in litigation. Our commitment to clients is unprecedented in the country. We focus on complex litigation, often technology-driven disputes. Our lawyers have an outstanding track-record handling the most high-profile intellectual property and regulatory disputes in Brazil. Our practice shapes the development and direction of intellectual property and technology law.

Our multidisciplinary attorneys have handled complex commercial and corporate claims over the last 20 years in major sectors. At Licks Attorneys, we don't just solve problems we anticipate issues before they arise and help you plan accordingly. This carefully-crafted approach is why we are Brazil's leading firm in litigation.

## BUSINESS

- Patent Litigation
- Strategic Patent Prosecution
- Policy Making & Government Relations
- Unfair Competition
- Trademark
- Food & Drug
- E-commerce & Software
- Cyber Security,
- Counselling & Transactional
- Regulatory
- Complex Business Litigation

## OFFICES

- Rio de Janeiro
- São Paulo
- Brasília
- Curitiba
- Tokio

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**Carlos Alberto Carmona**



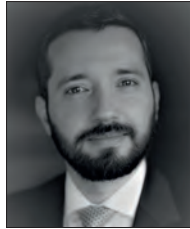
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**Silvio Luiz de Toledo Cesar**



**José Augusto Bitencourt Machado Filho**



**Denis Giamondo Gierse**

## POSITIONING

We have been increasingly involved in arbitration cases. Our department is distinguished for its capacity of managing the client's interest in the best possible way, always with a realistic risk assessment. We have a small but efficient structure, which gets the involvement of the client in defining the strategy of the cases under our responsibility. Our professionals have a solid formation and expertise; most of them have dedicated efforts in academic specialization, in post-graduation and master degree courses in first-rank universities in Brazil and abroad. Our Arbitration team counts on the experience of our senior partners, each of them very respected and well recognized in their respective areas of expertise. We are very proud of the international recognition of our arbitration practice.

- Practice before local and international arbitration chambers
- Practice as arbitrators
- Practice as counselors
- Preparatory assistance and follow-up on measures to initiate arbitration (prelitigation)
- Consulting and preparation of legal opinions in arbitration procedural matters”

## BUSINESS

Founded in 1995, the law firm Marques Rosado, Toledo Cesar & Carmona Advogados has been achieving excellent results in view of its model of work, based on the main principle of direct contact between the client and a skilled team of professionals in charge of performing the work. For the past 25 years this has proven itself to be successful. Our model allows us to have a deep knowledge of the needs of our clients, thus guaranteeing a better and more efficient assistance. The long lasting relationship we have had with our clients evidences the quality of our legal practice.

We provide legal assistance in varied types of transactions, by joining the legal structure with the business conditions most favorable to the clients, all with a primarily practical focus, in order to comprehend the client culture and field of operation. We have been able to offer innovative and distinguished solutions. We act with agility, quality and an optimal cost-benefit (professional services of high quality at competitive prices). With this multidisciplinary team, our structure enables us to assist clients of all sizes, from individuals to multinational companies, always with the same quality standards.

- Arbitration and Civil and Commercial Litigation
- Civil and Commercial Law
- Corporate Law
- Foreign Investment
- Mergers and Acquisitions
- Real Estate
- Reorganization (Corporate Restructuring and Family Planning)
- Tax (Consultancy, Tax Planning and Litigation)”

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Victor Madeira Filho

Danilo Gallardo Correia

## POSITIONING

Founded in 2011 with the purpose of providing excellence in legal services and client care, Madeira, Valentim & Gallardo Advogados (“MVGA”) developed its own model of rendering customized legal services in the corporate, tax and civil areas, being also a pioneer in rendering specialized services to the Infrastructure & Construction sector in Brazil.

Our team’s differential is a proactive actuation, combined with deep knowledge of the sectors in which we operate, what leads to a high rate of positive results in the disputes of our clients.

With an office located in São Paulo, but acting in dispute resolution throughout Brazil, MVGA has extensive experience in complex and strategic civil litigation, in arbitration and court proceedings involving public and private construction projects, large infrastructure projects, commercial disputes, corporate conflicts, among others.

Our professionals also assist our clients in negotiating and drafting contracts, contractual administration, and pre-litigation, aiming to avoid conflict or, if it is unavoidable, leave the client in a more favorable position.

In addition, our team operates in several execution of arbitral and court awards, to ensure the effectiveness of the decisions obtained.

Finally, MVGA professionals act as arbitrators in domestic and international proceedings in the most renowned arbitration institutions.

## BUSINESS

### PRACTICE AREAS:

- Contracts
- Corporate & M&A
- Financial & Securitization
- Litigation & Dispute Resolution
- Tax

### INDUSTRIES:

- Agribusiness
- Automotive
- Foreign Trade
- Education
- Energy
- Pharmaceutical
- Real Estate
- Infrastructure
- Logistics
- Mining
- Technology & Telecommunications
- Retail & Consumer

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Rodrigo Horn



Rafael Horn



Douglas Dal Monte



Ítalo Mosimann



Lio Bocorny



Fábio Silveira

## POSITIONING

Our knowledge about transformations in the sectors and fields in which we work is constantly evolving. We are always dynamic and tirelessly up-to-date, this is expressed in the services we provide. For over fifty years, Mosimann-Horn Advogados has helped its clients to navigate complex legal issues with skill and professionalism.

We strive to deeply understand our client's businesses and the shifting nuances and market conditions that influence (or may come to influence) their key sectors.

With knowledge, passion, and commitment, we help our clients achieve their goals.

## BUSINESS

- Asset Management, Family and Estate Law
- Compliance
- Contracts
- Corporate Law and M&A
- Credit Recovery
- Criminal
- Environmental
- Environmental, Social and Corporate Governance - ESG
- Insurance
- Intellectual Property
- Labor
- Litigation and Arbitration
- Privacy and Data Protection
- Public Law
- Tax Law
- Energy Law

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**Bruno Cavalcanti**



**Carlos Harten**

## POSITIONING

The team of specialists that make up the QCA brings together the best of both worlds: the experience of those who work on the main challenges of their clients and the dynamism of the most innovative companies today. We combine technical knowledge of law and management with our ability to identify the best solutions for each case. The firm is known for working in complex matters, with high risk value involved, for the insurance sector. The partners have a high degree of specialization in the sector and are dedicated to creating innovative solutions to the problems presented by clients.

Although the team also works on mass demands by means of specific teams, it manages to handle each matter strategically to defend its clients with the purpose to change the understanding of the local courts and increase success rates upon preparation of effective action plans and daily orders.

## BUSINESS

- Administrative
- Environmental
- Compliance and Integrity
- Civil
- Contracts
- M&A
- Real Estate
- Legal Marketing
- Privacy
- Maritime and Port
- International Business
- Estate Planning
- Judicial Recovery
- Dispute Resolution
- Corporate
- Labor
- Tax

## CONTACTS

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Anastacio Marinho



Caio Cesar Rocha



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Wilson Sales Belchior

## POSITIONING

RMS Advogados – Rocha, Marinho E Sales is a highly qualified corporate law firm with over 900 professionals located in 10 offices across the Brazilian territory, supported by a broad network of corresponding law firms, which enables them to currently handle over 250 thousand claims distributed throughout every judicial district of the country.

With a national reputation for legal excellence, the firm represents some of the largest corporations operating in Brazil in banking, telecom, insurance, life sciences & health-care, retail and other segments, both in large-scale litigation as well as in highly complex and valuable strategic matters.

In this regard, it is worth highlighting their experience and capillarity in the Northeast and in the North of the country, traditionally problematic regions for the big center law firms, and their headquarters in Brasilia, with a group of very talented attorneys specialized in advocacy in Superior Courts.

Overcoming the traditional division by practice, RMS Advogados works through cells that are individually customized in order to reflect the internal organization of their clients, ensuring the best match between workflows. This strategy also empowers communication with the in-house legal team, ensuring a positive workplace and an efficient, client-focused service.

Keeping up with the digital transformation that all industries and companies are currently undergoing, the firm has consistently invested in its knowledge management and technology infrastructure to promote collaboration and increase quality, consistency and efficiency to meet its clients' needs.

To that end, the firm became well respected and known for its attorney-focused technology training models and incorporating practicing attorneys into the process of identifying and developing innovative solutions for the firm and their clients.

## BUSINESS

- Advocacy in Superior Courts
- Banking and Finance
- Bankruptcy
- Civil and Commercial Litigation
- Contracts
- Corporate Criminal Defense
- Corporate Law
- Credit Recovery
- Electric Energy
- Environmental Law
- Health
- Insurance and Reinsurance
- Labor and Employment Law
- Large-scale Consumer Litigation
- Public and Regulatory
- Tax Law
- Telecommunications

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# SLK

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**Gustavo da Rocha Schmidt**



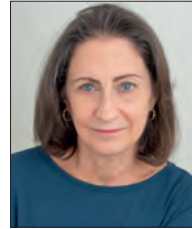
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**Eliana Costa Lourenço**



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**Michel Grumach**



**Catarina de Lima e Silva Borzino**



**Joana Drubscky**



**Vivian Saadia**



**Alexandre Tourinho Zonis**



**Pedro Senna**

## POSITIONING

Schmidt · Lourenço · Kingston Advogados Associados (SLK) is the result of the merger between Rocha Schmidt Advogados, established in 2003, and Costa Lourenço & Kingston Advogados Associados, established in 1992.

The office is composed of a team of highly talented professionals, with a solid academic background. Our legal practice ranges over numerous sectors and we take pride in the excellence and efficiency with which our services are presented to clients.

SLK partners have a wide and recognized experience in judicial and arbitral litigation, having earned special appraisal in the year 2019 after attaining a condemnation, on its client's behalf, of more than 4 (four) billion reais, adjusted for inflation. Also, the office has been highly successful in its litigation practice in the oil & gas and infrastructure sectors, before both judicial and arbitration tribunals.

Our services' excellence also stems from a ceaseless effort towards combining professional and academic trainings, along with a strict observance of the ethical principles that guide the legal profession, showing the utmost respect for its clientele.

All our partners, associates and interns are continually encouraged to seek professional enhancement, be it in Brazil or abroad.

In addition, our partners and associates alike always look to straighten the relationship with the clients. Only by knowing our clients well, will we be able to effectively help them make sound decisions, allowing for cost-effective as well as safe juridical solutions – which also means advising litigation prevention whenever it is due, especially to avoid expenses with lawsuits that could last for years.

## BUSINESS

- Administrative
- Environmental
- Arbitration
- Civil and Commercial Litigation
- Dispute Resolution
- Corporate Litigation
- Energy
- Family & Successions
- Real Estate
- Regulatory
- Civic Sector
- Labor
- Tax
- Urban

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**Marcelo Gandelman**



**Otávio Augusto Domit**



**Patrícia Alves**



**Paulo Souto**



**Ricardo Quass Duarte**



**Roberta Feiten**

## POSITIONING

Souto Correa Advogados comprises experienced lawyers united by the same principles and core values. The full-service law firm is staffed with highly qualified professionals, many of whom hold PhDs and have been recommended in prominent national and international legal rankings, all of which assess the competence and reliability of legal professionals. The team assists clients in Brazil and abroad in all areas of business law: Agribusiness; Antitrust and Competition; Arbitration and Mediation; Basic Sanitation; Capital Markets; Compliance; Consumer and Product Liability; Contracts; Corporate Law/M&A; Data Protection; Dispute Resolution; Energy; Entertainment & Media; Environmental and Sustainability; ESG; Intellectual Property; International Trade; Labor; Life Sciences & Healthcare; Public Law and Regulatory; Real Estate; Restructuring and Insolvency; Startup Hub; Tax; Telecom; Timberland; Union Relations and Collective Negotiation; Wealth and Succession Planning; White-Collar Crimes.

## BUSINESS

- Agribusiness
- Antitrust and Competition
- Arbitration
- Basic Sanitation
- Capital Markets
- Compliance
- Consumer and Product Liability
- Contracts
- Corporate Law/M&A
- Data Protection
- Dispute Resolution
- Energy
- Entertainment & Media
- Environmental and Sustainability
- ESG
- Intellectual Property
- International Trade
- Labor
- Life Sciences & Healthcare
- Mediation
- Oil & Gas
- Public Law and Regulatory
- Real Estate
- Restructuring and Insolvency
- Startup Hub
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- Wealth and Succession Planning
- White-Collar Crimes

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**Patrícia Paoliello  
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## POSITIONING

Founded in 2006, we are a very experienced firm, focused on highly complex litigation and arbitration cases, dispute prevention and restructuring and insolvency. Despite of being well prepared, available, updated, there is something we are really good at: we are experts in our clients and in finding the best strategy to help them focus on their business without wasting valuable resources in unnecessary disputes.

We add value to our client's decision making, simplifying technical matters, focusing on the prevention of problematic issues that might occur and, whenever necessary, solving their difficulties through clear, objective opinions and in favor of its business.

We believe that a relationship of trust and customized services are indispensable conditions to satisfy everyone we serve. Our collaborative model allows us to propose solutions focused on the interests of each of our clients in a personalized way. The proximity we seek with clients and partners is part of our culture.

We value the well-being and quality of life of all the professionals who form our team, an attitude that is reflected in our work environment and productivity. In line with the mission of our firm and the internal developed collaborative model, we have created a core work called WK Social, which is nothing more than a reflection of what we expect for our country's future.

We are constantly searching for a more just and egalitarian society, by analyzing the current economic, social and environmental impacts. On 2018, WK was the first law firm in Brazil to be certified as a BCorp, what demonstrate our concern to provide the greatest service to our clients and to be better TO the world, with transparency, trust and measuring our social and environmental impacts. Recently, WK was the first law firm in Brazil to be certified as a B Corp, what demonstrate our concern to provide the greatest service to our clients and to be better TO the world, with transparency, trust and measuring our social and environmental impacts.

## BUSINESS

- Arbitration
- Civil Litigation
- Dispute Prevention
- Restructuring and
- Insolvency
- Contracts

## CONTACTS

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Diego Abogabir



Nicolás Miranda



Nicolás Vassallo

## POSITIONING

Abogabir Miranda is a highly specialized law firm and leader in the practice of dispute resolution, specifically in civil, commercial and criminal litigation, administrative and public litigation, as well as in domestic and international arbitration.

We evaluate each case as an economic problem that requires a tailor-made solution. The way we approach each problem is unique, we do it using a commercial, civil, criminal, and administrative perspective.

We use all the available proceedings to resolve the conflicts and face each challenge, which makes us a highly specialized firm in conflict resolution.

Each of our partners have more than 12 years in dispute resolution, civil and commercial litigation, arbitration, regulatory and administrative litigation, negotiations, bankruptcies, and restructuring, in solving corporate disputes and conflicts between shareholders, in the practice of criminal and economic law, as well as in the handling of white-collar crimes.

We have a high specialization in the advice and implementation of measures for risk management and regulatory compliance.

Likewise, we have developed a high specialization in specific sectors such as public tenders and contracting, public-private partnerships, infrastructure and concessions, litigation and arbitration in the construction sector, energy and environmental disputes, insurance, and reinsurance litigation.

Our client roster includes some of Chile's top corporates, including CMPC, Itaú Corpbanca, Enel, Besalco, DP World, Acciona, CCU, Hoteles Noi and Salfa.

Partners Diego Abogabir, Nicolás Miranda and Nicolás Vassallo studied and trained in the US and the UK, and have experience working on cross border, multi-jurisdiction litigation and arbitration. Director Juan Carlos Flores holds a PhD in administrative law and currently litigates and sits before the Supreme Court as an expert in public and administrative matters.

## BUSINESS

- Civil and commercial litigation
- Domestic and international arbitration
- Criminal litigation
- Administrative litigation
- Consumer law litigation
- Unfair competition
- Commercial mediation



## CONTACTS

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Jorge Baraona González



Jorge Baraona Correa



Jaime Alcalde Silva



Juan Luis Goldenberg  
Serrano

 **POSITIONING**

BARAONA Y CÍA. is a law firm aimed mainly at the prevention and resolution of Civil, Commercial, Bankruptcy and Administrative disputes, through an integral and timely consulting, negotiation, litigation and arbitration, Legal Opinions and alternative dispute resolution.

The team has accumulated experience in highly complex and emblematic litigations and arbitrations, acting as legal advisors, arbitrators and even as an external judge of the Supreme Court. The broad experience in dispute resolutions is paired by a sound legal education, having several of its lawyers the degree of Doctor of Law, allowing them to teach in the best Chilean universities.

What distinguishes our lawyers, is a personalized way of working that guarantees robustness, effectiveness and commitment in their performance, giving to our clients prompt and appropriate solutions.

 **BUSINESS**

**Practice Areas**

- Domestic and International Arbitration
- Civil, commercial, economic and constitutional litigation
- Regulatory and Administrative conflicts / Governmental Litigation
- Construction and Infrastructure disputes
- Agribusiness disputes
- Antitrust and Regulated markets
- Environmental and Natural Resources disputes
- Banking and Finance litigation
- Class actions and Consumer Rights
- Legal counsel and dispute resolution in educational area
- Remedies before the high Courts of Justice, the General Comptroller of the Republic Office and other Agencies of the State Administration
- Negotiation
- Mediation and other Alternative Dispute Resolution proceedings
- Insolvency, Bankruptcy and Restructuring
- Real Estate
- Corporate Law, Corporate Governments and Compliance
- Inheritance Law
- Legal Opinions in the practice areas

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# Cisternas y Cía.

## Abogados

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Gonzalo Cisternas



Katherine Hyde



Juan Pablo Lorenzini



Domingo Hernández



Alfredo Larreta

## POSITIONING

Cisternas y Compañía Abogados is a legal services office founded in 2000 with the aim of contributing to the prevention and resolution of large-scale and complex disputes from the perspective of the law and the parties' interests. Dispute resolution, including civil, commercial, administrative and criminal litigation is its hallmark practice, offering a perspective capable of anticipating scenarios in the development of lawsuits and advising the attorneys involved on the course of action, proposing solutions in line with clients' interests in the framework of the applicable law and higher court jurisprudence on the matter.

The firm concentrates on the prevention and resolution of disputes, with a team of highly skilled professionals in the prevention of business risks, the design of dispute resolution models and their administration, negotiation and in specialties inherent to business activities.

Cisternas y Compañía Abogados has consolidated a work methodology based on in-depth study of the commission to undertake a full design of the problem and to project all potential scenarios and results arising from different legal courses of action, to strategically resolve legal conflicts, incorporating innovation, technology and a deep knowledge of our client's legal environment into our performance, generating a new competitive advantage.

Three partners lead firm –Gonzalo Cisternas Sobarzo, Juan Pablo Lorenzini Paci and Katherine Hyde– along with a team of senior consultants who are recognized for their public, private, and academic careers.

Cisternas & Cía focuses on the prevention and resolution of conflicts in business, and on practice areas including corporate counseling, litigation, labor, tax, intellectual property, free competition, and criminal litigation. The firm is a member of the Chilean Institute of Rational Business Administration (Icare) and the Association of Entrepreneurs of Chile (Asech).

## BUSINESS

- Dispute Resolution
- Commercial & Civil Litigation
- Administrative Litigation
- Criminal Litigation
- Antitrust
- Business & Corporate
- Environmental Law & Regulatory Law
- Tax

## CONTACTS

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**Carlos Claussen  
Calvo**



**Felipe Velasco  
Silva**



**Lester Maxwell  
Vergara**

## POSITIONING

In 1989, Carlos Claussen founded Claussen & Cía in Antofagasta, in order to satisfy the demand for specialized legal advice from the mining industry in the region. With 35 years of experience, the firm is one of the most recognized in the northern mining area for its focus on Mining Law and its experience in litigation.

For his part, in the 1990s, lawyer Felipe Velasco had formed the company Estudio Velasco S.A. in Santiago, specialized in legal advice for business development in commercial, corporate and tax areas in different areas, including mining.

Both firms merged in 2017, giving life to Claussen & Velasco, a study in which the experience acquired in mining, environmental and water matters, as well as in litigation, corporate, commercial and regulatory law, is enhanced, together with the recognized trajectory of its partners Carlos Claussen and Felipe Velasco. We are specialists in mining, environmental and corporate law. We have professionals with extensive experience in litigation and business management.

In our offices in Santiago and Antofagasta, we provide our clients with comprehensive solutions, accompanying the entire development process of their project, with a personalized delivery committed to the result.

Claussen & Velasco's legal team is characterized by its high specialization and, at the same time, the comprehensive approach with which it approaches the advice of our clients. Our professionals are attentive to changes and projections in legal and business matters, to provide a strategic view of changes in the legal framework and policies that could affect your interests.

One of the most outstanding aspects of Claussen & Velasco's professional practice is the representation of the interests of its clients in litigation and arbitration in the most varied areas: civil, mining, commercial, labor, tax, corporate and administrative law, whether before ordinary or arbitration courts. Our extensive litigation history has focused primarily on complex commercial disputes and contract disputes, as well as criminal law.

## BUSINESS

- Arbitration
- Litigation
- Corporate
- Mining
- Environmental Law

## OFFICES

- Antofagasta
- Santiago

## CONTACTS

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Eduardo Izquierdo



Francisco Bañados



Alejandra Aguad



Jorge Navarrete

## POSITIONING

Since the origin of Del Río Izquierdo Abogados, in 2007, our working method and commitment to our clients has allowed us to offer specific solutions to the most varied legal matters, developing long-lasting client-attorney relationships founded on trust.

The firm provides comprehensive advisory and legal services to individuals and entities, both local and foreign. We seek to add value offering simple, flexible and effective legal solutions through a personalized relation between our firm's partners and attorneys and our clients.

Our team has high ethical and excellence standards, with professionals that are proactive, creative, diverse, tolerant and empathic to our client's matters.

The firms' hallmark is the level of **involvement** that our partners and attorneys achieve in connection with the business and industry of our clients, allowing us to truly **understand** their needs and thus achieve swift, **creative** and –specially- **efficient solutions** to their corporate and operational matters as well as potential contingencies related to their businesses.

## BUSINESS

- Litigation, Arbitration and Dispute Resolution
- Civil lawsuits
- Commercial lawsuits
- Bankruptcy lawsuits (winding-up and restructuring)
- Labor lawsuits
- Criminal proceedings
- Arbitrations
- Negotiations and Settlements
- Constitutional litigation
- Litigation related to consumer protection laws and other matters within the jurisdiction of Local Courts (Juzgados de Policía Local)
- Corporate and M&A
- Labor & Employment
- Real Estate & Urban Development
- Strategic Solutions
- Regulation and Competition Law
- Technology and Intellectual Property
- Natural Resources and Environment
- Tax Solutions

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**María Ester Paredes**

**Felipe Díaz**

**Víctor Riadi**

## POSITIONING

In May 2016, EDN Abogados was founded by Felipe Díaz Toro, with the aim of establishing a law firm expert in legal advice to companies and businesses, with a comprehensive and multidisciplinary perspective.

During the month of July 2020, the founding partner of EDN Abogados was joined by María Ester Paredes Martínez, taking into consideration the affinity of EDN's vision, and deciding to become independent from the firm Palma Abogados, re-founding EDN Abogados.

EDN Abogados takes its name from three key concepts associated with our professional practice: **Company – Law – Business** (“Empresa Derecho Negocios”). In the context of these three worlds, our practice areas cover the main legal branches that allow the world of companies and businesses to function successfully within the regulatory framework of the legal system.

We offer an international perspective to our clients, with lawyers authorized to litigate in Chile, Spain, Belgium, and Luxembourg, working with commitment, responsibility and aspiring for each one to give their best to contribute to the success of our clients. Our level of excellence has already been awarded and recognized by several renowned international rankings.

The team of EDN Abogados provides advice in front of judicial, arbitral and administrative instances and is able to face matters of the most varied matters, highlighting those of commercial, civil, banking, investment funds and administrative nature.

## BUSINESS

- Litigation
- Compliance and anti-corruption

## CONTACTS

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**Paulo Román  
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**Juan Diego Rabat  
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**Orlando Palominos  
Aravena**

## POSITIONING

Fleischmann & Román Abogados is a boutique law firm, that is characterized for delivering an excellent service to its clients. The firm specializes in construction, infrastructure, public works concessions, litigation, arbitration and dispute resolution, in which its lawyers have a vast experience and a professional trajectory of more than 20 years.

In addition, the firm provides advice on corporate, real estate, labor and telecommunications issues, and has been recognized in the areas of expertise by the most important legal rankings worldwide, such as Chambers & Partners, The Legal 500, Best Lawyers, etc, which attest to their quality and professional experience.

Fleischmann & Román Abogados is a firm committed to deliver an integral and focused service, both to people and companies, local and foreign, through a specialized, timely, efficient and strategic advice, which responds faithfully to the needs of each of its clients, which has led to establish itself within the best offices in its field, according to the legal rankings.

Fleischmann & Román Abogados stands out for its practice and professional quality, fostering and promoting closeness and efficiency for its clients, with top-level professionals and a long and recognized track record in matters of high complexity and relevance to the country, both in the public sphere and as in the private sector.

## BUSINESS

- Disputes and Arbitration
- Construction and Projects
- Infrastructure
- Real Estate
- Corporate
- Mergers and Acquisitions
- Tax
- Telecommunications
- Labor Law

## CONTACTS

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Cristián Gandarillas



Gabriel del Río



Paulo Montt



James Black

## POSITIONING

Gandarillas, Montt, Del Río is a boutique litigation firm dedicated entirely to the solution of conflicts. It is formed by a cohesive team led by four partners, all of them experienced litigators appearing before all different Chilean instances, including the Supreme Court. They have also a great deal of experience before national and international arbitration forums.

The firm has depth of expertise in commercial, contentious competition, bankruptcy, regulatory, capital markets and environmental matters. Transversally, they are specialized in complex litigation and arbitration.

At GMD, clients might expect: a strategic approach to resolve disputes, the strong defense of their issues, proximity and intense communication and the right minds looking at every detail of the process. They represent a new generation of litigants in Chile.

## BUSINESS

- Commercial and Civil Litigation
- National and International Arbitration
- Construction Disputes
- Restructuring and insolvency Litigation
- Antitrust
- Consumer Law
- Administrative proceeding
- Economic and Regulatory Litigation
- Corporate Disputes
- Alternative Dispute Resolution
- Environmental Litigation

## CONTACTS

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**Cristian Parker**



**Maria Garafulic**



**Valentina del Solar**

## POSITIONING

Though Grupo Vial Abogados (GVA) was founded in 2005, it is the continuation of decades of a successful and extensive practice in corporate and commercial law, business transactions, litigation & arbitration, tax and labour law.

Particularly, with respect to its Litigation & Arbitration Department, GVA has extensive experience in advising clients in Commercial, Corporate, Construction, Torts, Contractual, Consumer, Antitrust, Tax and Bankruptcy Litigation before ordinary tribunals, Appeal Courts and Supreme Court, and both domestic and international arbitration, particularly under the Rules of the ICC, ICDR and Santiago's Chamber of Commerce Arbitration Center (CAM Santiago).

Currently the firm has two Partners and one Director included in CAM Santiago as Arbitrators (Manuel José Vial, Rodrigo Guzman and Karen Milinarsky) and one Senior Counsel (José Miguel Olivares). Additionally, it has one Partner included in CAM Santiago as Young Arbitrator (Cristóbal Leighton)

## BUSINESS

- Corporate
- Litigation and Arbitration
- Tax
- Labour
- Telecommunications
- Environmental, Energy and Climate Change
- Sports and Entertainment



## CONTACTS

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**Eugenio Valladares  
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**José Tomás Barros  
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## POSITIONING

Gutiérrez, Waugh, Jimeno & Asenjo is a boutique law firm founded in 2006 by some of the most relevant practitioners in the areas of Dispute Resolution, Litigation and Arbitration in Chile.

In the last sixteen years, GWJA and its partners have been consistently recognized as leading actors in its areas of expertise, ranking number one in most national and international rankings. Its senior partner, Pedro Pablo Gutiérrez, has been chosen as one of the best Dispute Resolution lawyers in Chile for the last decade.

Since its foundation, GWJA has been involved in most high-profile cases in Chile, assisting relevant local and international clients in complex processes of negotiations and in civil and commercial litigation before courts, state agencies and arbitral tribunals in matters such as construction, mining, telecommunications, energy, banking, finance, insurance and retail.

The firm's arbitration practice has consistently grown over the years. During this time, the firm has not only managed to conduct relevant arbitrations before Chile's most prominent arbitration centre, but also before international forums such as the ICC, CAM-CCBC and the ICSID in highly complex and sophisticated proceedings.

One of GWJA's main features is that its partners are deeply and personally involved in the cases the firm undertakes, and that its associates are professionally prepared to deal with them.

The firm's members have graduated from the best universities in Chile and some have earned post-graduate degrees at the best universities in the United States and Europe. Also, Pedro Pablo Gutiérrez and Cristóbal Jimeno have been appointed as members of the panel of arbitrators of the CAM Santiago, Chile's most influential arbitration centre.

## BUSINESS

- National and International Arbitration
- Civil and Commercial Lawsuits
- Construction Lawsuits
- Insurance Lawsuits
- Antitrust Law
- Administrative Claims and Procedures
- Bankruptcy Procedures
- Corporative and Capital Markets Disputes
- Mining Lawsuits

## CONTACTS

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Andrés Jana



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Carla Dittus



Francisco Grob

## POSITIONING

Jana & Gil Dispute Resolution is a law firm focused on the resolution of highly complex disputes. Until 2022, our team led the litigation and arbitration area of Bofill Mir & Álvarez Jana, one of the best firms in Chile and Latin America. Forming this boutique office has been a natural step in the evolution of our practice.

Our team brings together more than 25 years of successful representation of local and multinational clients across a wide range of sectors in Latin America. We are experts in litigation and arbitration, combining a standard of service that is comparable to that of the world's leading law firms, with the agility and flexibility of a boutique and specialized practice.

Throughout our extensive trajectory as a team, we have demonstrated time and time again our technical mastery and proficiency in the design and implementation of a winning legal strategy on behalf of our clients.

Our lawyers have a vast professional experience, both in Chile and abroad, and have been involved in the most relevant controversies of recent times in sectors such as construction, mining, energy, transportation, telecommunications, and others.

Our practice has been recognised by prestigious international legal rankings publications. In Chambers & Partners, we have maintained our position in Band 1 since our entry into the publication in 2012 under Bofill Mir & Álvarez Jana Abogados. We are included in the Global Arbitration Review's GAR 100 list of the best international firms in the world, and The Legal 500 and Leaders League coincide in naming our team as "one of the best in Chile".

Our lawyers have extensive technical knowledge and renowned tactical and litigation skills, built on the foundations of a long academic trajectory and extensive professional experience in the field locally and abroad, and a commitment to continuously improving their skills and keeping abreast of the latest legal developments.

## BUSINESS

- International Commercial Arbitration
- International Investment Arbitration
- Domestic Arbitration
- Civil & Commercial Litigation
- International Public Law
- Bankruptcy & Insolvency
- Antitrust & Unfair Competition

## CONTACTS

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## POSITIONING

Kehr Abuid Abogados is a boutique law firm that specializes in litigation and dispute resolution, and focuses its practice and expertise in medical liability, white collar crime, criminal law in general, criminal compliance, and civil and commercial litigation and arbitration. It also highlights its practice in consumers rights, free competition, public concessions, and litigation of regulated sectors.

Kehr Abuid offers comprehensive representation and advice in the resolution of disputes in matters of different nature (criminal jurisdiction, administrative litigation, Ordinary Courts of Justice, Arbitration Tribunals, Constitutional Court, Court for the Defense of Free Competition, Ministries, Regional Secretaries, Superintendencies and Public Services, among others).

In case of civil, commercial, and regulatory litigation, Kehr Abuid has a highly specialized team, which has handled numerous cases before ordinary and special courts of justice, and before arbitration tribunals, under the rules of CAM Santiago, the National Arbitration Center, and the International Chamber of Commerce, among others. In this way, the firm has handled a series of complex cases for breach of contract and insolvency and bankruptcy of companies, in service, construction and financial sectors, among others. On the other hand, the firm has sponsored emblematic cases, which have appeared in the written press and in specialized litigation magazines, newspapers, and media in Chile.

In the area of medical liability, Kehr Abuid has an interdisciplinary team composed by lawyers, doctors, dentists, and other external advisors who ensure a technical content in legal proceedings, as well as the advice given to clients (patients, doctors, Hospitals, and pharmaceutical companies). Kehr Abuid Abogados has been highlighted in press and television media for its representation in some spotlight cases related to obstetric violence, loss of limbs in plastic surgeries, deaths due to Covid 19, among other issues.

Kehr Abuid Abogados is highly recommended for its outstanding corporate and individual representation in criminal law matters, both as plaintiffs and/or defense attorneys. Our attorneys have vast experience in investigation, complex litigation in public and private spheres, and complex negotiation cases linked to various sectors. Likewise, they are usually consulted in matters of criminal law to collaborate in defense strategies or give their legal advice. The criminal law team of our office stands out for its great experience in litigation and a thorough knowledge of Chilean and comparative criminal dogmatics. We advise legal and natural persons in a preventive and/or judicial matters, from the beginning of the investigation before the Prosecutor, as well as in courts with criminal jurisdiction and superior courts of justice. The criminal conflict resolution approach of our office stands out for a comprehensive analysis of all the consequences derived from the conflict and in all types of matters, but especially in matters of economic, financial, property, environmental crimes, public or private corruption and, in general, in cases with several compromised edges.

Our lawyers stand out for taking effective and creative solutions to complex cases, emphasizing the main interest of the client to obtain the best possible outcome in the shortest time expected. We actively advise at all stages of the process: investigation, litigation and negotiation.

Nowadays, in criminal compliance, we advise legal entities in the design and implementation of effective compliance programs, developed based on their specific business, including the detection, treatment and mitigation of crime and corporate risks.

## BUSINESS

- Civil, Commercial, and Regulatory Litigation and Arbitration
- Medical Liability
- White Collar Crime
- Compliance

## CONTACTS

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Alberto Polette



Tomás Ruiz-Tagle



Martín Vilajuana

## POSITIONING

Marinovic & Alcalde Abogados is known for its effective client service. The team helps companies through on-the-ground knowledge, added value, and joint work.

### Dispute Resolution - Arbitration & Litigation

We handle complex, high-impact cases, and are experienced in issues concerning publicly traded companies, corporate governance, stock markets; in huge construction, engineering, and mining projects; dispute avoidance and claim management in long-term contracts. Our partner Enrique Alcalde is one of the 20 highly-qualified lawyers appointed to be part of an arbitration panel in conflicts between the Public Works ministry and third parties.

### Corporate - M&A

We support companies on their day-to-day challenges: contractual relations, reorganizations and restructurings, transformations, financing, divisions, M&A, joint ventures, and on transactional law in general.

### Real Estate & Project Development

We have extensive experience with proponents and consortia, constructors, banks, and lenders, as well as public agencies and/or authorities at all levels; in urban planning, urbanizations, lot division and sub-division, changes in land use, real estate co-ownership, concessions, expropriations, and others.

### Startups, Venture Capital, FinTechs

We work with the drivers of peer-to-peer, collaborative, cutting-edge technology. From their early stages to IPOs, compliance issues, financing, and tax matters.

### Wealth Management - Tax

We take care of estate restructuring, and financial planning for family offices, offering strategic advice in dispute resolution before the Internal Revenue Service, as well as in transfer pricing and transactional tax matters.

### Administrative & Public Law

Advice to local and foreign companies in public procurement, and regulatory aspects; also to investors in contentious and non-contentious issues with the State.

## BUSINESS

- Dispute Resolution – Arbitration & Litigation
- Construction Disputes
- Corporate - M&A
- Real Estate & Project Development
- Startups, Venture Capital, FinTechs
- Wealth Management - Corporate Tax
- Administrative & Public Law
- Natural Resources & Mining
- Restructuring & Insolvency
- Labour and Immigration

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Joaquín Montero



Eduardo Spichiger



Viviana Brito



Alejandro Werlinger



Carlos Baeza

## POSITIONING

OSSANDON ABOGADOS was founded in 1981 in Santiago, Chile. Its objective is to provide an integral and personalized legal service, through prestigious and committed lawyers, who dedicate their knowledge, resources, and experience to providing legal and ethical solutions to their customers' needs.

We have a nationwide network of associates, from Arica in the North, to Punta Arenas in the South, allowing us to offer advice to companies and individuals in each region of Chile.

On the international front, Ossandón Abogados is the only Chilean member of State Capital Group, one of the most prestigious global legal networks, with its headquarters located in Washington D.C. and more than 150 affiliated legal firms across 82 countries. This allows us to specialize in providing counseling to foreign clients from all over the world. Our firm advises on matters relating to contentious judicial, administrative and voluntary processes, before the Civil Courts of Justice and Arbitration Courts. We also specialize in common declaratory judgments of rights, damages, and litigations relating to the areas of real estate and construction. Likewise, we have vast experience in executive judgments, summaries, partitions, and the exercise of special actions such as appeals for legal protection and financial shelter.

## BUSINESS

- Alternative Dispute Resolution
- Banking & Finance
- Business Litigation
- Business Transactions
- Corporate Mergers & Acquisitions
- Employment
- Energy
- Environmental
- Foreign Investment
- Government Relations
- Construction Litigation
- Non-Profit
- Real Estate
- Tax

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**Gustavo Parraguez**



**Rodrigo Marín**



**Francisco del Río**



**Marcela Achurra**

### POSITIONING

Parraguez & Marín is a law firm mainly focused in dispute resolution. The dispute resolution area is formed by a reputed and experienced team of litigators with broad judicial experience. It includes the representation of legal and judicial interests of companies and family businesses in civil, commercial, constitutional, administrative, labor and consumer rights areas.

Furthermore, most of our clients develop their businesses in the mining industry. That's the reason why Parraguez & Marín has two main offices, in Santiago and Antofagasta, which enables the firm to provide immediate and accessible legal counseling to our clients located in the most important mining regions of the center and north of our country.

### BUSINESS

- Civil and Commercial Litigation
- Foreign and Domestic Arbitration
- Administrative litigation
- Employment and Labor law
- Antitrust

### OFFICES

- Santiago
- Antofagasta

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Julio Pellegrini



Pedro Rencoret



Fernando Zuñiga



Diego Ramos

## POSITIONING

Pellegrini & Rencoret is a boutique law firm specialized in civil, commercial and economic litigation, both domestic and international arbitration, competition and, in general, the resolution of highly complex disputes.

The firm highlights for its personalized approach, for the excellent credentials of its team and the thoroughness of the work performed, resulting in a detailed understanding of the issues to determine the best possible strategy to achieve a successful outcome. For these reasons, one of the central policies of Pellegrini & Rencoret is to assume a limited number of cases, which allows its lawyers to be directly involved and permanently available for the clients.

The legal team of Pellegrini & Rencoret is recognized for its expertise as one of the most specialized in the prevention and resolution of high complex disputes. In fact, the superb standards that they apply to the issues and the high level of excellence achieved has been recognized by various publications that positions the firms and its lawyers as one of the best offices of litigation and competition in the market.

The lawyers of Pellegrini & Rencoret stand out since they have studied in the best universities in Chile, due to the fact that they completed postgraduate studies abroad and also because they are professors at the most renowned law schools in our country.

## BUSINESS

- International and domestic arbitration
- Civil and commercial litigation
- Construction disputes
- Antitrust and regulated markets
- Antidumping, safeguards and countervailing measures
- Competition law compliance
- Class actions and consumer law
- Mediation and other alternative dispute resolution proceedings
- Constitutional actions
- Corporate governance litigation
- Environmental and natural resources litigation
- Electrical and telecommunications legislation
- Banking and securities litigation
- Insurance litigation
- Capital markets litigation
- Administrative proceedings
- Remedies before the High Courts of Justice

## CONTACTS

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Rodrigo Riquelme



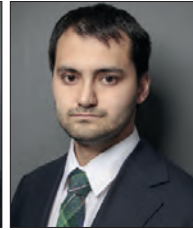
Camilo Silva



Diego Fuentes



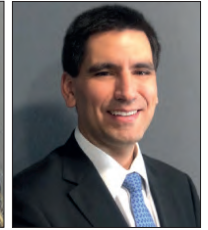
Felipe Montoya



Tomás Matheson



Mariaignacia Lama



Claudio Ereche

## POSITIONING

Riquelme, Silva & Fuentes is a boutique law firm specialized in claims, negotiation and litigation in highly complex matters, both in public and private law.

Our firm provides comprehensive services tailored to each of its clients, advising them through the entire dispute resolution process. Our mission is to provide them with highly strategic advice, aimed at achieving their goals in the most efficient way.

At Riquelme, Silva & Fuentes, we are committed to offering comprehensive services to local and international individuals and companies. Personalized attention and the constant pursuit of excellence are our hallmarks.

Our mission is to help safeguard the client's interests and optimize their business decisions. All our lawyers are specialists in their respective areas of practice.

The lawyers who make up Riquelme, Silva & Fuentes have solid professional, business and academic backgrounds, allowing them to provide their clients with a global vision and adding value to their ideas. They are committed to the client's goals when structuring their projects and implementing their businesses, in addition to designing and defending their interests strategically. Riquelme, Silva & Fuentes' clients find an important added value in each of these services.

Participation in highly complex negotiations and dispute resolution in the fields of public and private law – nationally and internationally – marks Riquelme, Silva & Fuentes as an experienced and recognized law firm in the areas of public works concessions, construction, public and private infrastructure, projects, energy, public health services, real estate, project development and financing, corporate law and family estates. Of special note is the representation of national and international litigation and arbitration.

All told, Riquelme, Silva & Fuentes. constitutes a legal boutique, personally tended by its partners and distinguished by an ongoing tradition of excellence.

## BUSINESS

- **Litigation and arbitration:** The partners at Riquelme, Silva & Fuentes have a long track record advising domestic and foreign companies in litigation and arbitration in areas such as infrastructure, construction, public works concessions, telecommunications, energy, natural resources and corporate disputes, among others.
- **Construction and infrastructure:** Riquelme, Silva & Fuentes has consulted on public and private construction projects, from the study of bids and advice on contract management to negotiations and claims. These projects have encompassed highly complex infrastructure (hospitals, airports, prisons, dams) and large real estate developments.

### KEY CLIENTS:

- Consorcio Besalco Mapa S.A.
- Besalco Montajes S.A.
- Consorcio Embalse Chironta S.A. (Dragados and Besalco)
- Grupo Cobra
- Johnson Controls (Tyco)
- Sociedad Concesionaria Ruta de Nahuelbuta (Belfi-Besalco)
- Sociedad Concesionaria Red Bio Bio S.A. (OHLA)
- Sociedad Concesionaria Autopista de los Andes S.A.
- Besalco Construcciones S.A.
- Icafal Ingeniería y Construcción S.A.
- Constructora Trébol S.A.
- OHL Industrial
- Consorcio Minero Trebol Agua Santa S.A.
- Rutas del Limarí (Sacyr - CMB)
- Dragados CVV (Consorcio Dragados – Constructora Claro Vicuña)
- Sociedad Concesionaria Rutas del Limarí
- Consorcio Hospital de Talca (Besalco Construcciones – Salfa – Moller Perez Cotapos)

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**Claudia Sarmiento**



**Elisa Walker**



**William García**

## POSITIONING

Our office offers solutions that respond to the social changes that are being experienced in the private and public sector, and at a national and international level. These solutions consider multiple dimensions that comes from our experience in academia, the public sector, and our participation in the regulatory design and processing of laws within the scope of the administrative power of the Executive. Also, we have an original perspective in our work, considering our promotion of the gender perspective in Chilean legislation and within the private sector.

Our solid academic background, not only in the field of law but also in political and legal philosophy, has allowed us to be at the forefront of these changes.

Sarmiento y Walker was born in 2017 to articulate this experience and put it at the service of people, companies, public organizations, and non-profit institutions that require personalized legal attention and the highest standard of professional excellence. Over the past few years, we have been faithful to this objective, successfully advising and representing a diverse portfolio of clients in our various practice areas

## BUSINESS

- Complex Litigation

## CONTACTS

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Rodrigo Benítez



Edesio Carrasco



Carlo Sepúlveda

## POSITIONING

SCHULTZ CARRASCO BENITEZ was founded to provide legal advice with high specialization standards to entities and people seeking a personalized and efficient service. We do not only identify problems, we also seek to solve them in a strategic manner that adds value for our clients. Furthermore, we provide an innovative and reliable solution for our client's legal disputes or conflicts.

As a boutique law firm, we have an intensive practice in environmental and administrative litigation. We defend our clients in a number of administrative special procedures necessary for the development of a project, before any court or administrative agency, including the Courts of Appeals, the Supreme Court, as well the recently established Environmental Courts. Furthermore, the partners and the majority of our members, have worked previously in the public sector, so we understand how to develop power generation projects, mining activities, wastewater treatment process and real estate developments, taking into consideration the environmental law and other aspects that are necessary for a good strategy.

The firm focuses on both immediate and long-term goals with its clients, helping them address and anticipate challenges across a changing environment giving them strategic and innovative solutions to their necessities. Additionally, the firm's collaborative culture allows us to work as a team, permanently sharing our insight and experience with our clients.

## BUSINESS

- Environmental Litigation

## CONTACTS

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Francisco Ruíz-Tagle



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Aníbal Vial

## POSITIONING

Yrarrázaval, Ruiz-Tagle, Ovalle, Salas y Vial is a law firm specialized in the resolution and prevention of high complexity legal disputes.

The practice of the law firm is concentrated in litigation, arbitration both local and international, antitrust matters and corporate investigations.

The partners have worked together for several years, complementing each other in order to obtain the best result for their clients. This way, the experience and wisdom of nationally recognized and experienced partners (Mr. Arturo Yrarrázaval and Mr. Francisco Ruiz-Tagle) merges with the energy and experience of the co-head of the department (Mr. Gerardo Ovalle and Mr. Fernando Salas).

Arturo Yrarrázaval and Francisco Ruiz-Tagle are renowned arbitrators in civil and commercial cases, on both national and international disputes, taking on high-profile cases. Gerardo Ovalle, Fernando Salas, Aníbal Vial and Miguel Dibarrart specialize in litigation and arbitration, on both national and international affairs. In addition, Gerardo Ovalle, Aníbal Vial and Arturo Yrarrázaval also focus on competition law.

## BUSINESS

- Civil, commercial and economic litigation
- Domestic and international arbitration
- Antitrust
- Unfair Competition
- Regulated markets
- Administrative litigation procedures
- Construction
- Corporate Investigations

## CONTACTS

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## POSITIONING

Chemás & Asociados, has more than 30 years of experience providing personalized legal advice and looking after the needs and interests of each of our clients with professionalism, responsibility, commitment and dedication through legal strategies and individualized services that help prevent and / or resolve a legal conflict.

With a remarkably high record of success in litigation and conflict resolution, we have participated in the structuring and development - from a legal perspective - of important projects at the national level in different economic sectors, such as: infrastructure, transportation, energy, telecommunications, oil and gas, mining, health, utilities and sanitation.

Chemás & Asociados has different practice areas, each with the best professionals, to provide you and your business with the comprehensive advice you need. During the last 30 years, Chemás & Asociados has focused on offering personalized legal services, tailored (“tailor-made”), to its clients with a remarkably high track record of success in litigation and conflict resolution in projects in the sectors infrastructure, transport, energy, telecommunications.

Chemás & Asociados has extensive and successful experience in representing clients before national and international arbitration tribunals, which have involved claims worth more than two thousand four hundred million US dollars (US \$2,400 million).

In addition to arbitration, Chemás & Asociados is a firm recognized for its long history and its successful participation in the representation in Bogotá and throughout Colombia, of national and international companies in high-value and large-scale legal proceedings before the Contentious-Administrative Jurisdiction, the Ordinary Jurisdiction and the Constitutional Jurisdiction.

## BUSINESS

- Litigation
- Arbitration

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**Camilo Martínez Beltrán**



**César C. Cermeño**



**José Miguel Mendoza**



**Julián Solorza**

## POSITIONING

Our Dispute Resolution team has consistently represented local and international clients in complex conflicts in all areas of business law, including corporate, commercial, tax, insurance, torts, antitrust and administrative matters, among other issues. We represent clients in more than 300 lawsuits in national and international disputes.

Our approach is to reduce the uncertainties involved in commercial disputes through innovative resolution strategies and effective case and crisis management, reason why the Firm has been recognized as a leading firm in the main disputes arising in Colombia in fields such as distributorship agreements, commercial agency relationships, M&A litigation, corporate disputes, oil, mining and gas claims and insurance lawsuits. We have also represented local and international clients in negotiations for solving disputes in Central America, United States, England, Spain, Argentina, Panamá, Singapore, China, France, Perú, Bolivia and Italy.

The firm is also a pioneer in the area of corporate dispute resolution. Our experience in this area, going back for more than 20 years, has recently been put to the service of creating a highly-specialized division focused on shareholder litigation. In fact, DLA Piper Martínez Beltrán set up what is perhaps the first successful practice area in Colombia engaging in shareholder activism through the enforcement of minority investor rights across a wide range of companies, from family-owned enterprises to listed firms.

Additionally, the team has taken part in some of the most complex and renowned arbitration disputes in Colombia. The team has relevant experience representing clients in both national and international commercial arbitration before well-known domestic and international arbitral institutions. We have demonstrated our capability in international arbitration matters for clients involving a wide range of seats, governing laws, and arbitration institutions.

## BUSINESS

- Administrative Law
- Antitrust and Competition
- Banking and Finance Litigation
- Class Actions
- Construction, Engineering and Infrastructure Disputes
- Corporate and Securities Litigation
- Cross-Border Litigation
- Cybersecurity
- Employment Litigation and Dispute Resolution
- Environment, Health and Safety
- Global Governance and Compliance
- Insurance and Reinsurance Disputes
- International Arbitration
- Investigations
- IT and Telecoms Disputes
- Merger Control
- Patent Litigation
- Product Liability, Mass Torts and Product Stewardship
- Real Estate Litigation
- Tax Controversy and Disputes

## CONTACTS


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**Marcelo Jiménez  
Ruíz**

 **POSITIONING**

At Jimenez Ruiz we take pride in providing a service tailored to our clients' needs, through which we deliver solid legal solutions to the matters our clients trust us with.

**Dispute Resolution and Litigation:** We apply the legal strategy that best suits our clients' needs in the trials and arbitrations in which we represent them. Settling is an option we pursue, if it's in our clients' best interest.

Our experience gives us the efficiency our clients need to provide solutions for their societal problems, whether they be of the shareholders or of the company.

 **BUSINESS**

- Dispute Resolution
- Litigation
- Corporate
- Labor & Employment


 **CONTACTS**

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**Jorge Suescún Melo**

**Felipe Suescún de Roa**

## POSITIONING

Suescún Abogados is a leading law firm in Colombia for arbitration and dispute resolution. It is very active representing local and international clients in complex, high-end arbitrations and disputes. Suescún Abogados has been involved in some of the largest, most complex, demanding and sophisticated domestic and international arbitrations related to Colombia.

Suescún Abogados prides itself on its in-depth industry knowledge and on providing personalized, specialized and value-added advice to clients on critical arbitrations and disputes. The firms' structure allows it to serve a broad range of clients; always providing value by delivering excellent quality legal work and achieving extraordinary results. We combine our top-notch legal skills and creative thinking to find the best solution, no matter how demanding or complex the challenge is. Our persistence, absolute commitment, highly-tailored and meticulous approach truly set us apart.

Members of the firm have participated in over 200 arbitrations as counsel, chairman and arbitrator. Those arbitrations involved a wide variety of disputes and were ad hoc or conducted under the rules of major arbitral institutions.

Our members have participated in international arbitrations acting as chairman, arbitrator and counsel. Those arbitrations involved diverse jurisdictions and applicable laws such as: Argentina, Colombia, Chile, France, Maryland, Mexico, New York, Panama, Switzerland and Uruguay.

Those arbitration proceedings involved a wide variety of disputes in areas as diverse as: banking, broadcasting, concession contracts, construction, corporate, distributorship and agency, energy, engineering, electricity and gas supply, finance, government contracts, infrastructure, insurance and reinsurance, joint ventures, licensing, heavy industries, maritime, mergers and acquisitions, post-M&A, mining and natural resources, real estate, oil & gas, sales, telecommunications, TMT, trusts, turnkey projects and general commercial disputes.

Suescún Abogados is perfectly positioned to handle international arbitration procedures in a wide range of sectors, including construction, energy, oil & gas, among others. Indeed, it regularly handles international disputes as lead counsel under ICC Rules. In addition, Suescún Abogados attracts regular referrals from international law firms involved in high-profile international arbitration cases related to Colombia. Suescún Abogados is the law firm in Colombia which has been involved with the largest number of international commercial arbitrations; many of them been some of the largest, most complex and demanding ones that have been related to Colombia.

## BUSINESS

- Domestic Arbitration
- International Arbitration
- Dispute Resolution

## CONTACTS

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**Carlos Luis Sánchez Gaete**



**Alejandro Suárez Riera**



**Carlos Cassanello Villamar**



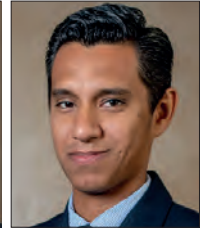
**Gianna Sánchez Iturralde**



**Luis Sánchez Gaete**



**Fernando Rivadeneira Pazmiño**



**Abraham Rodríguez Cabrera**

## POSITIONING

CSG Abogados is a multidisciplinary law firm based in the city of Santiago de Guayaquil and with associates in the main cities of the Republic of Ecuador with extensive experience in legal advice and legal sponsorship in the private and public sectors.

Refounded in 2010 as a continuation of the “Sánchez & Asociados” law firm established in 1965 by the lawyer Carlos Luis Sánchez Díaz (+), and established as a result of the need to complement the experience acquired by its founding partners for the benefit of their satisfied clients, during its existence has stood out for its comprehensive vision of the various branches of law, always aimed at customer satisfaction whether this involves solving the conflict brought to the service through mediation and arbitration, in front of a judicial process, or in administrative headquarters.

Our service is characterized by a traditional moral training combined with a modern business vision of the legal service, accompanied by a well-earned professional prestige and a vocation for the search for justice and equal conditions.

## BUSINESS

- Constitutional Matters
- Criminal Law
- Litigation and Arbitration
- Corporate Advice

## CONTACTS

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# CABEZAS WRAY & ALBÁN

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Ricaurte**



**Marisol Romero  
Cajiao**



**Andrés Chasillacta  
Zurita**



**Sebastián Cáceres  
Pavón**



**Ginna Salazar  
Romero**



**Martín Abad  
Izurieta**

## POSITIONING

With absolute integrity and professionalism, for more than thirty years, Cabezas Wray & Albán Abogados have combined experience, specialized training, seriousness, and creativity to offer practical and innovative alternatives to all our clients.

The firm's lawyers have extensive experience in local and international arbitration and have acted both as arbitrators and as party representation for companies, individuals, and the state.

On the other hand, the firm's litigation department focuses on delivering the most practical, creative, and innovative alternatives in the most complex civil and commercial cases. While providing comprehensive legal counseling services to individuals, companies, and civil society institutions. Specializing in matters regarding the commercial, civil and energy sectors.

Finally, the white-collar crime department offers legal services to a variety of clients that include companies and individuals from the energy, mining, oil, and public sector. Providing specialized legal advice in complex cases, through renowned lawyers with sophisticated and advanced preparation.

## BUSINESS

- White Collar Crime
- Commercial & Civil Litigation
- National & International Arbitration
- Administrative Litigation
- Corporate, Commercial and Labor Law Counsel

## CONTACTS

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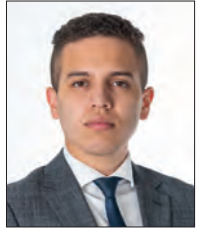
**Gabriel Santelices Fierro**



**Juan José Mantilla**



**Andrés Jaramillo**



**Bryan Andrade**

## POSITIONING

Dentons Paz Horowitz' Litigation and Arbitration team lives by the motto "doing well by doing it right", delivering effective solutions to complex and high profile judicial, commercial and regulatory disputes while maintaining an impeccable reputation in all scenarios.

Dentons Paz Horowitz' approach to dispute resolution is strategic and practical, which has obtained them a "problem solver" reputation thanks to their interdisciplinary professionals who deliver the best results by focusing on what matters while protecting their client's interest.

They work closely with their clients to draft tailor made strategies and solutions applying innovative techniques, the most appropriate tools, and strategies for each stage of the process, tackling challenges efficiently to maximize their client's prospects for a successful outcome.

Dentons Paz Horowitz is known for their experience in several industries which is key in identifying risks and preventing disputes before they arise. The team also stands out in their ability to advice in multidisciplinary areas such as public, administrative, constitutional, civil, labour, intellectual property, consumer protection and contract law. Their relevant industry experience combined with their leading dispute resolution and litigation practice provides effective solutions that protect their clients.

Currently Dentons Paz Horowitz is representing both national and foreign companies in complex judicial and arbitration claims. The team is highly recognized for their dispute resolution experience in the aviation, construction, energy, tourism, pharmaceutical and insurance industries, public procurement, and administrative law. Whatever the subject matter, your success is the Firm's priority.

## BUSINESS

- Litigation and Dispute Resolution
- Corporate – Commercial
- M&A
- Labor and Employment
- Real Estate
- Tax
- Mining
- Oil & Gas
- Energy
- Aviation
- Immigration
- Telecommunications
- Public Administration & Procurement
- Pharmaceutical

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# Morales & Asociados

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**Marco Morales Tobar**



**Pablo Morales Andrade**



**Marco Morales Andrade**

## POSITIONING

Public Law expertise is the hallmark of Morales y Asociados (M&A). Our legal practice reaches beyond legal knowledge providing all-encompassing solutions to our clients and their business.

M&A's founding partner (Dr. Marco Morales Tobar) has held high-ranking appointed positions in the public sector for over 40 years, including having served as President of the Constitutional Court. His unmatched experience has enabled him to gain the trust of major industries, investors, and companies, providing them a unique view of how public matters affect their businesses and interests.

Our team assists individuals or corporations offering advice and representation in administrative and constitutional law litigation in all types of jurisdictions across the country. M&A's litigators handle cases in the highest judicial instances such as the National Court of Justice and the Constitutional Court. Our deep understanding of procedural rules and substantive issues, brings our clients the benefit of the most efficient approach in court, appeals as well as during alternative dispute resolution proceedings.

Our top-level lawyers are recognized for their ability to conduct and resolve complex disputes delivering high standards of quality work and integrated service for the benefit of each client.

M&A's lawyers use their significant experience and legal knowledge to advise and defend our clients on issues related to policy strategies, legislation and regulation across Ecuador. The core of our services include: Constitutional Law, Administrative Law, Public Procurement, Regulatory Affairs, Real Estate, Political Risk Management, Compliance, among others.

Additionally, M&A has successfully litigated high stakes disputes on behalf of other major legal teams that call upon our services to benefit from our firmly established expertise and lengthy experience in administrative and constitutional law.

Our team includes bilingual or trilingual lawyers, allowing us to provide assistance to international clients operating in Ecuador. Our longstanding clients consider our lawyers as trusted partners.

## BUSINESS

- Dispute Resolution
- Administrative Law
- Constitutional Law
- Government Procurement
- Foreign Investment
- Political Risk Management
- Compliance
- Competition
- Real Estate
- Family Business Consulting

## CONTACTS

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**Ab. Marco Morales Andrade**, Partner: [mm@morales.ec](mailto:mm@morales.ec)

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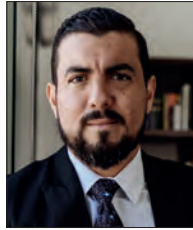
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**Daniel Pino  
Arroba**



**Marco Elizalde  
Jalil**



**Jaime Arosemena  
Coronel**



**Jorge Luis Cedeño  
Cuellar**



**Ritha Guillén  
Fernández**



**Rafael Ulloa  
Triviño**

## POSITIONING

PINO/ELIZALDE is a firm with a new way to approach law, always applying cutting-edge methods and tools with the purpose of looking after the needs of our clients in the most efficient and effective manner.

We reach comprehensive solutions to complex problems, taking advantage of the multiplicative effects of our team's synergy.

The arbitration and litigation area of the firm handles controversies related to constitutional, administrative, arbitration, civil and commercial rights. Our attorneys have represented clients in complex cases before the constitutional, civil, commercial and administrative courts, in issues related to the violation of their constitutional rights, administrative-judicial relations, public contracting, distribution, commercial agency, civil liability, international commercial contracts, consumer protection and antitrust.

## BUSINESS

- Administrative Litigation
- Arbitration
- Civil Litigation
- Commercial Litigation
- Corporate Restructuring & Bankruptcy
- Mergers & Acquisitions
- Project Finance
- Energy and Natural Resources

## CONTACTS

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Javier Robalino



Daniel Robalino



Luis Carlos Fernández



Munia El Harti



Cristina Viteri



Michelle Vasco

## POSITIONING

ROBALINO Abogados, leaders in our sector, constantly evolving and preparing for the future.

We are a specialized team consisting of lawyers and consultants, constantly seeking to innovate and be on the forefront of new legal and consulting trends.

Currently we have a multi-disciplinary group of more than 220 highly-qualified team members, that includes more than 90 lawyers and more than 80 consultants, to meet the needs of a demanding local and international market.

**Arbitration:** The team at ROBALINO consists of highly specialized lawyers who have significant local and international experience in mediation and arbitration. The firm has the personnel required to form client-specific teams, ensuring that each one has the legal and technical experience required for each individual case.

Our professionals are widely recognized locally and regionally due to the design and implementation of creative, effective, and practical strategies based on their vast knowledge in applying alternative dispute resolution methods.

**Competition:** The area consists of highly qualified professionals who have significant experience in the area, and who are also specialized in different disciplines, including Economics, Regulatory Law, and Capital Markets Law.

The team is experienced in resolving a wide range of issues involving the investigation and monitoring of anticompetition behaviors, advising local and international clients on a wide range of issues regarding free competition and unfair competition.

**Compliance:** Our firm specialized in various compliance matters spanning from basic audit and training to complex forensics analysis of cases to work together with corporations and entities in uncovering fraud and other compliance matters. ROBALINO Abogados is one of the very few firms in Ecuador that has a complete forensics lab, making it the preferred local partner for many international compliance entities to work with.

**Litigation:** The team provides its clients with effective solutions to any dispute, accompanying and advising them throughout the litigation process. The area has very high conflict-resolution success rates-

The firm has significant experience in civil, commercial, labor, and administrative litigation processes with a highly relevant success rate.

## BUSINESS

- Arbitration
- Mediation
- Competition
- Litigation
- Dispute Resolution

## OFFICES

- Quito
- Guayaquil
- Cuenca
- Manta
- Machala

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## POSITIONING

Barthélémy Avocats is a law firm built upon the conviction that people are at the heart of any company's wealth. Our leitmotiv : growing together to see beyond social law. The firm has been in existence for over 50 years and employs more than a hundred lawyers in 19 cities across France who work daily to perpetuate this vision.

By placing people at the center of their concerns, the firm has been able to build, over the years, a business with a strong culture and a true sense of sharing and service, which is reflected in the quality of its relationship with customers and partners and in the sure-footed management of their internal human-resources obligations. But above all, it is the firm's vision of employment law, which has become the Barthélémy Avocats calling-card.

## OFFICES

- Bordeaux
- Clermont-Ferrand
- Dijon
- Evreux
- Lille
- Lyon
- Marseille
- Metz
- Montpellier
- Mulhouse
- Nantes
- Nice
- Nîmes
- Paris
- Pau
- Rennes
- Strasbourg
- Toulouse
- Tours

## BUSINESS

### Supporting businesses: our vocation

Specialists in labor-law, Barthélémy Avocats supports, as a true partner, more than 5,000 companies of all sizes and from all sectors of activity, on a daily basis, on any subject pertaining to the client's professional activity, both in counseling and before the courts. To meet the needs of companies, the firm has developed departments (group of specialized lawyers dedicated to some fields of expertise/area of business), such as:

- International
- Health and safety
- Litigation
- Restructuring
- Industry-wide collective bargaining & negotiation
- Dispute resolution
- Human capital

The firm has developed the view that labor-law must be a tool for organizing the company. It supports its clients in defining and formalizing measures adapted to each company, labor-law being used as a vehicle for legal engineering.

### Annual subscription: there for you, when you need us

Because an effective partnership and trusting relationship are built up over time, Barthélémy Avocats also provides companies with a daily support formula as part of an annual fixed fee set -by mutual agreement for a foreseeable volume of services -and ensuring greater availability of lawyers.

## CONTACTS

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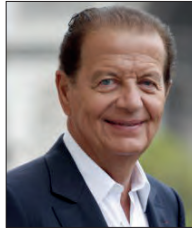
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Jean-Georges Betto



Dominique Perben



Gaëlle Filhol



Raphaël Gauvain



William Brillat-Capello



Vivien Makaga Péa

## POSITIONING

**BETTO PERBEN is dedicated to the resolution of complex and sensitive international crises.** The firm is recognized as a French leader in arbitration, major litigation, white-collar defense, and public affairs.

### Overall strategic approach

We combine our skills to provide our clients with an overall strategic approach going beyond the legal sphere. Not only do we provide legal assistance, but we also focus on analyzing the context, providing risk assessments, and communication strategies. We consider financial, political, and media stakes and design for our clients 360° plans to manage their crises.

**Construction, energy (oil, gas, minerals), aerospace, and defense** The partners of the firm have conducted some of the most significant cases of the past decade and are honored by the trust of governments, State-owned entities, and leading companies, particularly in the energy (oil, gas, minerals), aerospace, construction, and defense sectors.

### Leader in the African market

Our team is particularly praised for its work on the African market. We have developed an in-depth knowledge of this market and our attorneys are recognized among the leading business lawyers in Africa (Jeune Afrique, Chambers and Partners, Décideurs, Legal 500).

## BUSINESS

### PRACTICES

- International Arbitration
- Government Relations and Public Affairs
- Mediation
- Business Litigation
- Internal Investigations & Compliance
- White-Collar Defense
- Probity and Criminal Defense of Elected Officials

## SECTORS

### INDUSTRIES

- Aerospace and Transportation
- Construction
- Defense
- Energy and Natural Resources
- Financial Institutions

## CONTACTS

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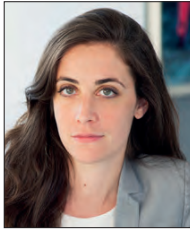
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## POSITIONING

Cohen & Gresser is an international law firm with offices in New York, Paris, Washington, DC, and London.

Our firm has a strong employment practice and represents employers, international groups and executives in a variety of litigation and counselling matters both in France and in the United States.

In France, Cohen & Gresser employment attorneys have an extensive experience handling restructurings and mass layoff plans, collective employment relations, transfers of business/ transfers of employees, transactional employment due diligence and complex employment litigation. We also counsel our clients on a wide range of employment matters, including internal investigations, discrimination issues, working-time practice, service agreements and compensation and benefits.

In the United States, Cohen & Gresser employment attorneys represent clients in state and federal court actions; other forums such as the Equal Employment Opportunity Commission, the New York State Division of Human Rights, and the New York City Commission on Human Rights; court monitorships; and investigations. We also counsel employers and executives on a wide range of contractual and business matters, including employment, privacy, and social media policies and incident response plans.

Our attorneys have superb credentials, and are committed to providing the efficiency and personal service of a boutique law firm along with the quality and attention to detail that are the hallmarks of the best firms in the world.

Our practice reaches across many industries, including aviation, chemical, communications, finance, hospitality and leisure, life sciences and health care, luxury, retail, technology, and transportation.

## BUSINESS

- Restructurings and mass layoff plans
- Collective employment relations
- Transfers of business/ Transfers of employees
- Transactional employment due diligence
- International mobility
- Working-time practice
- Complex employment litigation
- Top management / Corporate officers
- Internal investigations

## OFFICES

- PARIS
- NEW YORK,
- WASHINGTON, DC,
- LONDON

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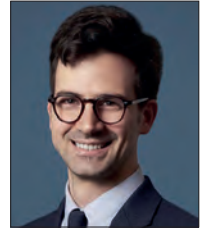
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Erik Grigoryan



Charlotte Fromont



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## POSITIONING

Founded in 1830, Curtis is a pioneer in international practice and the resolution of international disputes. Curtis offers a tradition of excellence and pragmatism in the service of its customers, supported by the strong personal involvement of the partners in the files. Curtis has 17 offices worldwide, located here where our customers need us most. Our 80 lawyers involved in the field of arbitration form a plurilingual whole and multicultural offering a global approach and working into integrated teams across borders, made up depending on the nature of the files. The firm's experience extends to ICSID, ICC, UNCITRAL, LCIA, PCA, SCC, DIAC, SIAC arbitrations, AAA, ICDR, IACAC... in many sectors, in particular the oil, gas, telecommunications, construction, mining, agriculture, distribution and industry.

## TEAM

The Paris arbitration team includes 4 partners, 1 counsel and 8 associates, paralegals and trainee lawyers. It works closely on a daily basis with the lawyers of our other offices, who intervene according to the subject matter, the countries and the rights concerned. Our lawyers are important actors in international arbitration.

## BUSINESS

Curtis has a long experience in international arbitration and intervenes in commercial disputes, in particular cases mergers and acquisitions: enforcement of guarantees, defect of the consent, breach of the duty to inform, etc., and in many sectors; and also in disputes between States and investors.

## OFFICES

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Sophia von Dewall



Emmanuel Foy

### POSITIONING

Derains & Gharavi International is a boutique law firm, handling exclusively international arbitrations and arbitration-related litigation from its offices in Paris and Beirut. Since its inception in 2008, the firm has consistently been recognized for the high-quality of its work, the expertise of its lawyers and its successful track record in prime cases. Derains & Gharavi International has handled a broad spectrum of commercial arbitrations and has been involved in dozens of investment arbitrations. The multinational team at Derains & Gharavi International comprises lawyers from diverse legal, cultural and linguistic backgrounds, allowing the firm to tailor the teams to the specific needs of each individual case.

The partners of Derains & Gharavi International act as counsel and serve as arbitrator in approximately 100 arbitrations per year, conducted under the rules of all major arbitral institutions, such as the ICC, LCIA, AAA/ICDR, SCC, CAM, CRCICA, NAI, DIAC, SIAC, Swiss Chambers and ICSID (including annulments before ad hoc committees), as well as in UNCITRAL and ad hoc arbitrations.

In addition, Derains & Gharavi International regularly represents clients in arbitration-related litigation, including in actions aimed at obtaining injunctive relief, interim measures, annulment and the enforcement of arbitral awards before the state courts.

### BUSINESS

- Commercial arbitration
- Investment arbitration
- Public international law
- Arbitration litigation

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L&E Global is a worldwide leader with 30 prominent employment law firms cofounded by Flichy Grangé Avocats in 2011. Spanning 6 continents in 30 jurisdictions, the +1,750 employment lawyers provide specialized, business focused advice to major multinationals, mid-caps and innovative start-ups on all stages of growth and development in local and international markets.

## BUSINESS

- Restructuring and employment practice
- Remuneration policies and benefits practice
- Health and safety practice
- The collective negotiation and working time practice
- The social security and mandatory contributory schemes practice
- The risky litigation practice
- The company managers and international mobility practice
- The ethics, diversity and CSR practice
- Pension & contingency practice
- The public service and state-owned companies practice
- Vocational training practice
- Atypical and/or new forms of work practice



## POSITIONING

Flichy Grangé Avocats is a leading employment and labour law firm in France with 12 specialized practices.

The highly experienced lawyers assist the French and international companies to assess the employment and labor law consequences of company complex operations, company policies and the risks they involve by carrying out extensive employment and labor law due diligence reviews or comprehensive studies of the impact on collective status.

Flichy Grangé Avocats meets the needs of international groups and manages international projects by relying on the support of L&E Global, a worldwide network of partner firms specialized in providing counsel to employers on labour relations, employment law, and employee benefits.

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Peter Turner QC



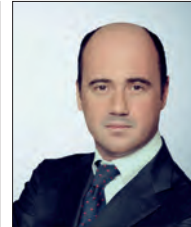
Christophe Seraglini



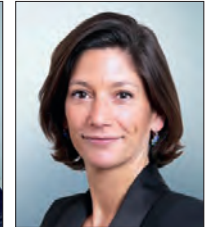
William Thomas QC



Alexandra Van Der  
Meulen



Stéphane Bénouville



Anne-Laure Vincent

## POSITIONING

Freshfields is widely recognised as the world's leading international arbitration practice across all key jurisdictions and industry sectors. We act in many of the largest and most important commercial and investment treaty disputes to go to arbitration. Our global international arbitration group is currently handling over 171 active arbitrations (including 45 investor-State cases) valued at around \$111billion. We help break new ground in international arbitration, we set key new precedents for whole industry sectors and geographies and offer thought leadership in new and emerging areas of international arbitration. We also have a first-class public international law practice: we advise sovereign States, international organisations, corporations and non-governmental organisations on issues of public international law and represent States before all major international courts and tribunals, including the International Court of Justice and the International Tribunal for the Law of the Sea.

The truly global nature of our practice sets us apart. Our multi-qualified lawyers based in Paris conduct arbitrations all over the world, whatever the governing law of the dispute, the arbitration rules or the language (our team currently handles matters involving English, French, Spanish, Portuguese, Russian, Ukrainian, Georgian, Hebrew, Romanian, etc). Our team members are renowned for their advocacy skills and three members of the arbitration team in Paris are Queen's Counsel (Noah Rubins, Peter Turner and Will Thomas). As a result, we do advocacy in some of the most complex and highest profile cases globally.

Similarly renowned is our industry-leading Paris litigation team, which has considerable experience in civil, commercial and financial litigation - from post-acquisition and shareholder disputes to civil procurement and product liability claims. Our lawyers have a thorough understanding of complex financial products and provide strategic advice on financial disputes. They also have strong expertise in advising and representing financial institutions in legal proceedings before the Autorité des marchés financiers (AMF) and the Prudential Supervision and Resolution Authority (ACPR), and in complex financial and banking disputes.

Clients also turn to us for help with international criminal investigations (internal and external), issues raised by the application of international sanctions regimes, matters involving white-collar crime and corruption, as well as risk-prevention measures.

We are a people business. Diversity is our strength and we value the fresh perspectives, creative ideas and connections that flow from bringing together people with different backgrounds. We seek to create a welcoming, supportive environment, where difference is valued, in which all can flourish.

## BUSINESS

- Commercial arbitration
- Investment treaty arbitration
- Public international law
- Corporate and commercial litigation
- Corporate criminal liability
- Energy (including renewables) and natural resources
- Infrastructure and transport
- Post M&A and shareholder disputes
- Sanctions and trade
- Technology, media and telecoms
- White collar and regulatory investigations
- Financial disputes

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## POSITIONING

Fromont Briens is one of the most preeminent employment and labour law firms in the French market.

For 30 years now, the firm has brought its depth of expertise in all the fields of French employment and labor law to a series of clients ranging from small and medium companies to listed global corporations.

A pioneer in many of its historical practices, the firm has developed a leading expertise in employment law, social protection and additional remuneration law, corporate and M&A, restructuring, social compliance and criminal labor law putting clients' satisfaction, regardless their size or industry, at the very heart of its practice through prospective and innovating interventions.

With an approach centered around the concept of advising partnership, the firm brings proximity, creativity, reactivity and hands-on solutions to the market.

More than just a partner, Fromont Briens has become **an actor in the social transformation of companies** by offering them innovative strategies in response to the technological, legal and societal innovations they must address at a rapid pace.

Our innovative solutions include :

- Social Crisis Management
- Data privacy
- Evolution and Labour 2.0
- Diversity & Inclusion
- Global mobility

## OFFICES

- Paris
- Lyon

## BUSINESS

### **360° LABOUR AND EMPLOYMENT LAW**

Fromont Briens offers a day-by-day management of all our clients HR issues with several methods of operation:

- Counsel
- Litigation
- Strategic and operational support
- Training

Our firm has also developed a range of expertise to assist our clients in managing all their HR needs and projects:

- Social Protection and Additional remuneration
- Criminal Labour Law
- Management and Social Structuring M&A
- Restructuring
- Social Compliance

## YOUR PARTNER IN FRANCE


Fromont Briens advises all kinds of non-French companies for their employment and labor law issues in France.

From mobility, hybrid schemes, harassment and discrimination issues to the very specific employment, social security and additional remunerations French legal frameworks, we offer our non-French clients our expertise in the French market and knowledge of its relevant stakeholders to help them navigate this very complex - and strategic - environment

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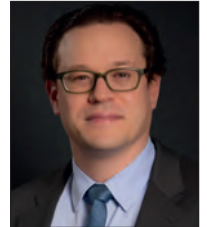
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Maude Lebois



Ximena Herrera-Bernal



Daniel Reich

## POSITIONING

Gaillard Banifatemi Shelbaya Disputes is an international firm with a singular focus: managing international disputes in a result-oriented and integrated manner.

Our team is widely recognized as one of the world's leading international arbitration practices, with an unparalleled track record of landmark victories, including the then largest commercial arbitration award ever rendered, the largest investment arbitration award in history, as well as a number of full dismissals of multibillion-dollar claims against different States and State-owned entities.

With seven partners, five counsel and close to 35 associates, based in three major arbitration centers (Paris, London and New York) and all dedicated to the management of international disputes, our team combines the resources of a first-tier international firm with the focus and flexibility of a specialized practice.

The diversity of our team and its wide range of legal expertise allow us to provide our clients with all-encompassing representation, which minimizes costs and ensures consistent high-quality service, regardless of the language of the dispute, the applicable law or the seat of arbitration.

## BUSINESS

- Dispute avoidance
- International Commercial Arbitration
- International Treaty Arbitration
- Public International Law
- Expertise in Energy, Infrastructure and Construction, Mining, Biotech, Health Sciences, Sport and Business combinations, corruption-related disputes
- Disputes governed by a wide range of applicable laws, including English law, French law, US law, Egyptian law and the laws of the Middle-East, Russian law, as well as international law
- Arbitral proceedings in nineteen languages, including English, French, Arabic, Spanish, German, Russian and Portuguese
- Liability and risk management through dispute-minded contract drafting and optimization of our clients' corporate structure
- Enforcement of arbitral awards and setting aside proceedings
- Asset recovery

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**Benoit Le Bars**



**J. Michael McNutt**

## POSITIONING

Lazareff Le Bars is a boutique firm specialized in international dispute resolution.

Our teams are involved in institutional and ad hoc arbitration, spanning from traditional and complex legal proceedings, institutional mediation and conciliation, to alternative dispute resolution (dispute board, expert opinions, etc.).

To this day, our professionals have been involved in over 250 ad hoc and institutional arbitration proceedings (including ICC, LCIA, ICSID, CCJA, UNCTRAL, ICDR/AAA, FED, CEPANI, SIAC, HKIAC, DIAC, MIAC in more than 70 countries.

The Lazareff Le Bars team is also known for negotiations at a very high level of confidentiality and for its strategic vision of the cases the firm manages.

To represent its clients spread all over the world, the firm relies on its various offices or litigation services entities located in Budapest, Lisbon, Abu Dhabi and will soon be present in London.

Our lawyers have a thorough understanding of ADR (alternative dispute resolution) and have successfully led several mediations and conciliations, including disputes involving governments and state entities.

Our lawyers draw on their in-depth experience to allow each client to settle their dispute amicably and encourage parties, when appropriate, to maintain their business relationships.

## BUSINESS

### Arbitration :

- Drafting the dispute resolution strategy
- General management of the dispute
- Enforcement of the award
- Recognition of the award
- Annulment of the award
- Claims to challenge the award

### Litigation :

- Contractual liability
- Criminal liability
- Corporate Law and Finance
- Banking and Insurance Law
- Competition and Distribution Law
- Construction Law
- Enforcing and Executing Foreign Judgements and Awards
- Intellectual and Industrial Property Law

### Mediation :

- Negotiating and establishing transactional arrangements
- Renegotiating contracts
- Establishing covenants or new agreements
- Corporate restructuring
- Any other appropriate solution

## CONTACTS

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## POSITIONING

Miguères Moulin is a multispecialist firm that advises entrepreneurs in a comprehensive manner in all areas of business law: in all areas of business law : social, individual and collective industrial relations, social security.

Each specialist supports a leading French and international clientele in the sectors of industry, catering, construction, luxury goods, e-commerce, medtech / biotech, audiovisual and professional sport.

Miguères Moulin provides his clients with the Alliance of Business Lawyers (ABL) network, which brings together around sixty law firms around the world, and of which he is one of the founding members.

Miguères Moulin's high added value teams assist their clients, both on a daily basis and in their exceptional operations, in defining their legal strategy.

## BUSINESS

- Business Law
- Labor and industrial law; all related litigations
- Conflict Resolution
- IP/IT

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## POSITIONING

Orrick's international arbitration team spans five offices in Europe: Paris, Geneva, London, Düsseldorf and Munich with support from the New York, Houston and San Francisco offices - comprising in total over 50 lawyers.

In Paris the core team is composed of three partners, Michael Bühler, Charles Kaplan and Nicole Dolenz and one Of Counsel, Tunde Oyewole, supported by half a dozen associates. They support clients in the Firm's core sectors of energy & infrastructure, technology & innovation and finance. The Practice represents large and small corporations, private individuals, state-owned entities and nation states in high-value cross-border investment and commercial disputes to resolve complex multijurisdictional matters through mediation, international arbitration and litigation around the world.

They act before virtually all the major arbitral institutions, and also before ad hoc tribunals under the UNCITRAL Rules. The team conducts risk mitigation, appears before mediators, adjudicators and dispute boards as well as in national court proceedings when enforcement or setting aside actions are necessary with the assistance of Paris litigation partners.

Orrick's international arbitration team also acts for both private investors and sovereign states in investment treaty arbitrations under bilateral investment treaties and is at the forefront of renewable energy disputes under The Energy Charter Treaty, regarding discrimination, expropriation, full protection and security and fair and equitable treatment claims. They also handle similar claims in the banking, food, mining and infrastructure sectors. Many of Orrick's arbitration lawyers regularly serve as party appointed, sole or presiding arbitrators.

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Emilie Wider



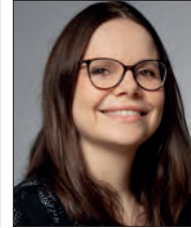
Gordian Deger



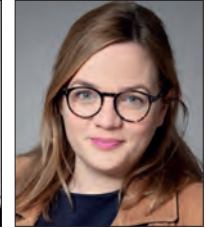
Anne Brion



Edith Aupeti



Jeanne Faymonville



Béatrice-Anne Kintzinger



Bérénice Alisch

## POSITIONING

Our law firm was founded in 2001, by Dr. Christophe Kühn, whose vision was to provide sound legal and business advice mainly to French-speaking companies doing business in Germany and vice-versa for German-speaking companies doing business in France.

Thanks to our legal expertise, our bilingualism and our knowledge of both cultures, we make French and German business law accessible to our clients. With pragmatism, we help them realize their business objectives and progress smoothly in Germany and/or France.

Our casework is exclusively cross-border and cooperates with the legal and fiduciary activities of local businesses.

If your company has a legal dispute, we can defend your interests before all German and French state courts, as well as before arbitral tribunals.

Listening to our international clients' needs has allowed us to create a comprehensive network of qualified consultants, capable of providing legal and business services to German-speaking companies doing business in France and vice versa. As a courtesy to our clients, we also cooperate with the Villafrance-Group to support our clients' business in Germany and France ([www.villafrance.com](http://www.villafrance.com)).

## OFFICES

- Cologne
- Paris
- Lyon

## BUSINESS

- General Terms and Conditions / Business Contract Law in France and Germany
- Labour law in France and Germany
- Construction law in France and Germany
- Business Compliance in France and Germany
- Estate Planning Law
- Renewable energy within the framework of trade relations with France – solar, wind and hydraulic energy
- Debt collection in France and Germany
- Legal proceedings / Litigation / Arbitration in France and Germany
- Corporate Law in France and Germany
- Commercial agents and Distributors in France and Germany
- Collection proceedings in France and Germany
- Internet law in France and Germany
- M & A
- Trademark law in France and Germany
- Restructuring / Turnarounds
- Tax law in France and Germany
- Transportation in France and Germany
- Copyright law in France and Germany
- Government procurement law in France and Germany
- Contract law in France and Germany
- Legal advice and assistance for German, Austrian and Swiss companies doing business in France and Germany
- Competition law and antitrust law in France and Germany
- Mediation

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**Isabelle Michou**



**Michael Young**



**Richard East**



**Kami Haeri**



**Trevor Soames**



**Marcus Grosch**



**Rüdiger Lahme**



**Thomas Werlen**



**Alexander Leventhal**



**Eric Russo**



**Simon Vorburger**

## POSITIONING

Quinn Emanuel opened its Paris office in 2013 and opened an office in Neuilly-La Défense in 2021. Dedicated to international arbitration, commercial litigation, white collar and investigations, the Paris offices have grown steadily and now consists of 6 partners, 3 counsels and 12 associates. For its arbitration practice, the Paris team works both in investment protection and commercial matters, and has particular expertise in energy, construction and industry. The litigation and white collar practice groups have a particular focus on the aerospace industry, the automotive industry as well as on corporate dispute and capital market investigations.

Our London office specializes in high-stakes commercial litigation and has built a reputation as one of the premier firms for complex commercial and financial disputes. A significant amount of our work is acting against the global, money center banks; something major City firms cannot do because of conflicts. Our lawyers act in the very largest Commercial Court and Chancery Division cases, the so-called “mega-trials”. Quinn Emanuel has secured landmark victories in the Supreme Court and Court of Appeal. London is also the center of our highly rates international arbitration practice.

Our Brussels office supports clients in matters involving competition, regulatory and enforcement issues. Competition issues are increasingly complex and typically involve a European aspect. Unlike most large, transactional focused European and American firms, we regularly represent clients both sides of the “V” as both plaintiff or defendant. Our lawyers have many years of experience handling major cases for both defendants and plaintiffs / complainants in all aspects of competition law before the European Commission, EU and national courts and regulators.

Our German offices provide the highest standard of litigation service in domestic and cross-jurisdictional matters with a German component. Mannheim and Munich are the core of our patent and international arbitration practices. Hamburg and Stuttgart focus on competition, regulatory, finance, IP, product liability, data protection, white collar crime, and general commercial litigation matters. Berlin is closely connected with our other German offices and with them handles technology-driven litigation (such as patent litigation) before the courts, arbitral tribunals, and state authorities, while leveraging our teams’ decades of sector-specific experience, for example in the automotive, life sciences, IT, chemicals and biotechnology fields.

Our Swiss office opened in 2016. Since then, we have built a reputation as one of the premier law firms for complex commercial and financial disputes, sports law, and arbitration. Our clients turn to us for our extensive, tested experience at all stages of a dispute, and for our standout success in tackling high-stakes international matters as the world’s largest law firm solely dedicated to business disputes.

## BUSINESS

- Bankruptcy & Restructuring
- Competition Litigation
- Complex Commercial Litigation
- Corporate Litigation/Arbitration
- Data Protection & Privacy
- Financial Litigation
- Intellectual Property including Patent Litigation
- International Arbitration
- Product Liability
- Regulatory & Judicial Review
- White Collar Defense & International Investigations

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**Catherine Schroeder**

## POSITIONING

Catherine Schroeder launched her own firm in Paris in January 2021 to practice as independent arbitrator and counsel. Of dual French and American nationality, she grew up in France and was admitted to the Paris Bar in 2005.

Before practicing independently, she started her career at Derains & Associés. She then joined Derains & Gharavi, as from its creation in 2009 and was promoted to counsel in 2017.

Over the past 17 years, she has acted as arbitrator, counsel and secretary to arbitral tribunals, in more than 60 proceedings conducted under various arbitration rules (ICC, AFA, DIAC, CAM, SCC, LCIA, CMAP) or ad hoc rules (UNCITRAL). She has experience in complex commercial disputes in variety of sectors such as energy, construction, mining and telecommunications. She has also handled disputes arising out of joint-ventures, distribution, license, sale and service agreements. Catherine also has experience in emergency and expedited proceedings.

Catherine offers flexible and personalized services to her clients and has full availability to serve as arbitrator.

## BUSINESS

### ILLUSTRATIVE EXPERIENCE AS ARBITRATOR:

Sole Arbitrator in an ICC arbitration between an English company and a German company in a dispute arising out of a Service Agreement (London, England seat, New York laws applicable, English language)

Emergency Arbitrator in an ICC arbitration between an Egyptian company and a Swiss company in a dispute arising out of a Supply Agreement (Geneva, Switzerland seat, Swiss law applicable, English language)

Sole Arbitrator in an ICC arbitration between a Spanish company and an Algerian company in a dispute arising out of a Sale Agreement (Paris, France seat, French law applicable, English language)

Sole Arbitrator in an ICC arbitration between a Canadian company and a Belgium company in a dispute arising out of an Agency Agreement (Paris, France seat, transnational rules and equity applicable, English language)

### ILLUSTRATIVE EXPERIENCE AS COUNSEL:

Counsel to an American company against a French company in three ICC arbitration proceedings concerning the use of know-how in the chemical industry (Paris, France seat, French law applicable, English language)

Counsel to Greek companies against a Greek company and a Spanish company in an ICC arbitration regarding the termination of 15 agreements in the wind energy sector (Athens, Greece seat, Greek law applicable, English language)

Counsel to a Czech company against a French company in an ICC arbitration regarding the performance of a contract for civil works of a plant in the chemical industry sector (Lausanne, Switzerland, French law applicable, English language)

Co-counsel to an English company against a Cameroonian in an ICC arbitration regarding the performance of a service agreement (London, England seat, French law applicable, English language)

## CONTACTS

**Catherine Schroeder**, Independent Arbitrator and Counsel

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**Antoine Adeline**



**Valérie Ravit**



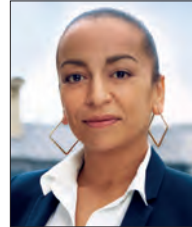
**José Feris**



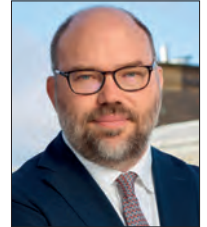
**Carole Sportes**



**Jérôme Lehucher**



**Sabrina Aïnouz**



**John Adam**

## **POSITIONING**

Squire Patton Boggs is one of the world's strongest integrated legal practices. With 45 offices in 20 countries, we are renowned for our local connections and global influence, delivering comprehensive legal services across North America, Europe, the Middle East, Asia Pacific and Latin America.

Disputes involving multinationals and multiple jurisdictions can present complex challenges, requiring a deep understanding and practical experience of a range of governing laws and applicable rules. Squire Patton Boggs' International Dispute Resolution team led by George von Mehren and Stephen Anway, is one of the few international legal practices truly able to serve the needs of clients globally. By partnering with our colleagues with substantive industry-specific expertise, our international arbitration practitioners have in-depth understanding of sectors, including oil and gas, technology, pharmaceutical, franchising, infrastructure, construction, transportation, project finance, financial services and M&A.

Squire Patton Boggs' global litigation and international dispute practice profile includes more than 622 litigators and advocates. With a team of over 145 lawyers with arbitration experience, we are a noted leader in bilateral investment treaty arbitrations and gas price re-openers. We are recognized as one of the top 30 international arbitration firms in the world by leading industry journal Global Arbitration Review Top 100 in its 2021 guide.

Our IDR Paris office led by Carole Sportes is composed of 7 partners and 12 associates, some of whom are dual qualified (across Europe and South America), covering a wide range of commercial disputes. We help you to navigate the complexities of international arbitrations, whether a dispute arises under a common law or civil law regime.

We regularly represent clients in ancillary proceedings relating to international arbitrations. These cases often involve motions to compel arbitration or recognition and enforcement of arbitral awards. In addition, we have substantial experience with pre-arbitration attachment of assets and post-award execution.

We increasingly find that international disputes (be they arbitration or litigation) will be resolved through mediation. A number of our lawyers are accredited mediators and, in the UK, we are publicly recognized by the Centre for Effective Dispute Resolution (CEDR) and have won the CEDR Award for Professional Excellence in ADR three times running. No other law firm holds this accolade.

## **BUSINESS**

- Aerospace & Defense Litigation
- Antitrust & Competition Litigation
- Arbitration
- Aviation
- Business crime and Civil fraud
- Class Action
- Commercial Litigation
- Construction Litigation
- eDiscovery & Data Management
- Employment Litigation
- Fraud and Asset Recovery
- Healthcare Litigation
- Insurance and Reinsurance
- Mediation and Alternative Dispute Resolution
- Privacy & Data Breach Litigation
- Product Liability Litigation
- Restructuring & Insolvency Litigation
- Securities & Shareholder Litigation
- Sovereign Litigation
- Toxic & Mass Tort
- Transport Litigation

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Annet van Hooft

## POSITIONING

Annet van Hooft is an independent arbitrator in Paris. After having practiced for more than 20 years in major U.S. and U.K. law firms in Brussels, New York and Paris, and having been a Counsel at the ICC Court of Arbitration, she decided to set up her own law firm, focusing on international arbitration.

Annet is admitted to practice both in civil law and common law jurisdictions and has a broad range of experience, both as counsel and as arbitrator, handling international arbitrations under various applicable laws and relating to a wide variety of sectors and fields, including construction & energy, IP related disputes (e.g., pharmaceuticals, life sciences, technology and communication) and corporate law related disputes (e.g., joint-ventures, mergers & acquisitions).

By operating in a small structure Annet is able to avoid the conflicts of interest that are so prevalent in large firms, in particular for arbitrators. It allows Annet to personally spend more time on matters, resulting in a better quality of service.

Annet has been distinguished in many professional rankings. Since 2017, she has systematically appeared among the “Best Lawyers in France” in arbitration and mediation. In 2017, she was awarded the “Best in Commercial Arbitration Award” from the Euromoney Women in Business Law Awards (Europe). The same year, Legal 500 Paris highlighted “Annet’s extensive ICC experience”.

The following year, she was ranked among the ten most highly regarded partners in Europe by Who’s Who Legal “Future Leaders”. Annet has been recognized by Who’s Who Legal since 2019 and distinguished as a “Thought Leader” since 2020. Who’s Who Legal mentions that “Annet has become one the best arbitrators of the Paris and international market” and that “she is calm, systematic and kind”.

Since 2022, Annet’s qualities have been recognized in the Chambers France arbitrator rankings, which emphasizes that she “is a very experienced arbitrator and it is a pleasure to work with her”.

Annet is a former Vice-Chair of the ICC Commission on Arbitration and ADR, a Co-Chair of the Paris Bar Open Commission on International Arbitration and a Honorary President of the Bucharest International Court of Arbitration (BIAC). She is a co-author of ‘Arbitrating under the 2012 ICC Rules: An Introductory User’s Guide’ (published by Kluwer Law International).

## BUSINESS

### Arbitration

- Construction & Energy
- IP Related Disputes
- Corporate Law Related Disputes

## CONTACTS

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**BUSINESS**

Expertise  
German & French Law:

- Labor Law
- Corporate Law
- Tax Law
- Distribution
- Competition & IP
- M&A and Joint Ventures
- Corporate Acquisitions
- Litigation & Arbitration
- Finance & Banking
- Product Liability
- Corporate Insolvency
- Real Estate
- Corporate Succession
- Inheritance Law
- Renewable Energies
- Debt Collection
- In-house Training
- Legal Translations



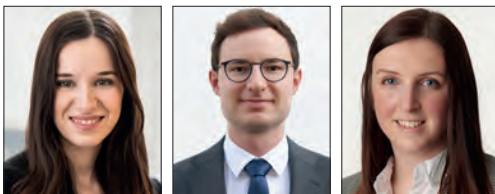
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Déborah Niel Elisabeth Walckenaer Clémentine Paquet Hanna Volkenner Laura Rejano Emeline Salmon



Anja Hergesell Michael Ott Laura Maurer



**POSITIONING**

Our law firm was founded in 1994, by Emil Epp, whose entrepreneurial approach and vision was to provide sound legal and business advice for French companies and their German subsidiaries in German law and to German, Austrian and Swiss companies with subsidiaries in French law.

All our attorneys have a German and French law degree. Specialized teams cover all aspects of German and French business law and defend the interests of our clients in all German and French courts.

As it needs more than legal advice to make business successful in foreign countries, we have established companies to facilitate cross-border business:

- for German, Austrian and Swiss companies in France ([www.eurodroit.com](http://www.eurodroit.com); [www.ffu.eu](http://www.ffu.eu)) as well as worldwide ([www.cbbl-lawyers.de](http://www.cbbl-lawyers.de)).
- for French companies in Germany: EPP Expertise Comptable – Steuerberatung ([www.expertisecomptable.de](http://www.expertisecomptable.de)) and Vis-à-Vis ([www.vis-a-vis.fr](http://www.vis-a-vis.fr)) – our new tax consulting firm and domiciliation company in Baden-Baden.

**OFFICES**

- Paris
- Baden-Baden
- Strasbourg
- Zürich
- Bordeaux
- Sarreguemines

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**Dr Dirk Seiler**



**Dr Ina vom Feld**



**Dr Mathias Wittinghofer**

## POSITIONING

Herbert Smith Freehills is a leading global law firm with over 5,000 people, including 450 partners, in 25 offices (including associated offices) across Africa, Asia, Australia, Europe, the Middle East and the US. We offer local insight and seamless cross-border service in all major regions.

Our offices in Germany provide local and international clients with leading expertise in corporate, dispute resolution, finance, real estate, competition/regulatory, employment, tax and intellectual property matters. We also advise on a wide range of sectors, including financial services, construction and infrastructure, energy, life sciences, telecommunications media and entertainment.

Our German Disputes group is a powerful team of excellent lawyers with very diverse backgrounds and an expertise which spans across the fields of litigation, arbitration, alternative dispute resolution, intellectual property law and compliance/white-collar crime. Together, we work on high-profile cases for domestic and international top clients from all over the world and many different sectors to protect their commercial interests.

With our litigation and arbitration team, we cover all types of commercial disputes for our global and domestic clients in Germany. Our very experienced and highly regarded team members strive to achieve the best commercial outcome for our clients at any time. Our Corporate Crime team advises clients on all types of matters related to the prevention and the sanctioning of breaches of criminal law. This includes compliance advice as well as procedures before both civil and criminal courts.

We also have a broad expertise in all kinds of IP and unfair competition litigation and arbitration. We are very experienced in advising and representing companies in all aspects of asserting and defending their IP rights (patents, utility models, trademarks, designs and copyrights) in and out of court and before arbitral tribunals, as well as defending clients in infringement litigation relating to such rights.

Our teams collaborate with Herbert Smith Freehills' international offices in various matters on a day-to-day basis. With the global reach of our market-leading disputes practice, we help protect and enforce our clients' rights wherever they need us to. We react quickly and, through our knowledge of the various industry sectors in which our clients operate, we are capable of easily understanding their needs and of developing the legal steps which are best suited to help them reach their goals.

Our very experienced and highly regarded team members strive to achieve the best commercial outcome for our clients at any time.

## BUSINESS

- Alternative Legal Services
- Business and Human Rights
- Capital Markets
- Climate Change
- Competition, Regulation and Trade
- Corporate
- Corporate Crime and Investigations
- Corporate Governance
- Crisis Prevention and Management
- Cyber and Data Security
- Dispute Resolution
- Employment, Pensions and Incentives
- Esg, Sustainability and Responsible Business
- Finance
- Financial Services Regulatory
- Ibor Transition
- Impact Investment
- Legal Operations
- Mergers and Acquisitions
- Projects
- Real Estate
- Restructuring, Turnaround and Insolvency
- Tax
- Technology, Media And Entertainment and Telecommunications

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Dr. Elke Umbeck

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Dr. Christian Strasser

Daniel Froesch

## POSITIONING

National and international clients trust in the competence and experience of our lawyers, tax advisors, and notaries. Founded 50 years ago, Heuking Kühn Lüer Wojtek is one of Germany's top 10 law firms in terms of annual revenues.

With more than 400 lawyers, tax advisors and notaries providing legal services across eight offices in Germany as well as an office in Zurich, the spectrum of our legal advice ranges from German and foreign medium-sized companies to international (including listed) large corporations in all matters of commercial law. Another focus of our client support lies in public law in which we counsel decision-makers on all levels of administration.

### Litigation & Arbitration

**CLIENT- AND SOLUTION-ORIENTED WITH OUR LAWYERS YOU ARE WELL PREPARED FOR ANY LEGAL DISPUTE**

The members of our Litigation/Arbitration Practice Group (Dispute Resolution) have many years of experience in the field of litigation before state courts, arbitration and alternative dispute resolution.

Commercial disputes are often complex and have significant implications for the companies and individuals involved. We are personally committed to enforcing your rights.

We advise German and foreign clients comprehensively, beginning with the gathering of complex economic and technical facts, through developing efficient dispute resolution strategies, to enforcing interests in and out of court.

In contract negotiations, our experts support in selecting the appropriate dispute resolution procedure and draft customized dispute resolution clauses.

## BUSINESS

- Antitrust
- Banking & Finance
- Capital Markets
- Corporate/M&A
- Distribution & Trade
- Employment
- Energy
- Health Care, Pharma & Life Sciences
- IP, Media & Technology
- Insurance/Reinsurance
- Investment Funds
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- Private Clients
- Private Equity/Venture Capital
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- Real Estate & Construction
- Restructuring
- Tax
- Transport, Traffic & Infrastructure
- White Collar & Criminal Compliance

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- Zurich

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- ◆ Awards celebrating the best practice areas in the market

- ◆ Networking

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**LEADERS LEAGUE**

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**LAW FIRMS**

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**ITALY**



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**www.bsva.it**



**Alessandro Bellofiore**



**Francesco Senaldi**



**Enzo Tino**

## POSITIONING

BSVA is an independent law firm set up in 2002 by Alessandro Bellofiore and Francesco Senaldi. They wanted a place where the professional relationship between clients and lawyers could feel like a real partnership based on trust. With a team of over 60 members, BSVA is today a multi-disciplinary legal firm (deeply rooted/well established) on the Italian territory, based in Milan and Varese, whose aim is to meet the demands of its Italian and foreign clients, offering tailor made legal and fiscal services in several legal matters such as corporate and commercial law, banking & finance, labor law, criminal law and family law.

### **Commercial Litigation**

BSVA Litigation team assists its clients on litigious proceedings across all industries (civil, commercial, corporate, real estate and tax), before Courts, Appeals Chamber and Supreme Court.

As far as arbitration is concerned, assistance is mainly devoted to commercial and corporate disputes and contract law. In addition, BSVA also provides alternative dispute resolution solutions to avoid or settle disputes. Mediation or negotiation strategies are instruments proposed to reach an amicable settlement of the matter.

BSVA also assists its business clients in the field of debt recovery, in all its phases, as well as in bankruptcy and insolvency procedures.

## BUSINESS

- Litigation, Arbitration and ADR

## CONTACTS

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**Giovannina Ventura**



**Monica Fasano**

## POSITIONING

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### **Human Labor**

BSVA supports its clients in all issues related to labor law and industrial relations.

The client is assisted in the daily management of the employment relationship, also with reference to the development of the career and skills of each worker.

BSVA supports the client in the management of individual and collective disputes, with a view to finding alternative solutions to the judicial process.

In the field of litigation, the Firm has distinctive experience in disputes with directors/managers as well as relating to the requalification - also for social security and Enasarco contribution purposes - of relationships with agents/dealersw

## BUSINESS

- Agency and business procurement contracts,
- Company reorganizations and wage integration procedures, also with the involvement of trade unions,
- Collective dismissals and individual dismissal procedures,
- Due diligence,
- Employment profiles in the context of insolvency procedures,
- Health and safety in the workplace,
- Labor disputes at every stage and level,
- Stock option and/or staff incentive plans
- Subordinate or self-employment contracts,
- Transfer/lease of a company or company branch.

## CONTACTS

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**Matteo Massimo  
D'Argenio**



**Andrea Polizzi**



**Laura Troiano**

## **POSITIONING**

Since the early Sixties, and from the 90's with Mr Matteo D'Argenio, Studio Legale D'Argenio has offered its strong expertise in insurance, and banking and financial law to life and non-life insurance Companies, Intermediaries and Banks. In spring 2015, Mr. Andrea Polizzi and his team joined the firm, which was consequently renamed Studio Legale D'Argenio Polizzi e Associati (SLDPA). The unprecedented combination of experience and knowledge in the field of insurance, banking and financial market law, as well as in the areas of corporate law and 231 compliance, enhanced the professional reputation of SLDPA as a leading boutique law firm in consulting, assistance and representation in litigations in the corresponding areas.

### **Insurance Law, Banking Law and Financial Market Law**

D'Argenio Polizzi e Associati Studio Legale has an extensive expertise in providing legal assistance and consulting to insurance companies, financial institutions, leasing companies, SIMs and Italian and international trust companies.

In the insurance sector, the D'Argenio Polizzi e Associati Studio Legale provides legal assistance and legal advisory services with particular reference to the drafting and revision of policy contracts, contracts for the establishment of companies and businesses operating in the insurance, re-insurance or intermediation industry, legal assistance in the management of claims, management of relationships with the supervisory authorities of several EEA countries, analysis of the regulatory framework, compliance, authorization procedures and management of relationships with brokers, agents and other intermediaries (above all banks and finance companies).

The Law Firm has developed a specific expertise concerning the cross-border activities of the stakeholders of the insurance and financial market, operating in Italy in freedom to provide services and in right of establishment.

D'Argenio Polizzi e Associati Studio Legale represents also insurance companies, banks and finance companies in the entire Italian territory in the context of judicial controversies or arbitrations arising from insurance/banking or financial contracts, also with reference to subrogation and recovery proceedings.

## **BUSINESS**

- Insurance Law, Banking Law and Financial Market Law
- Litigation
- Compliance Law and Corporate Liability Law
- New Technology and Privacy Law
- Assistance in specialised arbitration disputes (ABF and ACF)
- Non-judicial assistance and legal advice

## **CONTACTS**

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# Legance

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**Cecilia Carrara**



**Daniele Geronzi**



**Stefano Parlatore**



**Daria Pastore**

## POSITIONING

Our law Firm was founded in 2007, by a team of well-established professionals united by common ideas and objectives: quality, expertise, understanding and anticipation of the clients' needs, flexibility and nurturing of young talents.

The name Legance, which evokes these same principles, represents an innovative approach in the legal landscape, aimed at promoting the value of teamwork.

Legance is an independent law Firm with a strong position among full-service legal firms, and leader in domestic and international markets.

### Dispute Resolution

A steadfast focus on the protection of client's interests and a distinguished capacity to deliver sophisticated strategic and pragmatic solutions to the most challenging disputes.

Our experienced Dispute Resolution team is made up of 30 lawyers working from Rome and Milan who assist clients on litigious matters across all industries. We work closely with clients to develop an approach best suited to achieving their objectives and to deliver strategic and pragmatic solutions aligned with those goals.

## OFFICES

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## BUSINESS

- Administrative
- Banking & Finance
- Compliance
- Corporate Finance
- Data Protection
- Debt Capital Markets
- Dispute Resolution
- Employment and Industrial Relations
- Energy, Project & Infrastructure
- Environmental
- Equity Capital Markets
- ESG and Impact
- EU, Antitrust & Regulation
- Financial Intermediaries Regulations
- Food
- Insurance
- Intellectual Property
- Investment Funds
- Life Science & Healthcare
- Non Performing Loans
- Real Estate
- Restructuring and Insolvency
- Shipping, Aviation and Transportation
- Tax
- Telecommunications, Media and Technology
- White Collar Crimes

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# PAVIA e ANSALDO

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**Stefano Bianchi**



**Roberto Oliva**



**Marina Santarelli**



**Maurizio Vasciminni**

## POSITIONING

Pavia e Ansaldo is an independent Italian law firm which has been operating in Italy and abroad for 60 years.

Founded in 1961, by Enrico L. Pavia and Giuseppe Ansaldo, it today counts 6 offices – in Milan, Rome, Turin, Barcelona, Moscow and Tokyo – 22 specialist departments, 7 foreign desks and over 130 professionals. The firm provides support in all areas of Business Law, to Italian and international clients that recognise Pavia e Ansaldo as having expertise and reputation for personalised international legal services.

### Dispute Resolution

The firm has been providing advice in litigation and arbitration matters since its very foundation. Today we continue to do so, assisting private individuals, Italian and foreign businesses, multinationals and financial institutions in their civil, corporate, and commercial disputes. The Firm focuses especially on matters relating to:

Ordinary civil litigation in all relevant competent courts and before the Supreme Court Arbitration (institutional and ad hoc), with vast experience also as arbitrators. In both civil litigation and arbitration, the Firm places particular emphasis on the pre-litigation phase, where the aim is to enable clients to make informed choices by providing them with an accurate evaluation of risks, costs, and time-frames and, therefore, the benefit of taking a case through the courts as compared with out-of-court settlement options.

Pavia e Ansaldo has specific expertise and experience in dealing with disputes related to corporate law, post-acquisition controversies, commercial agreements (tenders, distribution, agency, bank and insurance contracts, unit-linked policies), insurance contracts, tort, product liability, class actions, antitrust, as well as real estate, insolvency, environment, inheritance, and asset protection matters.

The Firm has an established reputation in both ordinary and arbitral international dispute resolution (It advises Italian and foreign clients in cases before foreign courts or arbitration proceedings where there is a strong element of Italian law) and in handling matters related to conflicting laws or jurisdictions.

## BUSINESS

- Administrative
- Antitrust And Competition
- Aviation, Maritime And Shipping
- Banking And Finance
- Capital Markets
- Compliance
- Construction And Project Finance
- Corporate And Commercial
- Dispute Resolution
- Employment
- Energy
- Environmental
- Eu And International
- Food And Beverage
- Health Care And Pharmaceutical
- Industrial And Intellectual Property
- Investment Funds
- Mergers And Acquisitions, Private Equity
- Real Estate
- Restructuring And Insolvency
- Tax
- Tmt - Telecommunications, Media And Technology
- Private Clients

## CONTACTS

**Maria Elena Armandola**, Partner  
**Stefano Bianchi**, Managing Partner  
**Roberto Oliva**, Counsel

**Marina Santarelli**, Partner  
**Maurizio Vasciminni**, Partner



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**Enrico Del Guerra**



**Valentina Simonelli**



**Enrico Banchemo**



## POSITIONING

Pavia e Ansaldo is an independent, full-service, Italian law firm with a strong international orientation and a solid reputation in the international areas.

Founded in Milan in 1961, the firm has over 130 professionals, offices in Italy, Japan, Russia, Spain, 22 departments, 7 foreign desks, providing assistance in all areas of business law.

### International Reach

Since its inception, the firm has worked towards creating a structure to meet the needs of clients on an international level. With lawyers in Spain, Russia and Japan offices, 7 Foreign Desks, staffed by lawyers qualified to practice both in Italy and in the respective countries with which they work, and an international network, the Firm is ideally placed to advise Italian clients on their business abroad and foreign clients on their business in Italy and other countries.

The professionals, according to the client's needs, provide legal assistance in Chinese, English, French, Italian, Japanese, Russian and Spanish.

The Firm has chosen to maintain the status of an independent firm and to establish strong relationships with the most qualified legal firms in those countries where it does not have own office, with a view to providing a personalized service worldwide and the most advantageous solutions for clients.



## OFFICES

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- Milan
- Rome
- Turin

### RUSSIA

- Moscow

### JAPAN

- Tokyo

### SPAIN

- Barcelona



## BUSINESS

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### Employment

The department is made up of a team of professionals with vast, consolidated, specific experience in the field of employment law, industrial relations, social security and health and safety in the workplace.

Pavia e Ansaldo advises Italian and overseas clients and multinational corporations in the energy, industry, finance and commerce sectors in managing relations with human resources, in industrial relations and in company reorganization procedures (including lay-off procedures, managing redundancies, negotiating “second level” collective agreements). The team works closely with the other departments in the firm to find the most practical and effective employment solutions.

The Department advise investors and target companies and their shareholders on all aspects of employment law in extra-ordinary company transactions (mergers, demergers, contributions of assets and transfers of undertaking).

The Department provides comprehensive coverage of complex employment-related litigation, including union and social security issues

## BUSINESS

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## CONTACTS

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**Valentina Simonelli**, Partner  
**Enrico Banchemo**, Partner





Enrico Del Guerra



Valentina Simonelli



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**Giovanna Aucone**



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**Lorenzo Ranieri**

## POSITIONING

PG Legal is an independent law firm with an international network providing a full range of legal services to corporations, financial institutions and High Net Worth individuals in the following main group industries: Insurance, Finance, Luxury Assets, Energy, Technology and Real Estate.

Whether operating in Italy on a Cross Border or on an Establishment basis, PG Legal assists leading global insurance and reinsurance groups, brokers, agents and other distribution networks on all aspects of Italian insurance law. PG Legal provides its insurance clients with expert and up to date legal advice on life and non-life insurance (with specific reference to the D&O, Financial Lines, PI, Marine & Cargo sectors).

PG Legal has offices in Milan, Rome, Dublin and branches in Naples and Genoa. The Firm's work is international by nature as clients come from all over the world and their businesses require assistance and advice across several jurisdictions. PG Legal has established dedicated Russian and Asian desks staffed with native language speaking lawyers with extensive work experience for Russian and Asian clients.

To better serve the international client base, PG Legal has developed strong best-friends relations with leading law firms across Europe, the US, the Middle East, CIS and Asia that specialize in the same sectors.

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**Angelo Zambelli**



**Barbara Grasselli**



**Alberto Testi**

## POSITIONING

Zambelli & Partners has extensive experience in employment law, industrial relations and related litigation, as well as an in-depth knowledge of the legislative and regulatory system governing employment relationships.

The Firm is made up of professionals with proven in-court experience and an in-depth knowledge of the complex and articulated Italian legislation, also in the context of European Union law.

As a consultant of industrial, financial and commercial companies and corporate groups, the Firm offers ongoing assistance to clients in matters relating to Employment Law, Trade Union Law and Industrial Relations, providing its clients with strategic advice, assisting them in the day-to-day management and solving of any labour disputes.

The Team has successfully addressed many legal disputes relating to all labour law issues and has managed numerous reorganisations of companies in the engineering and steel, chemical and pharma-ceutical, petrochemical and publishing sectors, as well as finance and credit.

The Firm also assists top managers in the stages of contractualisation and termination of employment, including any resulting litigation.

One of the Team's strengths is the possibility to operate internationally thanks also to the various languages spoken by its lawyers, such as Italian and English of course, but also French, Spanish, German and Japanese. As a matter of fact, this added value led to the partnership of the Firm with L&E Global, the leading international alliance of law firms for cross-border labour and employment law services with more than 1.700 professionals. Zambelli & Partners is the sole Italian Firm member of such a prestigious network.

## BUSINESS

- Agency contracts
- Anti-union conduct
- Business transfers and related trade union procedures
- Change of duties
- Collective dismissal procedures
- Company collective bargaining
- Corporate welfare plans
- Disciplinary procedures and sanctions
- Directors of companies (appointment, remuneration, revocation)
- Extraordinary redundancies fund and related procedures
- Individual dismissals
- Management of executive relationships (hiring, execution, termination)
- Non-competition agreements and other ancillary clauses
- Production reorganisation processes
- Secondment of personnel in Italy and abroad
- Special contracts (part-time, intermittent work or job on call, apprenticeship, fixed-term contracts, etc.)
- Staff leasing contracts
- Stock option plans and other types of top management incentive plans
- Temporary management
- Transfer of employees

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**Fabio Trevisan**



**Anne Morel**



**Laure-Hélène Gaicio-Fievez**

## POSITIONING

BSP is an independent and truly full-service law firm based in Luxembourg. As leaders in each of the areas in which we practice, our lawyers can assist in all aspects of Luxembourg business law. We provide our clients a timely and integrated legal assistance, vital to the success of most transactions.

### Litigation

Working on a wide range of areas from significant commercial matters to high stake international disputes, no matter how complex, we advise you through every stage of contentious matters (including in the pre-litigation stage):

- Business disputes
- Contractual disputes
- Employment disputes
- Construction and building claims
- Financial disputes
- Shareholder disputes

and we strive to do so in your mother tongue (English, French, Italian and German to list just a few of the native-languages spoken by our lawyers).

Our litigators also encourage alternative dispute resolution (ADR) processes with the aim to alleviate cost burdens and to offer you a faster and confidential alternative to traditional litigation. Therefore, we endeavour to provide strategic legal advice in the early stages and prevent any dispute before the Courts.

BSP is known for handling institutional and ad-hoc arbitration cases. We regularly act within the framework of enforcement of arbitral awards and foreign judgments, including for and against sovereign states and entities.

## CONTACTS

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Anne Morel

## POSITIONING

BSP is an independent and truly full-service law firm based in Luxembourg. As leaders in each of the areas in which we practice, our lawyers can assist in all aspects of Luxembourg business law. We provide our clients a timely and integrated legal assistance, vital to the success of most transactions.

### **Employment, Compensations & Benefits**

Our pragmatic and result-oriented approach enables us to deliver advice to our clients active in a wide variety of industries.

We can support you on:

- Employment policies and procedures
- Employment contracts
- Employment termination and settlement agreements
- Information/consultation procedures
- Restructuring measures and transfer of undertakings
- Negotiation with employees, representatives and trade unions
- Collective bargaining agreements
- Social plans
- Schemes or alternative forms of remuneration such as share option plans, employee participation schemes
- Supplementary pension plans

Furthermore, our professionals have an extensive experience in litigation. They represent employers in court in all kinds of litigation including claims for unfair dismissal, discrimination claims, and enforcement of non-competition covenants.

BSP can also assist clients in the implementation of a whistleblowing system in compliance with the upcoming legal requirements. In particular, she offers an outsourcing reporting hotline, assistance in the investigation process and in the assessment of a misconduct or a breach as per the new legal provisions. We also advise on what additional actions should be undertaken, and how to deal with external reporting mechanisms.

## CONTACTS

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Rémi Chevalier



Olivier Sciales



Cécile Rechstein

## POSITIONING

Chevalier & Sciales is a Luxembourg law firm specialising in corporate and financial litigation often involving high-stakes and complex corporate, commercial, banking, and financial law issues. The firm combines creative litigation strategies with business practicality to resolve high-stake disputes. It acts for private entities or individuals, companies, investors in contentious, advisory and non-contentious matters, be it before state courts or arbitration tribunals, in litigation, as well as in pre-litigation phases or for alternative dispute resolutions. Their strength lies in associating in-depth financial and commercial awareness with legal proceedings expertise.

Chevalier & Sciales is also active in international arbitration and has recently secured the defence for the claimants in an investment arbitration regarding the application of the Bilateral Investment Treaty (BIT) between Switzerland and the Czech Republic. The firm successfully represented clients in the enforcement of arbitration awards and court decisions among other things the enforcement of a \$500 million arbitration award against a European State in the Grand-duchy of Luxembourg.

### Highlighted cases:

- BIT arbitration case: value \$1 billion (<https://investmentpolicy.unctad.org/investment-dispute-settlement/cases/904/diag-and-va-v-czech-republic> and <https://pca-cpa.org/en/cases/213/>).
- Successfully represented and assisted a creditor before the Luxembourg Court of Appeal (<https://www.italaw.com/sites/default/files/case-documents/italaw10717.pdf>) and Luxembourg Supreme Court ([https://www.italaw.com/sites/default/files/case-documents/italaw10720\\_0.pdf](https://www.italaw.com/sites/default/files/case-documents/italaw10720_0.pdf)) for the enforcement of a €500 million arbitration award within Luxembourg.

You may find more information on the litigation, arbitration & dispute resolution the website (<https://www.cs-avocats.lu/expertise/litigation-arbitration-dispute-resolution/>).

## BUSINESS

The range of services include:

- **Corporate litigation:** directors' liability, group liability, shareholders' disputes, provisional and protective measures.
- **Investment fund litigation:** prospectus liability, limited partner and general partner disputes, disputes among fund principals and conflicts of interests.
- **Private banking and financial litigation:** representing investors in issues arising out of bank-customer relationships and litigation over compensation for substantial market losses.
- **International arbitration:** assisting clients with the enforcement of arbitration awards and representation of a client in an ongoing Bilateral Investment Treaty (BIT) arbitration.

## CONTACTS

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# NautaDutilh

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## POSITIONING

NautaDutilh is an international law firm specialising in Luxembourg, Belgian and Dutch law. The firm was founded in 1724 and is one of the largest in the Benelux. More than 400 lawyers, notaries and tax advisors work at the firm's offices in Luxembourg, Brussels, Amsterdam, Rotterdam, London and New York.

NautaDutilh Avocats Luxembourg is a key player on the Luxembourg legal market, providing high-quality advice and services in the areas of banking and finance, corporate, capital markets, investment funds, taxation, litigation and arbitration, intellectual property & ICT and labour law. Recommended by the world's leading legal directories, the firm's team of 50 lawyers serves a range of national and international clients, from key local players to global market leaders.

### Litigation & Arbitration

NautaDutilh has a proven track record of success in high-stakes commercial arbitral proceedings in various sectors (including corporate, construction, intellectual property and energy) as well as in investment treaty arbitration.

Our Luxembourg team is expert for all types of high stakes commercial litigation and arbitration. The firm's lawyers actively shape key developments in their respective fields of expertise, not only by working on landmark cases but also by sitting on advisory committees on new legislation and through academic publications and lectures. Luxembourg Head of arbitration, Antoine Laniez, is continuously involved in local arbitration related groups, and was member of the redacting committee appointed to draft a new arbitration act that is being reviewed by Luxembourg parliament.

Key focuses of the practice are commercial disputes in a broad sense, with a real recognition on commercial arbitration and related enforcement matters against or for sovereign states, and corporate disputes. The practice has also an expertise in all financial sector related disputes (banking and investment funds related disputes) and in insolvency related matters.

## BUSINESS

- Litigation & Arbitration
- Banking & Finance
- Capital Markets
- Corporate M&A
- Fintech
- Intellectual Property & ICT
- Investment Funds
- Labour Law
- Private Equity
- Restructuring
- Taxation

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**Dr Eric Perru**

## POSITIONING

Pinsent Masons is a purpose-led professional services business with law at the core. We combine legal expertise delivered via our global sectors – real estate, financial services, energy, infrastructure and technology science and industry – with a wide range of complementary professional disciplines to address our clients most pressing needs. In addition to lawyers, clients have easy access to a range of professionals, from forensic accountants and tax experts to data specialists and project managers, to support them across every area of their business.

With over 450 partners and more than 3300 people operating globally from 27 offices around the world, our people champion change, promote progress and enable everyone to make business work better for people.

### **Dispute Resolution & Litigation**

For decades, the Luxembourg Dispute Resolution & Litigation team has gained a reputation for reliability and quality before the Luxembourg Courts. Its credibility is also assured to other legal professionals — notaries, bailiffs, clerks, experts — with whom the team has very good relationships, always for the benefit of clients.

Building on the long-standing and solid experience of its teams, Pinsent Masons Luxembourg aims at offering excellence and innovative solutions to local and international market players including multinational corporations, industries, investment funds, financial institutions, insurance and reinsurance companies, construction and real estate companies, ICT service providers, energy providers, hotels and HNWI's. Clients are perceived as partners, availing themselves of fair treatment and a perfect combination of resources to achieve effective results, gained by knowledgeable and dedicated lawyers.

The range of services provided by the Luxembourg Dispute Resolution & Litigation team spans the following main areas:

- Pre-litigation and contracts (legal auditing, reviewing and drafting of contracts, negotiating and drafting agreements, risk management)
- Dispute Resolution (banking litigation, civil litigation, commercial litigation and arbitration, insolvency and restructuring, insurance)
- Alternative dispute resolution (arbitration, conciliation, mediation)

## BUSINESS

### **MAIN AREAS OF PRACTICE:**

- Banking and Finance
- Corporate and M&A
- Dispute Resolution and Litigation
- Employment
- Insurance and Reinsurance
- Investment Funds
- IP, Technology, Media & Telecommunication
- Tax


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**Thierry Bosly**



**Alexandre Hublet**

## POSITIONING

Leading corporations, financial institutions, investors and sovereign states have been turning to White & Case for more than 75 years to represent them in high stakes disputes and international arbitrations. And for good reason. We were pioneers in the field and achieved many “firsts” on behalf of our clients along the way. Our Dispute Resolution practice is recognized as preeminent, and White & Case counts among its partners many of the highest ranked litigation practitioners in the world.

Our dedicated Dispute Resolution team provides trusted counsel and vigorous representation in protecting and vindicating our clients’ interests in commercial and investor-State arbitrations worldwide as well as in front of national courts.

Our Luxembourg Disputes Practice has expertise with high profile and highly complex matters for global corporate clients from a variety of industries, in particular financial services, private equity, and technology. Our team takes on a client-centred approach, and regularly advises on the resolution of cross-border litigation and arbitration through creative strategies or by way of negotiation and mediation.

The team is particularly renowned for its strength in commercial, banking and insolvency litigation, and for its legal advice on international contracts. We also work closely with the Luxembourg Investment Funds, Private Equity, Corporate, Tax and Banking practices to provide clients with expert advice at all stages of their transactions, including during the due diligence process, when post-acquisition claims arise or by proactively identifying and advising on liability risks, as well as with the other offices of the firm on cross-border disputes.

Our team has moreover a strong track record working on white collar, criminal and regulatory investigations.

## BUSINESS

- Corporate and Mergers & Acquisitions
- Private Equity
- Investment Funds
- Asset Finance
- Capital Markets
- Commercial Litigation
- Debt Finance
- Financial Restructuring and Insolvency
- Financial Services Regulatory
- Project Development and Finance
- Regulatory & Compliance
- Tax

### Our values

At White & Case, our culture comes to life through three core values :

#### Pioneering

We seize opportunities to innovate and grow

#### United

We are one firm with a shared sense of purpose

#### Human

We care about each other and the world around us

These are the concepts that shape our distinctive culture and differentiate us from others.

They capture the unique spirit of our Firm, and guide the behaviours that enable us to deliver on the promises.

## CONTACTS

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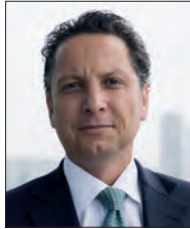


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**Luis Asali**



**Jorge Asali**

## **POSITIONING**

We are dispute resolution lawyers. With passion and creativity, we shape winning strategies for our clients.

We litigate before national courts and arbitral tribunals. Our practice stands out for its personal attention, tireless thrust, and cost-efficiency. Under these principles, our business-oriented litigation makes Bufete Asali the most reliable option for clients seeking solutions to their commercial disputes.

Unlike many other firms in our market, we usually work on the basis of success fees, which means we need to rely on the quality of our work, and not merely on the volume of lawyer hours. This approach implies that we really partner with our clients, sharing risk and reward. At Bufete Asali, we treat our clients' cases as if they were our own.

The firm has litigated and won cases in a variety of matters, such as enforcement and termination of contracts, breach of fiduciary duties, real estate disputes, bankruptcy proceedings, as well as tort and defamation cases, including punitive damages. The firm has successfully tried complex commercial matters related to the construction, telecom, financial, entertainment and energy industries.

The firm has also extensive experience in administrative and amparo proceedings before federal courts and the Supreme Court. We have obtained preliminary measures that prevent harm or losses for our clients, either against governmental or private entities.

Bufete Asali has acted as counsel in multiple arbitrations under the ICC, LCIA, CAM and CANACO rules. Additionally, we have handled disputes before Mexican Courts regarding the validity of arbitration agreements, as well as enforcement, and annulment of arbitral awards. Our partners have also acted as experts before foreign courts and arbitral tribunals.

## **BUSINESS**

- Commercial Litigation
- Commercial Arbitration
- Civil Litigation
- Bankruptcy Litigation
- Administrative Litigation and Amparo Proceedings
- Pro Bono

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**Cecilia Flores Rueda**

## POSITIONING

FloresRueda Abogados is a dispute resolution boutique founded in 2015, which counts on the expertise of more than 25 lawyers. The Firm provides a wide range of legal services, and focuses on amparo, civil and commercial litigation, family law, mediation and arbitration.

Founding Partner, Cecilia Flores Rueda, FCI Arb has more than 20 years of experience, both as counsel and arbitrator under multiple arbitration rules.

She handles complex and high-stake international and domestic arbitration cases. Her experience, both in arbitration and litigation matters, enables her to appear before courts in proceedings requesting and enforcing interim measures as well as proceedings seeking the recognition and enforcement of arbitral awards.

She also represents cross border clients before state and federal courts on a broad spectrum of civil, commercial and administrative matters.

Cecilia previously worked for major law firms, in Mexico and the US, leading the litigation and arbitration practices. Before that she acted as Secretary General for the Mediation and Arbitration Centre of the Mexico City National Chamber of Commerce (CANACO), where she was in charge of the administration of mediation and arbitration proceedings. At the same time, as an independent practitioner, Cecilia participated in many arbitration proceedings related to international trade, some of them ad hoc proceedings under the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL).

She has been recognized as one of the best international arbitration lawyers from Mexico, in several international publications.

## BUSINESS

- International Arbitration
- Mediation
- Corporate law and shareholders' disputes
- Civil and commercial litigation
- Amparo
- Family law
- Labor law
- Criminal law
- Compliance and crisis management
- Finance Law
- Insurance & Reinsurance
- Fintech
- Legal Tech
- Real Estate
- Transportation & Logistics
- Immigration
- Agrarian Law
- Mining Law
- Competition Law
- Intellectual Property
- Data Protection
- Public Servants
- Legal Translations

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**Adriana A. López González**



**Daniel García Barragán L.**



**José Ignacio Márquez Perera**



**Ramón Ignacio Beteta Sorgato**



**Alejandra Molinar Aceves**



**Edgar Ruiz Patiño**

### POSITIONING

During 45 years, we have provided personalized attention to our clients, focusing our activity on meeting their expectations and their legal protection, which makes us an ally to achieve their business objectives.

We serve both national and foreign companies, and therefore we always seek that the quality of our service meets the most demanding international standards. At the local level, we advise our clients in purely Mexican legal aspects and their international matters in other parts of the world. On the other hand, we advise foreign capital companies in their affairs in Mexico and other countries through correspondents and associations with legal firms in foreign jurisdictions.

We have a network of international law firms with which we maintain relationships. Our correspondents are law firms and lawyers of recognized prestige in the most important cities of the United States of America and firms in Europe, the Middle East, the East, Africa, and Australia / Oceania. We also have correspondent relationships with lawyers and firms of recognized prestige in the various countries of Central America, South America, and Insular America.

We have been active in national and international commercial arbitration -including Investor-State arbitrations- for many years as counsel in arbitration processes. We have offered our clients different degrees of support, ranging from advice to representation in arbitration proceedings. The partners of the arbitration practice recurrently act as arbitrators in domestic and international disputes, which provides a further level of expertise and insight to the arbitration practice when assessing clients in such proceedings.

We advise all types of companies in complex legal processes before federal and local authorities, including constitutional reviews before federal courts, with special emphasis on contractual breaches derived from financing, shareholder agreements, infrastructure and energy projects, restructuring, as well as commercial bankruptcies. Our litigation services include those of an administrative nature by filing administrative appeals for revocation, disagreement, review and reconsideration, federal nullity proceedings, revocations, cancellations, and various types of administrative protection, and Amparo claims.

We advise foreign investors and companies in the establishment of Mexican subsidiaries of foreign companies, or the establishment of branches of said foreign companies in Mexico, preparing all corporate acts for the incorporation of said subsidiaries that allow it to fully operate in Mexico, hand in hand with our tax team which prioritizes the tax efficiency of any corporate structure, including the reinvestment of income generated by the Mexican company, or the repatriation of said capital to the country of origin of the investment or the parent company. Furthermore, our corporate experience also includes preparing corporate structures that provide our clients with protections under investment treaty protections through the implementation of holding structures that fall under the application of said treaties.

### BUSINESS

- Litigation and Alternative Methods of Dispute Resolution
- Commercial Arbitration & Litigation
- Competition & Antitrust
- Corporate Law
- Mergers and Acquisitions
- Banking
- Financial
- Fintech
- Commercial Law
- Foreign Investment
- Tax
- Administrative Litigation
- Real Estate
- Intellectual Property
- Pharma
- International Trade
- Environmental
- Telecommunications
- Mining
- Maritime
- Energy
- Projects and Infrastructure
- Public Tenders
- Health
- Copyright.

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Enrique Garza



Arturo Arista



Arturo Bello



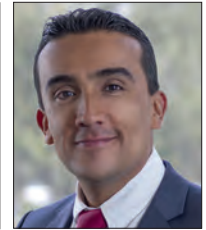
Fernando Escamilla



Vicente Bañuelos



Andrés Adame



Roger Rodriguez

### POSITIONING

Clyde & Co. team is widely recognized as a leader in the energy, oil & gas, aviation, marine and insurance sectors and has strong arbitration, disputes, corporate, commercial, regulatory and trial capabilities.

The Litigation, Arbitration, Bankruptcy and Insolvency department has been particularly effective in proceedings within the Insurance, energy and maritime sectors, aligned with the legacy expertise and influence of the firm within such sectors. The team has been working together for over a decade, which gives them the cohesion, expertise and experience in the most complex cases of the market, generally obtaining favourable results for their clients. There are only a handful of litigation, bankruptcy and arbitration departments in Mexico that can match the Firm's track record, of significant cases handled.

We are also the firm of choice for international clients looking to expand into the deregulated energy market in Mexico, advising on international public tenders, contracts with private and state owned companies, licences and permits required to perform offshore activities as well as offshore contract litigation.

Our insurance team covers a wide range of work for leading domestic and foreign insurers and reinsurers across all business lines including general liability, product liability, D&O, E&O and professional liability. We are one of the few firms in Mexico with the experience and know-how to be able to attend to a wide range of claims, regardless of the area and amount.

Our firm has the biggest casualty emergency response and maritime team in Mexico, which is supported by Clyde & Co's global marine practice. We are able to offer complete legal advice following marine casualties such as collisions, groundings, pollution and environmental damage, fire/explosion, salvage, wreck removal and towage, damage to fixed and floating offshore installations and ship arrest.

Clyde & Co has been active in the Latin American market for over 25 years. Through our firm's global outlook, we have built a pragmatic and solutions focused team in Mexico City that works closely with our Latin American desks in London, Madrid, Miami and New York.

### BUSINESS

- Litigation
- Arbitration
- Bankruptcy & Insolvency
- Investment Arbitration
- Insurance & Reinsurance
- Marine Law
- International Trade Law
- Energy & Natural Resources
- Oil & Gas

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**Justo Fernández del  
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**María del Pilar  
Labastida Álvarez**



**Israel Ledesma  
Meléndez**

## POSITIONING

Jáuregui y Del Valle (JDV) was founded in 1975 as a Mexican full service Law Firm specialized in domestic and international business transactions. The Firm is a leader in the practice areas of corporate M&A, banking and finance, tax, competition and antitrust, international trade, energy, oil and gas, environmental, insurance, infrastructure, real estate, intellectual property, labor & employment, health, litigation and arbitration in tax, administrative, civil and criminal matters. JDV has gathered dedicated professionals with international expertise and capabilities, all widely recognized for their innovative approaches to providing solutions with the highest technical and ethical standards, and for their deep understanding of the business needs of their clients.

JDV represents domestic and foreign clients involved in a wide range of joint ventures, investments and economic activities, including industry, trade and services. The Firm has consistently implemented innovative transactions and it is a market leader in advising highly-regulated entities, as well as in structuring foreign equity investments in Mexican companies. Furthermore, JDV is a major provider of legal services in all kinds of financing, privatizations of government-owned companies of all types and of public bid processes and negotiations of procurement, services, infrastructure and other kinds of agreements with government entities.

JDV successfully handles cases in all kinds of court litigation and arbitration, as well in national and international mediation and arbitration proceedings, institutional or ad hoc private arbitration, and arbitration before public sector entities, before the various national and international arbitration administrative institutions, advice for the execution of national and international awards, nullity of national or international arbitral awards.

Our area of litigation represents relevant clients before courts in all kind of proceedings. We represent our clients in litigation of diverse matters like inheritance, bankruptcy, securities, contracts, executive judgments, special mortgage and all kinds of civil and commercial litigation.



**Fernando Martínez  
Flores**



**Luis Carballo  
Balvanera**



**Fernando Alonso-de-  
Florida Rivero**

## BUSINESS

- Banking and Finance
- Competition & Antitrust
- Corporate M&A
- Criminal Law
- Energy & Natural Resources
- Environment
- Insurance & Reinsurance
- Intellectual Property
- International Trade & Customs
- Labor and Employment
- Litigation & Arbitration
- Real Estate
- Tax

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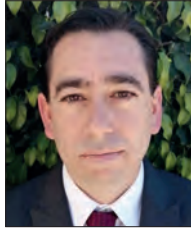
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**Franco Lammoglia**



**Manuel Pérez**



**Fernanda Garibay**



**Gisela Ramírez**



**Jorge Rodríguez**

## POSITIONING

Lammoglia Abogados is a law firm committed to experience, based on principles of ethics, quality and professionalism. Dedicated to providing preventive and strategic legal advice, the Firm offers its clients innovative, timely and comprehensive solutions providing certainty and confidence to its Clients.

Our Firm model is designed to foster teamwork, ensuring that our clients will be served by the appropriate partners, associates and interns who can attend to their affairs with the greatest practical experience and knowledge of legal provisions.

At Lammoglia Abogados we assist our clients in identifying and complying with obligations that are applicable to their projects or investment prospects; likewise, we provide legal consulting services in various legal areas; and we represent our clients against third parties and government bodies.

The firm also represent its clients before various dispute solving entities, in order to defend their rights and interests; additionally, we advise and represent communities in order to defend their common rights; and we serve as mediators between conflicting parties to work toward a common solution.

Our main areas of practice are:

**Administrative Law:** we advise our clients on matters related to compliance with government regulations, negotiations and procedures before the executive branch.

**Environmental Law:** we advise our clients on matters concerning water, soil, air, waste, biodiversity, environmental risk and impact, natural resource optimization; federal zones; forestry, among others.

**Energy:** Consulting for clients that seek to produce energy for their own needs or to sell it to the government, either through traditional methods or through the use of renewable energy sources;

**Regulatory:** we provide consulting on sanitary matters; procedures, management of formalities, authorizations, and permits before COFEPRIS and other authorities from all three levels of government.

**Mining:** review of mining projects; verification of validity of the concessions; audit regarding the ownership regime of the mining lot; tailings handling. We advise projects and developments in obtaining their environmental and social permits, as well as support in the preparation of social and environmental management programs.

**ESG Evaluation:** Design, development and implementation of General Policies on ESG Factors, through the adaptation of the company's policies, programs and procedures with respect to ESG criteria.

**Social Impact:** we contribute to the management and analysis of social impact and to the holding of prior and informed free meetings, with methodologies for characterizing, identifying and mitigating risks and enhancing positive impacts, contemplating relationships with interest groups involved with projects.

**Dispute Solution:** We represent our clients against official administrative acts that affect their interest before the Administrative Federal Courts, seeking the annulment of said acts. We represent our clients before the Supreme and Federal Courts against acts that conflict with the constitution or that have violated the client's individual rights.

**Corporate Services:** we provide business advice for their constitution by creating legal strategies and constitutive and corporate documentation.

## BUSINESS

- Administrative Litigation
- Environmental
- Energy & Natural Resources

## CONTACTS

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**Marco Tulio Venegas  
Cruz**



**Margarita Garate  
Turanzas**



**Michelle Carrillo  
Torres**

## POSITIONING

LITREDI is a boutique law firm specialized in domestic and international arbitration, litigation, and dispute resolution in general. Through pragmatic advice, clients can rely on our full commitment, integrity and high work standards to successfully represent them in their most complex disputes.

We provide a wide range of dispute resolution services to corporations, governments, state-owned entities, private individuals, international organizations and vulnerable groups in all stages of a controversy.

LITREDI offers clients a combination of excellence, efficiency and unique advocacy skills. Due to our firm's philosophy, our team members handle each case personally, providing our clients with the highest level of support and personal involvement at every stage. We understand the complexity of facing and evaluating the risks associated with a conflict because of the personal and economic interests involved, and for that reason we are experts in designing tailor-made strategies for the prompt and efficient resolution of a dispute and, where possible, for the avoidance of future conflicts. LITREDI's services include comprehensive advice in the anticipation, avoidance and management of potential disputes.

As leading professionals in their fields, the members of our team together have more than 58 years of experience, with unparalleled knowledge in the resolution of high-profile disputes. Throughout their professional careers, our attorneys have been successful in 93% of their cases. We have represented and advised clients in arbitration, administrative, and commercial litigation proceedings related to disputes in matters such as conflicts between shareholders, joint ventures, distribution and supply agreements, franchises, unfair competition, energy, construction and infrastructure, financial services, intellectual property, consumer protection, and advertising, among other topics.

## BUSINESS

- Commercial Arbitration
- Investment Arbitration
- Administrative Litigation
- Commercial Litigation
- Amparo
- Class Actions

## CONTACTS

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González**



**Rolando Zárate  
Guzmán**



**Andrés Iturbe  
Vázquez**



**Fernando de Ovando  
Gómez Morín**



**María José Jiménez  
Neria**

## POSITIONING

Malpica, Iturbe, Buj y Paredes is a Mexican Litigation firm with a global perspective. Such philosophy has lead partners to conform a highly qualified team educated in the best Mexican Law schools with academic and professional experience in other countries, as well as in the Mexican Supreme Court of Justice and other Federal Courts.

The firm handles a full range of litigation matters with a sharp focus on complex cases in administrative, antitrust, commercial, energy, bankruptcy and IP areas.

MIB&P is a founding member of the first international correspondent program for litigation and arbitration (ACLA) with initial members in the Pacific Alliance countries, Chile, Colombia, Peru and Mexico. In all, the correspondent program incorporates 80+ of the best litigation and arbitration lawyers in the region.

## BUSINESS

- Litigation
- Arbitration

## OFFICES

- Mexico City
- Cancún

## CONTACTS

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Enock Ariás



Alberto Quintana



Jacqueline Acosta

## POSITIONING

Mañón Quintana Abogados arises in 2013 from the merger of an experienced group of skilled lawyers specialized in counseling and representing national and foreign companies in arbitration proceedings, complex insolvency cases, commercial litigation matters, cross-border disputes, class action litigation, tort lawsuits, as well as in insurance and reinsurance litigation, banking and finance litigation, administrative law litigation and constitutional high-profile disputes in Mexico's main cities, providing unique legal of excellent quality.

Our approach to our services, based on foundational focus of utmost dedication and a high degree of specialization, allows us to offer simple, practical, innovative, and sophisticated solutions to the most demanding and challenging cases of our clients, not only from the legal standpoint, but also from a business perspective, guaranteeing effective implementation of our up-to-date strategies in the face of our country's continuous changes and the latest global markets trends.

Our team stands out for its agility, experience, and in-depth knowledge in its treatment of our clients' legal issues, maintaining an active role in national and international associations within their legal practices.

The added value of the firm lies in knowing our clients integrally and thoroughly comprehending their needs, allowing us for flexible, sophisticated, and successful representation and defense.

## OFFICES

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## BUSINESS

### MAIN AREAS OF PRACTICE:

- Administrative Law
- Arbitration and Alternative Dispute Resolution
- Cannabis Industry
- Civil Litigation
- Bankruptcy and Restructuring
- Commercial Litigation
- Compliance and Anticorruption
- Constitutional and Human Rights Litigation
- Consumer Protection and Advertising
- Insurance and Reinsurance Litigation
- Latin American Affairs
- Pharmaceutical Industry and Life Sciences
- Philanthropy and Civil Society Organizations
- Public Procurement
- Vulnerable Activities

### MAIN INDUSTRIES:

- Automotive
- Banking & Finance
- Pharmaceutical
- Insurance & Reinsurance

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Federico Martens



Mirem Arriola



Luis G. Gonzalez

## POSITIONING

Litigation law firm specialized in complex business disputes, recognized as one of Mexico's leading dispute resolution firms by the most prestigious international publications. Our results and history speak for themselves: we are a unique firm that constantly exceeds our clients' expectations.

We actively participate, with the same level of excellence, in administrative, civil, constitutional and commercial litigation matters, and in domestic and international arbitration proceedings. Within seven years since its foundation, Martens has become the go-to litigation firm when there is no margin of error, when the complexity and sophistication of the dispute demand a flawless strategy and execution, and when it seems that there is no way around a legal challenge.

Unique among its class, Martens is comprised by a solid and diverse group of rigorously trained professionals, and it distinguishes itself by its unique track record and its ability to develop strategies and arguments that end up becoming relevant judicial precedents for the Mexican legal system.

Our team has deep knowledge of the Mexican legal system and its interpretation, as well as broad judicial experience before federal and local courts. We do not improvise, once that we decide to handle a matter, it is meticulously analysed; we develop different strategies and routes; we anticipate and foresee different scenarios; and each procedural decision is carefully evaluated.

## BUSINESS

- Administrative and constitutional litigation
- Civil and commercial litigation, and arbitration

## CONTACTS

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**Fernando Pérez-Correa**



**José Covarrubias**



**Zulima González**

## POSITIONING

The team of Pérez-Correa, González y Asociados is well recognized in the practice of Litigation, Arbitration and Mediation. Our firm has an extensive experience in the area of dispute resolution, representing companies, individuals and government entities, before Mexican and international courts in all instances, as well as in national and international arbitration proceedings and other alternative means of dispute resolution.

The Firm has vast experience in all types of appeals regarding civil, commercial and administrative matters, as well as a notable specialization in the amparo proceeding. Our litigation team has successfully represented numerous clients in various emblematic cases before the Mexican Supreme Court, before arbitration panels of organizations such as the International Chamber of Commerce and even before the Inter-American Commission on Human Rights.

Our founding partner, Fernando Pérez Correa, is a certified mediator of the Superior Court of Justice of Mexico City, which has enhanced the expertise of our Firm in mediation matters, allowing our team to get involved both in cases in which he represents one of the parties, and in conflicts in which he acts as an impartial third party that brings the parties together and supports them in resolving their dispute.

The recognition of the litigation practice at Pérez-Correa, González y Asociados is due both to the experience of our litigation attorneys, and to their extensive transactional practice and professional ethics. This approach allows us to address novel legal issues and complex factual circumstances in the most effective and efficient manner for our clients.

## BUSINESS

- Bankruptcy Litigation
- Civil and Commercial Litigation
- Litigation, Arbitration & Mediation

## CONTACTS

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**Habib Díaz  
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**Luis Fuentes  
Rodríguez**

## POSITIONING

SepLaw | Sepulveda y Diaz Noriega, S.C. is a Law Firm established in 2014 by well experienced attorneys and both of its founding partners have a great reputation in Arbitration, Cross-Border Litigation and Domestic Judicial procedures.

This Law Firm looks forward to solving clients' problems with an all around advice. Its members' consolidated experience gives this Law Firm the opportunity to provide legal services in various fields of law such as Dispute Resolution, Arbitration, Alternative Dispute Resolution (ADR), Restructures and Bankruptcy, Human Rights, Telecom, IP, GMO's, Government Contracts, Product Liability, Class Actions and Energy. This Law Firm also has opened new areas such as Corporate, Transactional and Entertainment.

Founding partner Alfonso Sepulveda focuses his practice in alternative dispute resolution (ADR) proceedings, such as arbitration, mediation and collaborative law. He has experience in handling disputes in a broad range of areas, such as family law, products liability, telecommunications, forum non conveniens (FNC), the taking of evidence abroad, the recognition and enforcement of international arbitration awards, court orders, and voluntary agreements; as well as the handling of a wide variety of proceedings based in different Hague Conventions.

He also has experience in handling civil, commercial, and family law cases before the Mexican State and Federal Courts, in both the trial and appellate levels and amparo proceedings. Mr. Habib Díaz-Noriega currently holds the position as a founding partner in SepLaw | Sepúlveda y Díaz-Noriega, S.C. being a well experienced attorney in dispute resolution concerning several areas of law (i.e. constitutional, amparo, bankruptcy, IP, civil, commercial and administrative matters).

Mr. Díaz-Noriega is a well known amparo expert (constitutional review process) and has also represented foreign companies in different industries against the Mexican Federal government concerning government contracts before the courts in Mexico. Habib is familiar with the U.S. court system due to his continuous involvement as legal advisor (i.e. forum-non-conveniencs, long arm statute, discovery, e-discovery, depositions, affidavits, etc.) and has been acknowledged by clients because of his professional services as follows: 'Brightest lawyer I know. He's ability to handle pretty much every matter in Mexican Law is amazing. Great litigator.'

Partner Luis Fuentes specializes in Civil, Commercial and Administrative Litigation and is a regular advisor to foreign companies regarding Private Data Protection, Product Regulation and Product Liability, Telecommunication and Life Sciences. He has experience in class action litigation, having the opportunity to advise major product brands regarding civil and administrative liabilities and provide court representation at federal courts in Amparo and Administrative Proceedings.

## BUSINESS

- Amparo (Constitutional Review Process)
- Appellate Litigation
- Construction Litigation
- Cross-border Litigation
- Domestic Mexican Arbitration
- International Arbitration
- Life Sciences Litigation
- Product Liability & Mass Tort Litigation
- Real Estate Litigation

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**Claus von Wobeser**



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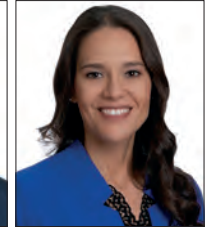
**Montserrat Manzano**



**Raymundo Soberanis**



**Pablo Fautsch**



**Jessika Rocha**

## POSITIONING

The Arbitration and Litigation practices at Von Wobeser y Sierra, S.C., have a track record of unparalleled expertise in handling the most complex and demanding cases.

We understand that, for our clients, lawsuits represent transaction costs that diminish the net returns on an investment. Therefore, our first task is to prevent a dispute from arising. When a dispute nonetheless arises, we guide our clients through all stages of arbitration and litigation proceedings, from initial filings to enforcement proceedings.

Our Dispute Resolution team is composed of more than 30 lawyers. Our Arbitration practice is one of the largest of its type in the Mexican market, our lawyers are hand-picked from the best law schools in Mexico, the US, and Europe, admitted to practice in various jurisdictions. Our team is known for its creative and multi-layered strategies that take into account the client's circumstances and priorities, as well as for our attention to detail and our strict ethical standards.

Additionally, our Litigation practice is also one of the largest of its type in the market of Mexican law firms. Being often involved in bet-the-company litigation, our team has developed a unique sensibility and understanding of the high stakes implicated in our cases, allowing us to design and implement tailored court-room strategies and creative out-of-court resolutions that set us apart from our peers.

## BUSINESS

- **Arbitration**
  - Commercial Arbitration
  - Investment Arbitration
  - Public Works Arbitration
- **Litigation**
  - Administrative Litigation
  - Civil & Commercial Litigation

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**Jean-Charles  
S. Gardetto**

## POSITIONING

Jean-Charles S. Gardetto is a Monaco-based law firm with a strongly international dimension in terms of both the diversity of its clients and the nature of the cases it handles.

Thanks to its broad range of legal expertise, the firm is in a position to offer clients services that are not confined to the Principality of Monaco.

The firm is regularly involved in international litigation, as well as in international projects.

Its network of overseas correspondents allows the firm to deal effectively with every aspect of the cases it takes on.

Its competence, responsiveness and international reach have won The Gardetto Law Offices the continued confidence of international clients who insist on nothing but the highest standards.

The firm acts on behalf of institutional as well as private clients in such varied practice areas as business, banking and financial law, private disputes regarding estates, divorce, family law, employment law, torts, debt recovery, enforcement of foreign judgments or arbitration decisions, etc...

Since 2010, the firm benefits of the ISO 9001 certification for the quality of its services.

## BUSINESS

- Torts, contracts, construction, real estate
- Commercial and business law
- Banking law / financial disputes
- Insurance
- Labour and employment
- Intellectual property
- White collar crime
- Administrative law
- International private law
- Protective measures, enforcement of foreign judgments
- Family Law
- Immigration to Monaco
- Personal data protection
- Compliance
- Anti-Money Laundering


## CONTACTS

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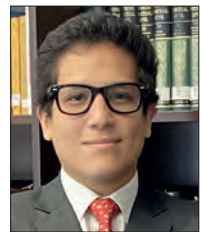
Cindy Vargas



Karla Figueroa



Gabriela Polo



Rodolfo Nuñez

## POSITIONING

AMPRIMO, FLURY, BARBOZA & RODRÍGUEZ ABOGADOS is a law Firm made up of lawyers with broad experience in providing legal consulting services both, for private and public sectors. The purpose of our institution is to remain at the forefront and excel in all law practice areas with a special focus on litigation and arbitration matters. In that sense, our main partners are highly praised as referents in this area of expertise, being highly demanded both as litigators as well as in their role as arbitrators; having participated in various large-scale arbitrations, as well as representing several of the country's most important companies in critic leading cases.

As a highlight of some of the firm's most recent cases, is the successful advisory and legal representation in the constitutional action held against Law 31018, which suspended the charge of tariffs in all national highways during the COVID 19 outbreak and further lockdown in Peru; as well as representing Petroperu with its defense in a recent constitutional process held in order to suspend the development of the technical improvement in La Pampilla refinery, one of the biggest current public infrastructure projects in Peru. Finally, the firm has participated in an international arbitration, at the CIADI, initiated by a maritime concessionaire against the Peruvian Government claiming the existence of several causes of contractual breach.

Furthermore, our lawyers have held positions of high responsibility and specialization in the public administration, focused especially on matters related to human rights, arbitration as well as constitutional, administrative, competition, mining and environmental law. Also, they are skilled in issues related to the private investment and public management in addition to negotiation of different contracts aimed at executing large-scale investment projects. In this regard, the Real Estate area of the Firm has experienced a remarkable growth, having as clients the main actors of the real estate and construction sector in the country, sponsoring them in the design of investment models as well as in the management of such projects.

Similarly, we pride ourselves in having a vast experience in providing legal advice for the business development and settlement of controversies arisen from the corporate, financial, tax, and labor issues and generally, for all matters related to the business development in Peru.

## BUSINESS

- Dispute Resolution and Arbitration
- Regulatory and Public Law
- Constitutional Law
- Pharmaceutical and Life Sciences
- Tax Law
- Labor Law
- Mining Law
- Real Estate
- Public Contracting & Procurement
- Investments and Project Finance
- Corporate Law
- Competition Law and Intellectual Property
- Environmental Law, Natural Resources and Energy
- Family Law

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**Fernando Castañeda**



**Oscar Boero**



**Gustavo Ramos**

## **POSITIONING**

Aramburú Castañeda Boero Abogados – (attorneys) is a top Peruvian law firm providing legal advice and counsel in different legal areas. It is a member of the DRT Alliance, a global network of law offices that provides clients seamless access to legal services in major business centers throughout the U.S., Latin America, Eastern and Western Europe, Asia, and the Middle East.

We are a modern, capable, and proactive law firm. We are widely known for being a strategic ally of our clients and for creating lasting professional relationships with them. At Aramburú Castañeda Boero - Abogados we are committed to our clients. We have our clients' best interest in mind, and give priority to providing them with a personalized service. All of our legal teams are led by one of our members or partners.

We provide comprehensive, creative, and innovative solutions, which not only add value to our client relationships, but help them make appropriate decisions. We address all of our clients in a timely manner. As a business, we understand that time is very important and timely legal advice is crucial for decision making.

Our professionals have earned their law degrees from prestigious universities, and have taken up postgraduate studies, majors or masters programs at locally and internationally renowned universities.

They have been recruited based on their unique qualities, trustworthiness, and academic excellence. Our team's experience was earned not only through professional practice, but also from having successfully held positions in the public and private sectors.

We devote a substantial portion of our time to attending national and international training forums, in which we take part not only as participants, but also as guest speakers.

Arbitration is one of our firm's main area of focus. We have several years of experience acting as arbitrators as well as defense lawyers. Our arbitration team leader has been a university professor for more than twenty years, he is a member of the Lima Chamber of Commerce arbitration court, and he is a member of the most prestigious Peruvian arbitration institutions.

## **BUSINESS**

- Commercial Arbitration
- Arbitration arising from State contracts
- Investors – State Arbitrators
- Litigation and Litigation related to arbitration
- Corporations
- Labor and Tax Law
- White-collar crime
- Telecommunications
- Compliance
- Real Estate

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Marco Barreto

Alessandro Vergel

Álvaro Bonilla

## POSITIONING

Barreto, Vergel Bonilla Dispute Resolution is a firm specialized in dispute resolution with an international approach. Our professionals combine academic knowledge with the experience of advising transnational companies, as well as private clients and high-profile public officials.

The firm has extensive experience in:

**Arbitration Litigation:** Arbitration: National and international commercial arbitrations administered both by arbitration centers based in Perú and abroad. Arbitration proceedings regarding public contracts and Public Private Partnership contracts. Arbitration proceedings ruled by specific Acts: expropriation and medical arbitration.

**Criminal Litigation:** Economic and business criminal, Proceedings for common crimes, Habeas Corpus processes, Preventive criminal counseling, Defense of senior officials and executives and Criminal compliance.

**Administrative Litigation:** Consumer protection, unfair competition, and antitrust proceedings. Administrative claims in the medical and insurance sector before entities such as Indecopi, DEFASEG, and Susalud. Regulatory law and bankruptcy proceedings

**Cross-Border Disputes:** International judicial processes.

**Dispute Board & Mediation:** Management of complex litigation and negotiation of agreements. Control and management of disputes in the construction sector, through the use of dispute resolution boards.

**Court Litigation:** Civil judicial processes, Commercial processes and corporate disputes, Constitutional processes such as amparo action, popular action, constitutionality action, compliance action and habeas data and Labor processes.

## BUSINESS

- Arbitration
- Litigation
- Criminal Litigation
- Administrative Litigation
- Cross-Border Disputes
- Dispute Board & Mediation
- Court Litigation

## SECTORS

- Automotive
- Oil & Gas
- Construction and infrastructure
- Real estate
- Health
- Insurance and reinsurance
- Agribusiness
- E-Commerce
- New technologies
- Food and drinks
- Education
- Sport
- Entertainment
- Retail

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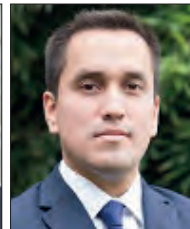
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**Luis Puglianini**



**Renzo Roberti**



**Roger Salas**



**Liliana Callirgos**

## POSITIONING

In BARRIOS & FUENTES, ABOGADOS (BAFUR) We have as priority to meet the requirements of our clients in an efficient, effective and personalized way, providing legal services of the highest quality. Our dedication, commitment and solid proven experience allow us to stand out for our leadership and modernity in the provision of legal services in Peru.

BARRIOS & FUENTES, ABOGADOS (BAFUR) seeks a strong commitment to its clients by engaging in a long-term professional relationship that allows us to identify with the objectives of their business by offering them the contribution of our professional capacity, experience and Creativity. Our work dynamics has enabled us to develop an important portfolio of clients that includes important members of the international business community in the areas of industry, banking and finance, trade, oil, mining, electricity, among Other.

## BUSINESS

- Corporate
- Tax and customs
- Transport
- Telecommunications
- Health
- Real Estate and property sanitation
- Natural resources: Oil, gas and energy
- Intellectual Property
- Fishing
- Mining
- Immigration
- Stock market
- Maritime and Port
- Insurance, Recovery & Claims
- Litigation and arbitration
- Dealing with the State
- Labor and Social Security
- Foreign investment
- Private initiatives, concessions and public private partnerships
- Mergers and Acquisitions
- Project financing
- Compliance
- Authorizations & Licenses
- Bankruptcy
- International trade
- Competition and Regulation
- Environmental
- White Collar Defense

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**Carlos Caro**



**Christian Gallegos**



**Henry Zaravia**

## POSITIONING

C&C Abogados is a legal firm offering a wide range of services with a special focus on dispute resolution: conciliation, mediation, trials, arbitration, dispute boards and other alternative dispute resolution methods. Their specialization is completed by their experience in corporate and administrative law, which allows them to assist their clients with a transversal approach. They help clients with issues related to commercial, civil, environment, administrative and regulatory matters. “We have several years of experience, our practice is focused on private arbitration and public procurement, we participate as lawyers or arbitrators.

Our key differentiator is the creativity and innovation that we apply to solve the cases of our clients, achieving the goals through legal knowledge and creative strategy. “We propose the best way to solve the controversy, taking care of details” says Fernando Capuñay, Managing Partner.

In C&C Abogados they work on three key strategic points that differentiate them from any other firm in the market:

1. Human Capital: They focus on the people who make up the team, for that they recruit the best students from the most prestigious law schools in the country, they qualify their knowledge and they analyze their professional development, identifying their skills in legal dexterity and in the creation of out-of-box strategies
2. Specialty: One of the requirements of the firm is the specialty of the members of each area, for that they have professionals who have performed in other leading firms in their field, in international competitions and who publish constantly in magazines Specialized. In addition, their clients trust in their professionals because an exhaustive follow-up in each case and operation. They confirm that with satisfaction surveys, obtaining excellent results
3. Creativity: Legal knowledge is important, however it can not go alone, they have the most creative team, these guarantees the most innovative strategies for each specific case and the customer satisfaction. The creativity of each member of the firm is reinforced by their exposure to difficult cases and their extra-business activity (music, art, sports, etc.). Creativity is linked to the excellent results that they have achieved so far.

That is why, as a business law firm, they are also serving entrepreneurs, emerging growth companies and investors, and they are considered by the most prestigious rankings and publications as a top tier law firm in Peru and Latin America.



**Angélica Salazar**



**Ricardo Castro**



## **BUSINESS**

- Civil and Commercial Litigation
- Commercial Arbitration
- State Investor Arbitration
- Insurance and Reinsurance
- Startups and Entrepreneurship
- Consumer Law
- Fintech
- Real Estate
- Public Law & Regulatory Disputes
- Corporate Law



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Alex Campos



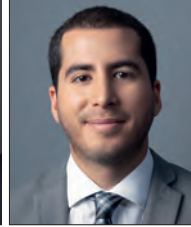
Rodrigo Urrutia



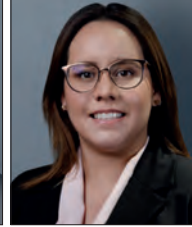
Carla De Los Santos



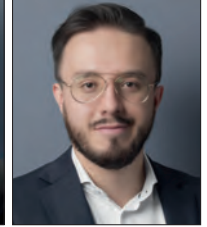
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Rodrigo Delgado



María Paula Noriega



Nicolás Hernández



Luisiana Samanamud



Diego Parra

## POSITIONING

Campos / Arbitraje e Infraestructura is a boutique law firm founded in 2014, specialized in providing legal advice for the management and execution of construction projects and dispute resolution proceedings through arbitration and ADRs.

Regarding project practice, we stand out from other firms because regardless of the financing phase of the project, we advise builders, designers and owners throughout the life of the project and not just at the beginning. This is the added value we offer.

Thus, we participate in the drafting and negotiation of EPC, EPCM, BOT, BOO and BOOT contracts. Also, we are involved in the presentation of bids in public-private partnerships, public works, government to government contracts (G2G) and private works, as well as during the construction and operation of the works until the end.

During the past year, the firm has participated in the execution of 6 highways, 3 airports, 2 hydroelectric power plant, 2 transmission line, 14 schools, 3 university, 5 hospitals and 3 mining projects. Several of these projects are being executed under FIDIC and NEC standardized construction models.

Regarding our arbitration practice is usually best known for its expertise in construction disputes, however, the complexities that are related to this type of disputes provide a particular expertise that is highly useful and advantageous in the context of commercial disputes. Because of this, the firm has seen an organic expansion of its expertise into commercial (non-construction) disputes. Our clients also acknowledge our close attention to detail as well as our creative approach at devising tailor made strategies to every dispute, while abiding to the highest international arbitration standards. As a highly specialized boutique firm our clients are aware that we can commit the necessary time, effort and resources to their cases. This explains why, during the past eight years we have continuously positioned ourselves as a relevant arbitration practice in Peru.

Our practice currently handles almost fifty arbitration cases. Our partners also act as expert witnesses and arbitrators. We are very familiar with the arbitral rules and provisions of the most renowned local and international arbitral institutions.

## BUSINESS

- Construction Law
- Projects
- National & International Arbitration
- Construction Arbitration
- Commercial Arbitration
- Investment Arbitration
- ADR
- Public Law
- Litigation

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Alessandra Cocchella

## POSITIONING

Grau was founded in Lima in 1934 and joined international firm CMS in January 2017. With more than 85 years of experience, is a leading full-service firm with a professional team made up with more than 100 lawyers, offering a client-centric service that combines comprehensive legal local knowledge with a global approach, advising clients from all over the globe, including Asian, European and North American companies.

At CMS Grau we count with a Dispute Resolution practice characterized by bringing together an interdisciplinary team of lawyers with wide and recognized experience in litigation at the judicial and arbitral level. Our advice includes a preventive strategy towards the conflict in order to solve our client's problems in the shortest time possible. In the context of the dispute, our advice covers the design of an efficient procedural strategy and representation throughout the judicial or arbitration process (local or international), to achieve a successful outcome for our clients' interests.

Our compliance service encompasses the identification and analysis of risks within the company's activities related to corruption, money laundering and white-collar crimes. We assist our clients in the design and implementation of compliance programs with a fully integrated service that includes not only the design of a compliance manual or program but also the full developing of all of the necessary controls, procedures and protocols in order to duly prevent the company's exposure which set us aside from the usual services that are provided in the local market. With a unique team comprised of both lawyers and industrial engineers, our practice also implements compliance programs according to the ISO 37001 anti-bribery management system standard.

Several of our lawyers have master's degrees and have completed postgraduate studies in Europe and the United States. Many of us have trained in US law firms and have held offices in government. This experience, coupled with extensive on-the-job training, enables us to offer our clients a unique approach.

## OFFICES

### AMERICAS

- Bogotá
- Cucutá
- Lima
- Mexico City
- Rio de Janeiro
- Santiago de Chile

- Aberdeen
- Amsterdam
- Antwerp
- Barcelona
- Belgrade
- Berlin
- Bratislava
- Bristol
- Brussels
- Buchares

- Budapest
- Cologne
- Duesseldorf
- Edinburgh
- Frankfurt
- Funchal
- Geneva
- Glasgow
- Hamburg
- Istanbul

- Kyiv
- Leipzig
- Lisbon
- Ljubljana
- London
- Luxembourg
- Lyon
- Madrid
- Manchester
- Milan

- Monaco
- Munich
- Oslo
- Paris
- Podgorica
- Poznan
- Prague
- Reading
- Rome
- Sarajevo

- Seville
- Sheffield
- Skopje
- Sofia
- Strasbourg
- Stuttgart
- Tirana
- Vienna
- Warsaw
- Zagreb

- Zurich

### MIDDLE EAST

- Dubai
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  - Tel-Aviv
  - Abu Dhabi
- ### ASIA
- Beijing
  - Hong Kong
  - Shanghai
  - Singapore

### AFRICA

- Algiers
- Casablanca
- Johannesburg
- Luanda
- Mombasa
- Nairobi

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**Raisa Cabanillas**

## POSITIONING

COMERCIA CONSULTING is a consultancy firm specialized in antitrust law, international trade law and policy and investment law. We provide legal and economic advice and represent clients in procedures before authorities of Peru and other Latin American countries. Our firm in its almost 14 years of existence, has become an important player in its key practice areas obtaining a remarkable success record in the resolution of highly complex disputes.

Comercia Consulting is led by Jose Antonio de la Puente, attorney at law with more than 25 years of experience, recognized as a specialist in antitrust and international trade law. Since 2017 Mr. de la Puente has served as a panelist (arbitrator) in trade disputes at the World Trade Organization (WTO). Partner Javier Illescas is also a distinguished economist recognized as an expert in trade policy and international economics. He has more than 30 years of experience in high responsibility positions, in various entities of the public sector and in the World Bank.

Comercia Consulting's service is distinguished for its interdisciplinary approach. Its team is comprised by trained lawyers and economists with extensive experience in trade and competition issues. Our team possesses a result-oriented mindset and the capacity to persuade and demonstrate empirically. Our senior professionals have been commissioners, senior economists, advisors, and trade negotiators of key entities for our work, having a deep understanding of the policy matters and decision-making process that takes place in both public entities and adjudicators alike.

**Competition & Antitrust:** Our antitrust practice provides high quality services in antitrust consultancy and procedures against practices collusion and abuse of dominance, and in the implementation of preventive and mandatory compliance programs. Our firm also provides legal and economic counsel in pre-merger antitrust reviews. In the last few years, Comercia Consulting has advised both leading local corporations and global operators in various sectors including, sea shipping, cement, retail and pharmacy, engineering consultancy, printing, steel, among other, being able to develop a distinguished practice in the Peruvian market.

**International Trade Law and Policy:** Our firm has a leading practice in WTO Law and in the application and operation of international trade and investment agreements, that combines high legal expertise with a consistent interdisciplinary approach. Our firm specializes and has extensive experience in antidumping, anti-subsidy and safeguard investigations. Since 2008, Comercia Consulting has represented clients in some of the most complex cases investigated in Peru, and has defended Peruvian exporters and its subsidiaries before authorities of Brazil, Argentina, Ecuador, Panama and El Salvador, with highly successful results, thereby ensuring competitive access for our clients in those important markets.

### Important clients of these practice areas:

- COMEXPERU; OPP FILM S.A.; CMA-CGM S.A. (France); Quad/Graphics Ltd.; Cementos Yura S.A.; Seaboard Overseas Peru S.A.; SIDERPERU S.A.; Gerdau S.A.; Tiendas por Departamento Ripley S.A.; Asociación Peruana de Avicultura (APA); Colortex Peru S.A.; among other.

## BUSINESS

- **Competition Law Area:**
  - Antitrust Law
  - Pre-Merger Antitrust Control
    - Antitrust Economics and Industrial Organization
    - Unfair Competition
  - Advertising and Consumer Protection Law.
- **International Trade Law and Policy:**
  - Antidumping, Anti-subsidy and safeguards Proceedings
  - Trade Agreements and WTO Law
  - Trade policy
  - International Economics
  - Customs and trade facilitation
- **Investment Law**
- **Intellectual Property Law**
- **Economic Studies**
- **State and International Consultancy**

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**Hernán Jordán**



**Carlos Nuñez**



**Luis Vargas**



**Sergio Barboza**



**Ricardo Escobar**



**Janilú Badiola**



**Erik Lind**



**Ana Teresa Barreto**

## POSITIONING

DLA Piper is a global law firm with offices in more than 40 countries spread throughout the Americas, Asia Pacific, Europe, Africa and the Middle East, which positions us ideally to help companies with their legal needs anywhere in the world.

DLA Piper Peru provides comprehensive legal advice on projects and infrastructure; energy and natural resources; corporate law, mergers and acquisitions; litigation and arbitration; banking, finance, and capital markets; real estate; labor and immigration; taxation and foreign trade; insurance and reinsurance; corporate criminal law and compliance, among other areas of practice.

We deliver a consistent service through personalized attention, an in-depth knowledge of the client's business, the diversification of our areas of specialization, as well as the ability to adapt to changes. Our diversity and global experience continuously encourages us to focus on transcendental issues such as inclusion, innovation and technology, which has also helped place us among the most solid firms in the Peruvian market.

## BUSINESS

- Industrial and Intellectual Property
- Corporate, M&A
- Tax and Foreign Trade
- Regulatory
- Banking, Finance and Capital Markets
- Litigation and Arbitration
- Insurance and Reinsurance
- Projects and Infrastructure
- Life Sciences
- Corporate Criminal Law and Compliance
- Real Estate, Hospitality and Entertainment
- Competition and Data Protection
- Energy and Natural Resources
- Labor and Immigration
- Restructuring
- Private Clients (Wealth Management)

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**Fernando Meléndez**



**Edwin Pezo**

## **POSITIONING**

Muñiz, Olaya, Meléndez, Castro, Ono & Herrera Abogados is a leading law firm in Peru and Latin America thanks to its philosophy which focuses on offering high-quality services in a timely fashion and at competitive prices.

Since it was founded 40 years ago, Muñiz has had a Litigation Practice Group which provides counsel and defends clients in civil, commercial, contentious-administrative and constitutional law proceedings brought with the Judiciary and, in the latter case, with the Constitutional Court. The strength of this practice group lies in the high professional skills of its lawyers, their experience in handling highly complex cases, and their knowledge of Peru's procedural system. In addition, if so required to properly defend a client, a team composed of trial lawyers and lawyers specializing in the subject matter of the dispute, for instance, tax law, the stock market, insurance law, etc., is set up.

These same features also make our Arbitration Practice Group stand out, as its lawyers are highly qualified to provide advice to and represent our clients in arbitration proceedings carried out under the regulations of Peruvian arbitration centers and other centers all over the world. Our services also include advice on the annulment, recognition and enforcement of arbitration awards, filing of applications for injunctive relief, negotiation of arbitration clauses, and protection of foreign investment within the framework of bilateral investment protection and free trade agreements signed by Peru.

## **BUSINESS**

- Litigation & Arbitration
- Civil & Commercial Litigation
- Administrative Litigation
- Constitutional Litigation
- Tax Litigation
- National and International Arbitration

## **CONTACTS**

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**Pierino Stucchi**



**José Antonio Bezada**

## POSITIONING

Muñiz, Olaya, Meléndez, Castro, Ono & Herrera is based in Lima, Peru and is a multidisciplinary business law firm with more than 40 years of experience and more than 280 lawyers distributed by areas of economic and legal specialization. This allows us to know in detail the particular legal problems of each sector and placed our firm as one of the top firms in Peruvian legal market.

Our antitrust department is currently performing within the top competition boutiques in the legal market. During the last year, our department has achieved remarkable results combining a solid and strategic team of experts and representing the most relevant and media-covered cases in competition, merger control procedures, dumping & subsidies, consumer law and bureaucratic barriers. We have achieved approval by the competition authority of the largest M&A transaction in recent years and keep always innovating in compliance programs and day-to-day legal counseling for large transactions. It should also be highlighted the specialization and experience of our antitrust department, that allows us to analyze other jurisdiction regulation and economic aspects, which is well valued by foreign companies we advise in Peru. All of this has been considered by our clients as a consolidation of our department as a top tier practice in the country

## BUSINESS

- Antitrust
- Merger Control
- Bureaucratic barriers elimination
- Anti-dumping
- Consumer law
- Advertising
- Unfair competition law
- E commerce
- Media
- Telecom
- Privacy and Data Protection

## CONTACT

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## ESTUDIO NAVARRO & PAZOS ABOGADOS

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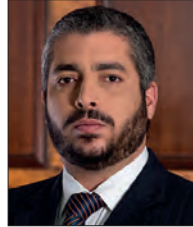
Juan Pazos Battistini



Oscar Pomar Fonseca



Ricardo Puccio Sala



Aresio Viveros Zuazo



Jorge Masson Pazos



David Flores Ligarda

### POSITIONING

Established in 1950, Estudio Navarro & Pazos Abogados offers a platform of legal services in all areas of law with focus on corporate practice, litigation and arbitration. Our practice incorporates areas of growing demand such as investment law, energy and infrastructure, projects, corporate mergers and acquisitions, partnerships, trusts, insurance, among others.

Our law firm has broad experience in international arbitration representing the Republic of Perú as co councils in several ICSID arbitrations. We have also represented our clients in arbitrations under ICC and UNCITRAL rules, and in local commercial arbitration.

Some members of our law firm form part of the Arbitration Commission of the National Chapter of the International Chamber of Commerce, and act on a regular basis as arbitrators in local arbitration procedures.

In the litigation area our law firm has a well – deserved good reputation in representing very complex cases and has obtained excellent results in leading cases related to tax matters before the Constitutional Court.

We have also participated in complex negotiations involving both public and private entities.

Our law firm has actively participated in the process of acquisition by foreign investors of companies leaders in their branch of activity, and in other matters related to business development in Perú.

Finally our firm team has a diverse portfolio of both national and foreign clients with personalized service model and high standards of efficiency and rigorous adherence to professional ethics and transparency.

### BUSINESS

- Investment Arbitration
- Commercial Arbitration
- Negotiation
- Civil & Commerce Litigation
- Corporate Law
- M&A Transactions
- Investments and projects
- Energy and infrastructure
- Tax law
- Labor and migration

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**Richard Allemant**



**Freddy Escobar**

## **POSITIONING**

Our Arbitration and Dispute Resolution area provides legal assessment in national and international arbitration procedures as well in civil, commercial, constitutional and public law litigation.

We specialize in the prevention and resolution of complex case disputes. We participate in negotiations and elaboration of transactions that end patrimonial conflicts, we design strategies of judicial and arbitral litigation and we offer consultancy in procedural and arbitral matters. Due diligence in judicial and arbitration matters are also part of our experience.

We specialized in different industries such as corporate litigation, investros litigation, constitutional litigation, real estate among others practices.

Our team of lawyers is highly experienced. In the last four years we have participated in more than 14 international arbitrations assuming the defense of the country of Peru

The members combine personal dedication, direct participation, rigorous analysis and a demanding selection of our litigation portfolio.

## **BUSINESS**

- Litigation
- Arbitration

## **CONTACTS**

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Luis Miguel León



Gianfranco Iparraguirre



José Luis Pinto



Jimena Carrera



Mariana Rodríguez

## POSITIONING

León e Iparraguirre Abogados (LEIA) was founded as a legal boutique focused in providing specialized legal services in economic and regulatory law, intellectual property and public law. In less than five years after the Firm's foundation, LEIA has become been ranked as a leading Peruvian law firm by international rankings publications. LEIA's success has lead them to extend their practice to other areas of law such as Corporate, Labor and Tax law, as well as to Commercial Arbitration, Compliance and New Technologies.

In addition, and in order to increase LEIA's operations cross borders, LEIA has accomplished to open an office in Santiago, Chile, teaming under a Best Friend's Cooperation Agreement with FerradaNehme, a leading Chilean law firm. This alliance provide them with the opportunity to serve both markets with specialized local lawyers in each country. As a result, their clients, both national and international, as well as competitors and public entities, recognize the sophistication of their preventive consulting and compliance programs, as well as the methods they implement to develop the defense their clients in complex cases.

The Firm takes pride of its organization defined by a horizontal structure. They have implemented innovative schemes of work compared to most law firms, through their policies of gender, part time work and the use of cutting-edge technologies.

## BUSINESS

- Commercial Advertising
- Commercial Arbitration
- Competition & Antitrust
- Compliance
- Consumer Protection
- Corporate & Commercial
- Data Protection
- Dumping
- Energy
- Immigration
- Insurance
- Intellectual Property
- Labor & Employment
- Litigation
- Market Access Barriers
- Mergers & Acquisitions
- Private Investment
- Public Law
- Public Contracting
- Real Estate
- Reorganization & Bankruptcy
- Tax
- Telecom

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**Juan Manuel Loza  
Martínez**

## **POSITIONING**

Highly specialized legal boutique in arbitration and corporate litigation.

We provide practical and commercially viable solutions on legal matters including corporative controversy and high-risk litigation to our clients among different industries and jurisdictions. Legal strategies according to global economy challenges.

Our experience dealing with multinational corporations on local and international arbitration, as well as litigations beyond borders allow us to apply adequate strategies considering systems and jurisdictions through efficient, didactic, collaborative practices within a wide spectrum of legal matters.

Our participation on relevant transactions and arbitration processes during the last few years provides our firm with the capacity to face controversies on different legal aspects.



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## **BUSINESS**

- Arbitration & Dispute Resolution
- Complex Commercial Litigation
- Corporate Litigation

## **SECTORS**

- Construction and infrastructure
- Energy
- Hydrocarbons
- Mining
- Health
- Banking
- Fishing
- Telecom
- Oil and gas
- Tourism
- Retail
- Insurance
- Transport and logistics

## **CONTACTS**

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**Miguel Delgado**



**Sergio Sifuentes**



**Manuel Martínez**

## POSITIONING

MDR Abogados is a law firm specialized in the legal management of infrastructure projects and dispute resolution through arbitration and Dispute Boards.

MDR Abogados attends the always-increasing necessity of personalized legal services. We are aware that know-how is not sufficient: because of our unconditional support, we seek to be identified by our clients as members of their technical and legal teams.

The firm assists its clients since the very beginning of their operations. It obtains the legal permits and titles required for said purpose, such as inscription before the National Records of Suppliers (Registro Nacional de Proveedores). The firm also assists its clients in the biddings where they decide to participate, making sure their proposals comply with all the requirements needed to be successful.

In addition, it assists its clients in the legal management of their operations with the ultimate purpose of reducing the inherent risks of their operations. Its advisory expresses itself in the production of records (such as registries in the Project's Workbook) that would create an adequate tracking, in claim managing (such as extensions of time), and the prevision of risks that could negatively affect its client's interests (such as default penalties and threats to execute performance bonds)

MDR Abogados provides solutions to the controversies that, most of the times unavoidably, are generated during the course of its clients' operations. MDR Abogados advises its clients in the solution of their disputes through arbitration or Dispute Boards. When it is required, its assistance includes obtaining injunctions targeted to preserve the patrimonial integrity of its clients.

## BUSINESS

- Arbitration
- Litigation

## CONTACTS

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# Miró Quesada & Miranda

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**Gustavo Miró  
Quesada**



**Rodolfo Miranda  
Miranda**

## POSITIONING

Miró Quesada & Miranda (MQ&M) is a boutique law firm that advises and represents clients in arbitrations locally and internationally. The partners Gustavo Miró Quesada and Rodolfo Miranda, along with a team of qualified associates specialize in: construction and infrastructure, corporate, finance, insolvency, insurance, M&A, private contracts, Public Private Partnerships (PPP) and government contracting.

Quality over quantity is the basis for the “boutique” design of MQ&M, this means they accept only a few cases and clients each year. In the words of the name partner Gustavo Miró Quesada, “Our experience, coupled with the flexibility of being a boutique, allows us to give personalized service to our clients. They are always advised by the partners themselves with the help and intervention of our associates”. This ensures not only exhaustive deliverables that meet international standards, but also the competitive edge that only experience can provide. For name partner Rodolfo Miranda, this experience is what characterizes their firm: “We provide specialized services with high international standards. Both of us have been international lawyers in US firms”.

The MQ&M team is known for their able expertise in Peru and abroad. Before being a partner at Osterling Abogados, Gustavo Miró Quesada was part of the Holland & Knight corporate and international arbitration practice in Washington DC. Currently, he teaches Law & Economics at the Catholic University of Peru. Partner Rodolfo Miranda, formerly a senior associate at Amprimo & Flury Abogados, was previously a lawyer in the international arbitration practice of Clifford Chance in Washington DC. Rodolfo is admitted to the New York Bar and teaches Arbitration at the University of Piura School of Law and the ESAN Postgraduate School / Lima Chambers of Commerce Arbitration Center joint program, among others. Both Partners have converted their years of arbitration experience into expertise recognised by their peers through their appointments as arbitrators in ICC, CCL, PUCP, and ad hoc arbitrations.

Since 2017, MQ&M team has been advising their clients on important cross-border insolvencies, M&A operations and other corporate matters. In arbitration, MQ&M has not recorded a single loss. Thus, every year they secure substantial awards for their clients, for example their most recent award of US\$ 36 million. They plan to continue this success in their ongoing arbitrations related to insolvency, construction, engineering, corporate, and government procurement disputes.

## BUSINESS

- International & National Arbitration
- Construction & Infrastructure
- Corporate
- Insolvency
- M&A
- Private Contracts
- PPP

## CONTACTS

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**Roberto Shimabukuro  
Miyasato**



**Renzo Salvatore  
Monroy Pino**

## POSITIONING

MONROY & SHIMA Abogados stands for a new proposal in the offering of legal services, rapidly becoming one of the best options in the market for the management of complex conflicts and achievement of results, adding more than 40 years of experience as trial lawyers.

To this end, the firm relies for this, on the support, experience and capacity of its partners and associates, who have not only extensive theoretical knowledge but also practical expertise, seeking to provide legal advice in order to prevent the emergence of a conflict, but being able to resolve it through negotiation, conciliation or mediation before having to reach a judicial process, arbitration or administrative procedure.

The knowledge and experience that the Firm has in various fields of law matters, as well as the dedication and personalized preparation that they put into each one of the cases, gives them a competitive advantage in each and every one of the stages of the solution of a conflict, in those that also use lateral thinking, negotiation and persuasion techniques that have been acquired in theory and perfected in practice.

Because of this, each assigned case is handled thoroughly, obtaining the best possible results for its clients by having one goal in mind: to provide the best possible legal service.

## BUSINESS

- Civil and commercial Litigation
- Arbitration
- Medical Malpractice Litigation
- Consumer Protection Litigation
- Claim and Insurance Litigation
- Constitutional litigation
- Contentious-Administrative Processes
- Labor

## CONTACTS

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**Jaime Gray**



**Guillermo Zavalaga**



**Katherine Waidhofer**



**José Steck**



**Fiorella Reyes**



**Guillermo Alarcón**



**Carlos Tapia**



**Christian Collantes**

## **POSITIONING**

We are a law firm specializing in construction law, with more than 25 years experience in both the domestic and international markets.

Our corporate legal advice is directed at both private and public companies and organizations, focusing on the areas of engineering and construction, energy, public procurement, concessions, public-private partnerships, dispute resolution and arbitration.

The principal added value we provide is based on our thorough knowledge of the construction business and our attention to the prediction and minimizing of risks, thereby making our service a solid investment for our clients' projects.

Our aim to consolidate our presence internationally as the best law firm specializing in construction law motivates us to offer the highest possible level of service to the client in our pursuit of excellence.

To achieve this we have a team of professionals who tailor their work to each project to ensure promptness and cost effectiveness in the service they provide. As a result, our clients can count on the expert advice of a team assigned and fully supported by the firm.

NPG has developed a very strong and solid practice in the solution of construction disputes. Its strength is based on the flexibility of the high performance teams that are put together to deal with each case, under the leadership of one of the partners. The firm's experience in national and international arbitrations always challenges its members to innovate constantly in the discussion of complex and highly sophisticated controversies, and this puts them at the forefront of knowledge in the sector.

## **BUSINESS**

- Dispute resolution
- Arbitration
- Engineering
- Construction

## **CONTACTS**

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**Ursula Patroni  
Vizquerra**



**Juan Muñoz  
Valderrama**

## POSITIONING

Patroni Legal + specializes in Competition, Consumer, Advertising, Intellectual Property, Bureaucratic Barriers, and Administrative Law.

Partner Ursula Patroni is a Summa cum laude lawyer from Universidad de Lima, holds a Master of Laws and Public Administration granted by Universidad de Almería and a Master of Laws granted by Universidad Francisco de Vitoria and Colegio de Abogados of Madrid regarding Business Law. Also holds a Master in Business Administration granted by Universidad Peruana de Ciencias Aplicadas.

Has performed as a member of the Base Commission for the Administrative Simplification Guidelines. Has also provided consulting services to formulate normative proposals for intervene entities by the program for the Foreign Trade Single Window (a website used to submit information regarding international commerce known in Peru as VUCE), as well as for the USAID program for the facilitation of commerce. Has also performed as the acting Technical Secretary for the Elimination of Bureaucratic Barriers for the INDECOPI. Currently, she is a professor of administrative law at Universidad de Lima and also a PhD candidate by the Universidad Nacional Mayor de San Marcos.

Partner Juan Muñoz Valderrama is qualified in administrative litigation, bank regulation y customer protection, with wide experience in both national and international firms. Lawyer from the San Buenaventura University of Cali (Colombia). Award-winning, with honorable mentions for academic excellence in the entire career and graduated with honors. Graduated in the VI International Commercial Business, carried out by the Ministry of Foreign Trade and Ministry of Peru Tourism. Currently, he is studying for his master's degree in Human Rights at the University of Granada, Spain.

## BUSINESS

- Competition
- Consumer
- Advertising
- Intellectual Property
- Bureaucratic Barriers
- Administrative Law

## CONTACTS

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Rafael Prado



Américo Hidalgo



Rocío Gómez



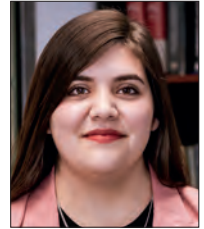
Christel Ingunza



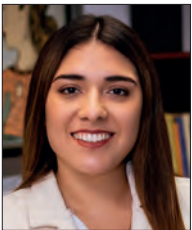
Marian Gonzales



Mercedes Cabrera



Giomira Escudero



Carla Noriega

## POSITIONING

We are a specialized firm that was founded in 2015, with the purpose of provide excellent service in civil, commercial, insurance, labor, constitutional litigation. And, also, we have experience handling national and international highly complex arbitrations.

Our experience as attorneys in the best law firms in the country, showed us that the increased complexity of disputes required highly specialized judicial legal services, personalized attention and focused on client needs.

We are a ductile firm. Not only do we sponsor our clients in litigation in the traditional way, but we also advise in-house legal teams in judicial and arbitration processes that directly represent.

## BUSINESS

- Civil Litigation
- Commercial Litigation
- Arbitration
- Insurance Litigation
- Constitutional Litigation
- Labor Litigation


## CONTACTS

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# REBAZA — — ALCÁZAR & DE LAS CASAS

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Alberto Rebaza



Augusto Loli



Roger Zavaleta



Fabio Núñez del Prado



Jorge López Fung

## POSITIONING

Rebaza, Alcázar & de las Casas' team of lawyers is dedicated to advising local and international clients on complex issues, whether transactional, consulting or litigation.

Our counsel requires in-depth analysis, particular attention, experience and sophistication from a team led by highly experienced partners and associates. This allows us to provide a superpleasing service, of excellence, at the height of the needs of our clients. We participate in the most demanding transactions in the market, local or cross-border, with the support of a team with international education and experience and with an important understanding of the business.

We accompany our clients emphasizing prevention: risk identification and mitigation, up to the strategic resolution of conflicts, be they administrative, judicial or arbitration, of a domestic or international nature.

At Rebaza, Alcázar & de las Casas, we work in an interdisciplinary and collaborative way among all our practice areas. This allows us to carry out an efficient work distribution among our lawyers and achieve excellent results for our clients.

### Dispute Resolution

Our Dispute Resolution team is highly experienced in complex and sensitive controversies. We focus our practice on defending the interests of our clients in all stages of arbitration, judicial cases and administrative proceedings.

In our arbitration area, we provide advice on a wide variety of issues, mainly those related to commercial contracts, corporate disputes, construction contracts, involving parties from the public and private sectors. Regarding our litigation area, we also developed highly specialized practice groups within its dispute resolution department, focused on areas such as civil, commercial, tax, labor disputes and constitutional disputes.

What distinguishes our team is the specialization of our advice in processes involving various areas of law. This is the result of the joint work with members from other areas of our firm, who are specialists in labor processes, bankruptcy, corporate law, taxation, administrative law, finance, and criminal law.

Our advice is continuous, since the controversy is in its earliest stages and during the beginning of the respective process, which allows us to have a deep knowledge of the case and provide optimal legal advice.

## BUSINESS

- Mergers & Acquisitions
- Bankruptcy & Restructuring
- Projects & Infrastructure
- Financing
- Capital Markets
- Regulatory
- Corporate
- Tax
- Labor
- White Collar Crime and Internal Investigations
- Litigation
- Arbitration
- Private Clients
- Venture Capital & Technology
- Compliance
- Mining
- Real Estate
- Antitrust
- Fintech
- Life Sciences
- Data Protection
- Structured Products, Funds and Securitizations

## OFFICES

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- Santiago de Chile

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Córdova**

**César Abanto  
Revilla**

## POSITIONING

Founded in 1997, Rodríguez Angobaldo Abogados is a highly specialized litigation and arbitration practice and one of the largest boutique law firms in Peru. The firm houses an impressive team of five partners and 27 qualified lawyers, acting in sophisticated disputes and complex cases involving civil, commercial, insurance, labour, constitutional and regulatory litigation brought before the Judiciary and arbitration courts.

The team is well-regarded to represent clients at all court levels and before the Constitutional Court, in cases of great complexity conducting the proceedings with technical precision. The firm has strengthened its upward trajectory following a sustainable growth path incorporating partners and lawyers in the last few years. The team comprises highly qualified lawyers with in-depth knowledge and strong skills boasting an exceptional academic background with, at least, 70% of its senior lawyers also active as university professors, regular lecturers and speakers at courses and seminars. Rodríguez Angobaldo Abogados' competitive edge stems from the holistic approach of the partners when designing strategies to be applied in lawsuits, alternative disputes or settlements. Working closely with clients, the firm can anticipate specific issues that may interfere in the unfolding of any dispute and meet clients' needs.

**Litigation:** The firm has an impressive track record of handling high-value and sophisticated disputes of commercial, civil, constitutional, financial, and regulatory nature across a diverse array of economic sectors, such as insurance, banking, telecommunications, mining, oils and gas, healthcare. It provides strategic guidance to clients for the prevention, management and resolution of high-stake litigation. It regularly takes on highly sensitive matters related to claims of fraudulent behaviour or involving relevant public figures. The firm continues to improve its litigation practice with intensive investment in new legal technology.

**Arbitration:** A highly-regarded name in the market for handling high stake domestic and international arbitrations involving civil, commercial, regulatory and investment matters, the firm has a dedicated arbitration team and is involved in some of the most complex and high-value arbitrations currently taking place in Peru. It fields a strong bench of experienced practitioners with expertise in handling both arbitrator and defence work in arbitration courts, and enforcing arbitration awards. The firm's arbitration department has recently expanded and positioned itself as a market leader. Its members are frequently appointed as expert witness in arbitration proceedings.

**Specialised Consultancy:** The firm applies in-depth knowledge to provide high-quality advice and strategic legal insight in connection with the regulatory aspects of securities market, bankruptcy, debt and credit restructuring, insurance and reinsurance, telecommunications, oil and gas. It also has broad experience in advising clients on matters involving constitutional law, civil law, and consumer protection law in the context of banking and insurance transactions. Also specialises in labour and social security conflict prevention and resolution.

**Health:** Based on its experience and expertise in Medical Law, Bioethics and Health Law, the firm is fully specialised in health-related matters. In that sense, it defends entities in the defense of complaints before the Susalud Court or before the INDECOPI Court. The firm also attends legal consultations in health matters.

**Labor & Employment:** The firm specialises in the prevention and resolution of labor and social security disputes.

## BUSINESS

- Litigation
- Arbitration
- Specialised Consultancy
- Health
- Labor & Employment

## CONTACTS

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# Simons

BOUTIQUE DE LITIGIOS Y ARBITRAJES



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**Verónica de Noriega  
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**Daniel Reyna  
Vargas**



**Renzo Mayor  
Mayor**



**Joel Santillán  
Dulanto**

## POSITIONING

Our firm was founded 11 years ago with select but highly skilled professionals, supported by 28 years of experience.

We are a legal boutique specialized in national and international arbitration and litigation, with wide experience in complex cases: (i) before national and international courts such as the IACHR (Inter-American Court of Human Rights) and (ii) before national and international arbitration tribunals in arbitrations held before the main international arbitration centres, such as the Lima Chamber of Commerce, American Chamber of Commerce, International Chamber of Commerce (ICC), as well as before the ICSID in investment arbitration.

Our Firm is known for:

- Our specialized knowledge and experience on judicial and arbitral matters of great complexity, as well as in constitutional and human rights issues.
- Our broad vision and innovative solutions.
- Our renowned dedication and commitment to our clients.
- The passion with which we defend our cases.

## BUSINESS

Simons Abogados offers our clients a highly specialized service in the fields of litigation, dispute resolution and corporate arbitration.

More than 90% of our clients are businesses in the following sectors: construction, telecommunications, fishing, mining, banking and finance, infrastructure, medicine, agro-industry, goods, and services.

Thinking <<outside the box>> with the <<power of reason>> is what enables us to find the most valuable defense to solve our client's disputes



## CONTACTS

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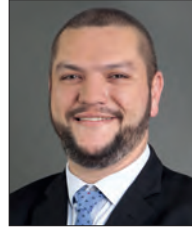
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**Jorge Vega  
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**José Manuel Guerra  
Caballero**



**Luis Antúnez y  
Olortegui**

## POSITIONING

Vega Abogados is a firm formed by professionals with extensive experience in corporate advisory that provides legal services in a personalized, timely and efficient manner.

The partners of the firm have been part of the most prestigious firms in the country having a knowledge of national and international technical standards.

Vega Abogados members provide advice based on ethical values and confidentiality. In addition, being strategic partners, they build longterm relationships and care for their interests and integrity.

## BUSINESS

- Arbitration
- Litigation
- Corporate
- Labour
- M&A
- Real Estate
- Tax

## CONTACTS

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María Claudia Serrano



Cynthia Vargas



Ana Demartini



María Fernanda Hidalgo

## POSITIONING

Viera Abogados is a law firm specialized in litigation, arbitration, and dispute resolution. It has a multidisciplinary team of highly qualified professionals with a holistic vision of law.

It is an important firm in the Peruvian market that has continued to grow, even during the pandemic, due to its outstanding performance in the resolution of legal disputes. Despite challenging times internationally, it continues to generate outstanding results. In fact, the first semester year, the firm saw a growth in turnover of 60% compared to the same period in 2021 (40%).

The firm offers an integral consulting to its clients. The lawyers based on procedural law to design the strategy of the cases in a disruptive and complete way, seeking the exact satisfaction of their clients' rights. Besides, they work on obtaining results that have practical application and accompany them in that process.

Also, they have extensive experience in obtaining injunctions (i.e. preventive seizures) and in the enforcement of judgments (i.e. asset seizure, freezing of debt accounts, placement of liens on real estate, among others). Besides, it has handled litigation for leading companies in the retail, logistics, energy, and automotive sectors, among others.

## BUSINESS

- Arbitration
- Civil Litigation
- Commercial Litigation
- Constitutional Processes
- Corporate law
- Criminal Law and Criminal Procedure
- Dispute Resolution
- Contentious-Administrative Processes
- Labor Law and Labor Procedure Arbitration
- Labor Litigation

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António Teles



João Saúde



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## POSITIONING

### Sérvulo: A highly specialised business partner

SÉRVULO is a Portuguese full-service law firm with more than 20 years of existence, which occupies a leading position in the Portuguese legal market. Recognized for the quality of its legal services in all relevant areas of law and strategic sectors, SÉRVULO has a highly competent multidisciplinary team of more than 100 lawyers, motivated by a single purpose: to transform academic research and accumulated knowledge in the design of sound legal solutions, thus creating added-value for its clients. SÉRVULO is trusted by a vast number of the main private and public entities, both domestic and international, in the Portuguese-speaking legal markets and in all the most significant economic sectors. It houses a roster of lawyers that are fully capable of facing all of the challenges that may arise at any time and in any field of the law.

### Litigation

SÉRVULO draws on its comprehensive knowledge of all areas of business and economic activity to provide clients with specialised counsel in dispute resolution cases, be they in the public or private sector, or at the national or international level.

The firm prides itself on acting with thoroughness and rigour, to which end the disputes team works in constant consultation with lawyers who are specialised in the specific sectors of the case. SÉRVULO prioritises litigation prevention by identifying risk and implementing protection strategies, but always defends the client's interests whenever litigation cases arise.

### Arbitration

Arbitration has a number of clear advantages as a means of dispute resolution and it is a growing area of importance at the national and international level. For these reasons, SÉRVULO has invested significantly in the area in recent years. The firm's partners and associates are regularly invited to participate in arbitrations, as counsel or as arbitrators, and take part in industry-wide initiatives aimed at promoting arbitration in general.

The firm has handled numerous important commercial arbitrations, domestic and international, as well as several foreign investment arbitrations.

## BUSINESS

- Arbitration
- Corporate, Commercial and M&A
- Corporate Crime and Regulatory Compliance
- Employment Law
- European and Competition Law
- Finance and Governance
- Intellectual Property
- Life Sciences
- Litigation
- Privacy and Personal Data Protection
- Public Law
- Real Estate, Tourism and Urban Planning
- Restructuring and Insolvency
- Sports Law
- Tax
- TMT

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**Maria José de Tavares**



**Carla Neves Matias**



**Natália Garcia Alves**

## POSITIONING

For over 30 years, SRS Legal has provided full-service advisory services to national and international clients in all business areas.

Our Dispute Resolution department is prepared to provide assistance with court and/or arbitration matters, protecting clients from risks and guaranteeing the stability of their business. We have vast experience in this area, representing some of the most important Portuguese and international companies. We have an extensive and specialised team ready to respond to all areas of litigation, civil and commercial, in an approach that covers preventive advocacy, litigation risk assessment and negotiation.

## EXPERTISE

- Arbitration and Mediation
- Banking and Financial Litigation
- Civil Litigation and Succession
- Commercial and Corporate Litigation
- Criminal and Economic Crime
- Insolvency / Restructuring and Credit Recovery
- Insurance Law
- Real Estate Litigation

## PRACTICE AREAS

- Administrative Law and Public Procurement
- Banking and Finance
- Compliance
- Corporate, Commercial and M&A
- Data Protection and Cybersecurity
- Dispute Resolution
- Employment
- European Union & Competition
- Immigration, Golden Visa and Nationality
- Insurance and Pensions
- Intellectual Property
- Life Sciences & Healthcare
- Private Equity & Venture Capital
- Real Estate
- Startups
- Tax
- Technology, Media and Telecommunication
- Transport and Maritime

## CONTACTS

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## **POSITIONING**

For over 30 years, SRS Legal has provided full-service advisory services to national and international clients in all business areas.

Our Employment department is defined by objectivity, pragmatism, and problem-solving, aiming to create and preserve lasting relationships of trust.

Our expertise spans all areas of Labor Law, including litigation, in a very broad spectrum of markets and sectors. We are organized by sub-areas, designed to serve our clients with agility, efficiency and excellence, leveraged on the diversity and wealth of skills of our team.

SRS Legal is a multidisciplinary law firm with the appropriate size for complex operations that require large teams of lawyers, thus being able to respond to any type of request, regardless of its specialty, complexity or urgency. In order to better respond to its clients in Madeira, SRS Legal has established a partnership with Law Group Madeira. In Porto, SRS Legal has a team of lawyers that provide advice to its Clients and has a partnership with Andreia Lima Carneiro & Associados.

## **EXPERTISE**

- Collective Bargaining / Collective Disputes
- Compensation and Benefits Plans
- HR Crossborder Advisory & International Support
- Judicial and Administrative Litigation / Disciplinary Proceedings
- Restructuring and Downsizing Projects
- Senior Management Advisory
- Social Security and Pension Plans

## **PRACTICE AREAS**

- Administrative Law and Public Procurement
- Banking and Finance
- Compliance
- Corporate, Commercial and M&A
- Data Protection and Cybersecurity
- Dispute Resolution
- Employment
- European Union & Competition
- Immigration, Golden Visa and Nationality
- Insurance and Pensions
- Intellectual Property
- Life Sciences & Healthcare
- Private Equity & Venture Capital
- Real Estate
- Startups
- Tax
- Technology, Media and Telecommunication
- Transport and Maritime

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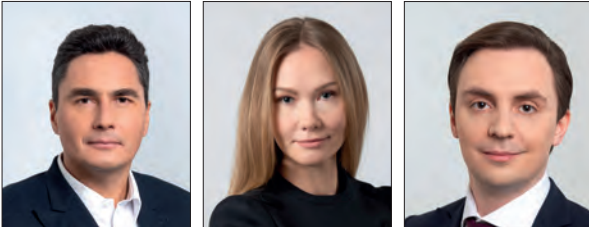


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Timur Aitkulov

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## POSITIONING

We are the same team that, as part of Clifford Chance, has been recognized one of Russia's leading L&DR practice groups for more than a decade.

Our track record includes advising on the most complex cases for the largest corporations and banks, both Russian and foreign. We continue to provide dispute resolution services to Clifford Chance clients from various jurisdictions under a global collaboration agreement.

### Conflict-free

We treat conflicts of interest with the utmost seriousness. However, we are a new firm specializing in dispute resolution, and as such we can represent clients in matters that many large international firms are unable to take on due to conflicts of interest.

### International reach

Cross-border disputes and investigations are a core area of our expertise. When advising on cross-border matters we leverage the resources of both Clifford Chance's network of offices and other leading advisors around the world. This flexibility means that we can engage the most suitable local advisors, free of conflicts of interest and with the best possible pricing.

### Flexible pricing

Unlike some international firms, we are willing to work under a pricing structure that best fits the specifics of the particular matter and the client's interests.

### Dedication

We are a boutique firm, and we devote our undivided attention and bring the highest level of commitment to everything we do. For us, achieving the best possible outcome for our clients is of paramount importance. We offer support 24/7, and at least one partner is involved hands-on in managing all aspects of each matter.

## BUSINESS

- We represent our clients in complex cases under the rules of major international arbitration centres. Our track record includes arbitrations under the ICC, LCIA, SCC and ICAC rules, our team not only advises clients on strategy, but also represents them in proceedings. This capability, unique on the Russian market, is strengthened by Timur Aitkulov's experience as an arbitrator and member of the ICC Court in 2015-2021.
- We represent our clients in state courts at all levels of the Russian judicial system. Our experience of cases in Russian state courts is unique. We have successfully acted for our clients in the courts at all levels of the Russian judicial system including the Supreme Court and the Constitutional Court of the Russian Federation.
- Our team is highly experienced in dealing with internal investigations of our clients' business and investigations initiated by Russian and foreign regulators. We have advised clients on a range of highly sensitive anticorruption, anti-money laundering and compliance issues. We also provide services in criminal cases both against our clients and to protect their interests.
- We handle disputes in a wide variety of areas, including real estate, retail, banking and financial services, sale of shares and participation interests, exercise of share options, construction contracts and shipbuilding contracts, supply of equipment, price renegotiation, subsoil use, nuclear energy, compensation for damage in connection with corrupt practices, and common commercial contracts.

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Silvia Bauza

## POSITIONING

Allen & Overy opened the Madrid office in 1991, at a time when the sophistication of the Spanish market, which reflected a simultaneous growth in the country's economy, required a quality focus, with national excellence and international reach.

Over the last 31 years, Allen & Overy has become one of Spain's leading legal practices, providing high quality and innovative advice to steer complex transactions to a successful conclusion.

Based in Madrid, our lawyers have both international experience and an in-depth knowledge of the local market. We can leverage the resources and skills of a highly integrated worldwide network. Our office is led by 19 top-tier partners, each of whom has an exceptional track record of success and achievement across a range of industry sectors, supported by a dedicated team of experienced lawyers.

Our clients are our top priority and they include financial institutions, public entities, high profile Spanish companies and international corporations with interests in Spain and beyond.

As a global elite practice, Allen & Overy is at the cutting edge of international legal and commercial insights. Our teams are able to offer our clients the support and advice needed to succeed in the changing national and global markets.

### Employment

Allen & Overy Spain's Employment Practice stands out for its wide experience and knowledge of employment law, benefits and incentives, providing and developing individualized, overall and creative solutions to any employment issues, both from an individual and collective perspective: top executive employment contracts, negotiation and modification of working conditions, separations, restructurings, HR policies, compliance and investigation procedures, complex litigation, among others.

## BUSINESS

- Antitrust and European Law
- Banking/Finance and Capital Markets
- Corporate / M&A
- Employment
- Litigation and Arbitration
- Public Law
- Tax
- Restructuring & Insolvency

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Antonio Vázquez-Guillén



Javier Mendieta



Javier Castresana



Emma Morales

## POSITIONING

Allen & Overy has a large and diverse Litigation practice renowned for its expertise in high-value, complex cases that are frequently cross-border in nature.

Our global practice is recognised for protecting clients' interests across the full range of contentious issues that a multinational business may encounter, whether we are handling complex international issues or local matters. We handle the full range of corporate and commercial disputes, including competition and antitrust litigation, employment litigation, bankruptcy and insolvency, class actions, insurance litigation, securities litigation and issues arising from corporate transactions. We also have extensive experience handling contentious regulatory proceedings, investigations and criminal matters.

A&O's leading litigators work seamlessly in integrated teams with our transactional and advisory colleagues, providing in-depth market expertise and product knowledge that gives clients an edge in disputes and enables us to pre-empt and protect against potential risks to their businesses.

Our Madrid litigation and arbitration team is a reference advising local and international clients in before Spanish Courts and the leading arbitral institutions in Spain and Europe. Our key areas of expertise are arbitration, commercial litigation, financial litigation and special situations (including insolvencies and enforcement of securities).

Moreover, members of the Madrid team are actively involved in a number of high-profile commercial arbitrations arising out of the breach of agreements in a wide range of sectors, such as Sponsorship Agreement, Turn-key contracts or Agency agreements. These arbitration proceedings are both domestic and international, and are being administered under the main arbitral rules, as demonstrated by the case summaries in this submission.

Further, we have a strong corporate litigation practice, advising in M&A transactions, complex contractual litigation, shareholders or JV disputes, corporate controversies, damage claims arising from competition law infringements, lawsuits related to agency and distributorship agreements, contracts with public entities governed by civil law, and contractual disputes in insolvency scenarios. The team has also a vast experience in challenging corporate resolutions and in defending our clients in the context of director's liabilities.

## BUSINESS

- Antitrust and European Law
- Banking/Finance
- Capital Markets
- Corporate / M&A
- Employment
- Litigation and Arbitration
- Public Law
- Tax
- Restructuring & Insolvency

## OFFICES

- SPAIN**
- Madrid

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Antonio Bravo



Kiko Carrión



Marta González



Andrés Jiménez



José Mariano Cruz



Vicente Arias

## POSITIONING

Eversheds Sutherland in Madrid provides local and international clients with the quality advice they need to succeed.

Our Spanish lawyers build genuine long-term relationships to develop a deep understanding of your organisation. Strategic and commercial thinking adds value to first class legal expertise. You will receive innovative solutions to your most pressing challenges that save time and money, help you to manage risks, and open up new opportunities.

The Litigation department comprises four partners and a large team of lawyers. It is one of the leading departments of Eversheds Sutherland in the Spanish legal market due to both the prestige and technical skill of its members and the variety and importance of the clients and cases which it handles.

The team offers you highly effective advice on the different forms of dispute resolution, advising as to what is most appropriate in the context of your specific circumstances throughout the different procedural stages, whether it be court proceedings, arbitration or mediation, and whether in a national or international context.

Several of our department's lawyers are members of the most important arbitration courts, university lecturers at different institutions and regular speakers and participants at conferences and forums.

## BUSINESS

- Arbitration
- Civil & Commercial Litigation
- Dispute management

## CONTACTS

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**Jacobo Martínez Pérez -  
Espinosa**

## **POSITIONING**

As a global top 15 law practice, Eversheds Sutherland provides legal advice and solutions to a global client base ranging from small and mid-sized businesses to the largest multinationals.

Our teams of lawyers around the world operate seamlessly to deliver the legal know-how and strategic alignment that clients need from their advisors to help further their business interests. Clients describe us as creative and well-versed in cutting edge legal work – we listen well in order to understand how and where we can be most effective and add the greatest value.

We shape our advice to the unique circumstances and challenges of each project, and ensure the right people are in the right places to offer insight and certainty – from the day-to-day to the most complex, multijurisdictional matters.

What unites us is our commitment to service excellence through a solution-oriented approach. We know our clients' businesses, the industries and markets they operate in, and we know that great relationships yield the best outcomes.

We provide advice on practically all employment law issues, both on a strategic and consultancy basis and in relation to procedural matters.

We offer a flexible service that is tailored to our clients' needs and that always complies with our fundamental goal: to provide practical solutions in the field of Human Resources.

We have extensive experience in providing services in relation to all kinds of matters and clients: ordinary and special employees, senior management, small and medium-sized public and private businesses, leading multinationals in various sectors, foundations and associations, and the major trade unions at both regional and national level.

Our services, include the following areas: Human resources consulting, Negotiations and disputes, Social security, Senior Management.



## **CONTACTS**

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## **BUSINESS**

- Commercial & IT
- Competition, EU & trade
- Construction & engineering
- Consulting
- Corporate and M&A
- Corporate counsel program
- Corporate crime / white collar crime & investigations
- Employment law
- Energy & infrastructure
- Entity management
- Finance, financial services regulation & investment products
- Insurance
- Intellectual property
- Litigation & dispute management
- Pensions, benefits & executive compensation
- Real estate and planning
- Tax

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**Jacobo Martínez Pérez -  
Espinosa**



**Yolanda Guitiérrez**

## POSITIONING

At Eversheds Sutherland, we provide advice on nearly all issues that arise in relation to employment law, including both strategic advice and consultancy and also litigation. As regards the consultancy field, our services include the definition and implementation of remuneration schemes, the design of human resources strategies and talent development and management. Variable remuneration schemes, long-term incentives, directors' pay, job classification models and salary structures, flexible remuneration, career development, performance appraisals, succession planning, identifying potential, senior executive development, international mobility are just some of the policies which the department designs and implements.

## BUSINESS

- Commercial & IT
- Competition, EU & trade
- Construction & engineering
- Consulting
- Corporate and M&A
- Corporate counsel program
- Corporate crime / white collar crime & investigations
- Employment law
- Energy & infrastructure
- Entity management
- Finance, financial services regulation & investment products
- Insurance
- Intellectual property
- Litigation & dispute management
- Pensions, benefits & executive compensation
- Real estate and planning
- Tax

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Gómez-Acebo & Pombo

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Ignacio del Fraile López



Carlos de la Torre

## POSITIONING

At Gómez-Acebo & Pombo we combine excellence in legal practice with a belief that we have held throughout our history: value is born from people and for people, the inspiration and drive to improve every day.

We are a committed team that solves your legal challenges and understands business law as a space where criteria and innovation come together to make your goals possible.

## EMPLOYMENT

The personal treatment and specialized care that we provide in each case creates an atmosphere of trust not only with our client, but also with employee representatives in individual and collective negotiations.

One of the aspects that our clients most value is precisely the immediacy and dedication with which we deal with their matters, especially our ability to respond, in an agile, efficient and, above all, eminently practical manner.

We offer expert advice on both national and international matters, backed by a proven track record with top-level clients.

## BUSINESS

- Accounting
- Banking and Finance
- Capital Markets
- Competition and European Union
- Corporate and Commercial
- Corporate Compliance
- Corporate Governance
- White Collar crime
- Employment
- Environment
- Insolvency
- Intellectual Property and Technology
- Litigation and Arbitration
- Mergers and acquisitions
- Public Law and regulatory
- Real Estate
- Restructuring
- Tax
- Town Planning
- Project Finance

## OFFICES

- Barcelona
- Brussels
- Lisbon
- London
- Madrid
- New York
- Valencia
- Vigo

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## POSITIONING

Pérez-Llorca is a pre-eminent law firm in Spain. We provide high-end advice to international and domestic clients in connection with the largest and most complex transactions and disputes in Spain or matters with a Spanish component. We pride ourselves on offering unrivalled quality, service and long-term commitment to clients. The majority of our work is cross-border and often involves several jurisdictions. As an independent law firm, we approach multijurisdictional work by providing turnkey solutions together with other leading independent firms from Europe, the Americas and Asia. We offer full-service advice on Spanish law and operate from our offices in Madrid, Barcelona, London and New York.

### Litigation

Pérez-Llorca's Litigation team is committed to resolving disputes in an efficient manner, either at the pre-litigious stage or before courts and tribunals, in order to satisfy our clients' legal needs. Our multidisciplinary team is led by lawyers who have been recognised by major Spanish and international legal publications, and specialises in a wide range of areas. Our lawyers' expertise has also been recognised in multiple favourable judgments in various areas by the relevant judicial bodies.

Pérez-Llorca's Litigation team provides advice before civil and contentious-administrative courts, in all types of litigation proceedings and arbitration courts in Spain. Our team advises both public sector bodies and entities and private sector companies. We advise on areas including:

- Proceedings brought before the civil courts: our Litigation team's services include contract disputes, such as service and works contracts, construction, agency and distribution agreements, banking contracts, the sale and purchase of assets and shares, price adjustments and joint ventures. We also cover non-contractual disputes, including damage claims arising as a result of unfair competition. The team works on disputes related to intellectual property and copyright matters, the enforcement of judicial and non-judicial instruments, and the recognition of foreign judgements.
- Proceedings brought before the contentious courts: Pérez-Llorca's Litigation lawyers participate in disputes related to public procurement and subsidies that affect consumers, and in sanctioning proceedings. Our team advises on challenges to ministerial orders, regulations and administrative acts, state liability claims against public authorities and proceedings brought before the Spanish Constitutional Court.
- Proceedings brought before the commercial courts: together with our Corporate team, the Litigation lawyers take part in proceedings related to corporate disputes such as challenging corporate agreements, liability actions and the fulfilment of shareholder agreements.

### Arbitration

Pérez-Llorca's Arbitration team has broad expertise and experience in domestic and international, institutional and ad hoc arbitrations, and is capable of working in multiple languages. Our Arbitration partners participate as arbitrators and lawyers in important international arbitrations before the International Chamber of Commerce (ICC), the London Court of International Arbitration (LCIA) and the American Arbitration Association (AAA). Our lawyers also take part in ad hoc arbitrations under UNCITRAL Rules and investment arbitrations before the International Centre for Settlement of Investment Disputes (ICSID).

We advise on the most important arbitrations before the major Spanish arbitration courts, such as the Madrid Court of Arbitration (CAM), the Civil and Commercial Court of Arbitration of Madrid (CIMA), the Spanish Court of Arbitration (CEA) and the Barcelona Arbitration Court (TAB).

## BUSINESS

- Administrative Law
- Arbitration
- Banking and Finance
- Capital Markets
- Competition
- Corporate Governance
- Corporate/M&A
- Employment
- Energy
- Environment
- Financial Services
- Infrastructure
- Insurance and Reinsurance
- Intellectual Property and Technology
- Land Planning
- Litigation
- Private Equity
- Real Estate
- Restructuring & Insolvency
- Tax
- White Collar Crime and Investigations

## OFFICES

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- Brussels
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**Nina Jankovic**



**Zuzana Vysudilova**



**Isabela Monnerat  
Mendes**



**Bendegúz Soos-Nagy**



**Anastasia Tzevelekov**

## POSITIONING

Our law firm specializing in international arbitration assists its clients in the context of commercial arbitration, investment and building.

Our jurisdiction extends to all jurisdictions. We intervene in all industry sectors such as renewable energies, civil engineering and construction, distribution, finance, law of the pharmaceutical and health industries, IT telecommunications.

Trained in the most prestigious universities such as Harvard, Columbia, Oxford, Queen Mary of London, Assas, the Sorbonne, our employees are admitted to several bars in Europe, America of North and South America. All of our employees are bilingual in French and English and also speak Spanish, Slovak, Arabic, Greek, Russian, Portuguese, Croatian, German and Serbian. With more than eighteen years of experience in international arbitration mediation and enforcement of arbitral awards, employees of Aceris Law provide its clients with high quality advice combining excellence, rigour, experience and a brilliant track record. Our team has successfully conducted hundreds of arbitrations for the account of companies of all sizes and States all over the world. We represent our clients in arbitrations submitted to various local rights with many arbitration institutions such as ICC, ICSID, LCIA, ICDR, SIAC, SCC, DIAC, HKIAC, JAMS, CICA, PCA, OHADA, but also in the context of arbitration ad hoc (usually UNCITRAL).

### Our main strengths :

- A team of excellence specialized in international arbitration.
- Extensive expertise in commercial and investment arbitration and construction.
- Proven experience of all regulations and institutions arbitration (ICC, LCIA, AAA/ICDR, SCC, ICSID, UNCITRAL, SIAC).
- Offices in Geneva, Paris, London, Singapore and Washington, DC, with access to offices in more than 120 countries.
- Interventions around the world, in Europe, Asia, America Latin, North Africa and the Middle East.
- Competitive and capped fees.

## BUSINESS

- Pre-litigation procedure
- Mediation
- International arbitration

## OFFICES

- Geneva
- London
- Paris
- Washington DC
- Singapore

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Aurélie Conrad Hari



Matthew Reiter



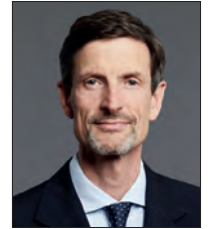
Nadja Jaisli Kull



Saverio Lembo



Pierre-Yves Gunter



Cesare Jermini

## POSITIONING

We are a leading Swiss law firm with more than 200 lawyers in Zurich, Geneva, Lugano, Zug and Basel. Our core business is advising our clients on innovative and complex transactions and representing them in litigation, arbitration and regulatory proceedings. Our clients range from multinational corporations to private individuals in Switzerland and around the world.

Dispute resolution has always been a cornerstone of our firm. Our litigation and arbitration teams are consistently ranked first tier by international client guides.

Our team specializing in cross-border proceedings focuses on international legal assistance in both civil and criminal matters. We also represent clients in international administrative assistance proceedings initiated by financial markets supervisors and tax authorities.

We were repeatedly awarded Switzerland Law Firm of the Year by the most important international legal ranking agencies in recent years, including the 2016 Trophées du Droit (Meilleur Cabinet Suisse). For more information please visit [baerkarrer.ch](http://baerkarrer.ch).

## OFFICES

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- Zug
- Lugano
- Geneva
- Basel

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## BUSINESS

- Arbitration
- Capital Markets & Listed Companies
- Competition & Antitrust
- Corporate & Commercial
- Crisis Management & Internal Investigations
- Employment & Migration
- Intellectual Property
- Litigation
- Mergers & Acquisitions
- Notarial Services
- Privacy & Data Protection
- Private Client & Estate Planning
- Real Estate & Environmental Law
- Sports Law
- Tax, Social Security & Tax Litigation
- Technology, Media & Telecommunications
- Turnaround, Reorganization & Insolvency
- White Collar Crime

## SECTORS

- Consumer Goods & Retail
- Energy & Natural Resources
- Financial Services
- Healthcare & Life Sciences
- Industrials
- Insurance
- Logistics & Transport
- Private Equity
- Public Sector & Procurement
- Startup & Venture Capital

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Sandro Vecchio



Pierluca Degni



Gianmarco Caliri



Coralie Christin

### POSITIONING

**Conciliatory appeasement is preferable to the culture of conflict**  
With the difference that, being committed to defending the interests of our clients, we are primarily intended to using the legal means guaranteeing their rights.

#### **Commercial advice and litigation**

The Firm handles the negotiation, drafting and proofreading of commercial contracts in various areas of commercial law, and assists our clients in the resolution of disputes related to their economic activities. In addition to its legal skills, our team has an in-depth knowledge of the field which enables us to intervene in the best interests at stake.

#### **Economic criminal law and Internal investigations**

The Firm has strong expertise in white-collar crime. We advise natural and legal persons confronted with cases of unfair management, breach of trust, fraud, forgery of documents, economic espionage and violation of business secrets. We also assist them in criminal proceedings arising from violations of debt enforcement and bankruptcy law, money laundering or corruption, both in defence and as plaintiffs.

We have recognized expertise in conducting internal investigations in both the public and private sectors. We set up systems for securing and analysing electronic data, interviewing witnesses, taking action on bank accounts, dismissals, negotiating with regulatory or police authorities, as well as collecting evidence.

### BUSINESS

- Commercial advice and litigation
- Economic criminal law
- General criminal law
- Corporate law and commercial contracts
- Banking litigation
- Internal investigations
- Estate and family litigation
- Administrative and Public Service
- Asset Recovery and Enforcement
- Advice and litigation in Labour Law related matters

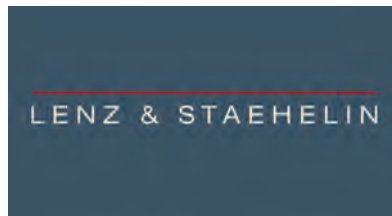
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Xavier Favre-Bulle



Harold Frey



Dominique Müller



Matthias Oertle



Sara Roussele-Ruffieux



Daniel Tunik

## POSITIONING

### LITIGATION & ARBITRATION

Lenz & Staehelin's Litigation practice has been a principal player for commercial and corporate disputes in Switzerland. The firm is also frequently retained to act in banking and finance litigation and we represent major corporations and individuals in regulatory enforcement matters and white-collar criminal investigations. We also have significant experience in advising private clients on disputes relating to their wealth management and inheritance matters.

With sizeable offices in Zurich, Geneva and Lausanne, we are in an effective position to defend our clients' interests before courts and authorities both in the German- and French-speaking Cantons of Switzerland. Our dedicated group of more than 50 dispute resolution lawyers enjoys a long and successful track record in litigation before the Swiss federal courts and administrative authorities, including appeals before the Swiss Federal Supreme Court.

In the same time, the firm has enjoyed a leading position in international arbitration for a number of decades. Its attorneys have been involved in several hundred international arbitrations, either as counsel for a party or sitting as arbitrators. The firm has been handling disputes under the rules of all major institutions (including ICC, Swiss Arbitration Centre, LCIA, AAA, DIS, VIAC, CAS, WIPO, ICSID, DIAC), as well as UNCITRAL and ad hoc arbitrations. In addition to Swiss lawyers, our practice group includes attorneys from, or qualified in, other jurisdictions (currently the US, England and Wales, Germany and Australia).

Our experience covers areas such as the pharmaceutical industry, energy, telecommunications, State contracts, privatization, banks and financial institutions, joint ventures, sales and distribution, construction and engineering projects, M&A-related disputes, IP, luxury goods, licensing, as well as sports and investment arbitration. The firm is also regularly acting for and against States / state-owned entities in international disputes.

### EMPLOYMENT, PENSIONS AND IMMIGRATION

The Employment, Pensions and Immigration practice group draws on Lenz & Staehelin's long experience in all areas of private employment and public labor law, including litigation and arbitration. Our main activities cover the drafting of employment rules and regulations, the legal aspects of executive compensation, and the complex issue of cross-border employee transfers to Switzerland. An understanding of the relevant social security systems is crucial, and for this we can call on the skills and experience of specialists trained in this area. We can also draw on an extensive network of leading foreign law firms. The Employment, Pensions and Immigration practice group advises both employers and senior employees. We can draw on in-house expertise covering the whole spectrum of employment and pensions law including corporate, tax, data protection, and intellectual property law. To offer the full range of legal services is particularly important given that the dividing line between employment, contract, equity and corporate law is increasingly blurred, for example during a restructuring, or when compensation includes share plans and stock options. Lenz & Staehelin also advises clients on obtaining Swiss work permits for foreign nationals, a service underpinned by our firm's tradition of maintaining good contacts with the national and cantonal immigration authorities.

## BUSINESS

- Asset Management
- Banking and Finance
- Capital Markets
- Commercial and Contracts
- Competition
- Corporate and M&A
- Employment, Pensions and Immigration
- Insolvency and Restructuring
- Intellectual Property
- Investigations
- Litigation and Arbitration
- Private Clients
- Real Estate
- Tax
- Technology and Outsourcing

## OFFICES

- Geneva
- Zurich
- Lausanne

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Grégoire Mangeat



Fanny Margairaz



Hadrien Mangeat



My-Hué Tan



Laurence Crittin



Diego Leis

## POSITIONING

MANGEAT has a well-established expertise in diverse and complex legal fields with a strong domestic and international experience. Being forward thinking, the firm added two new practices in 2020, namely Risk Management & Compliance, and General Counsel Desk, which offer clients alternative services and foster synergies with other practice areas. We combine an innovative and creative approach to help our clients achieve their objectives and mitigate their risks in an ever-changing and uncertain economic, health and regulatory environment. We dare to care about our clients' reputational risk and help them navigate through each crisis and the wide array of legal challenges.

MANGEAT has continuously grown by including different ways of thinking, backgrounds, and cultures. The multilingual team members have been trained and qualified in Switzerland and abroad. They benefit from diversified industries and sectorial experience gained in private practice and in-house at multinational companies. Our team is also constantly collaborating with law firms and practitioners in other jurisdictions.

### Dispute Resolution

MANGEAT regularly assists domestic and international clients in civil and commercial disputes, and cross-border proceedings. The practice ranges for instance from contracts, insolvency, employment, matrimonial and family matters, mediation, complex inheritance disputes, medical malpractice, to enforcement proceedings. Our Dispute Resolution team has also a reputable experience in high profile criminal proceedings, financial crime and investigations, and regularly assists clients before the various Swiss criminal courts and prosecution authorities.

We offer on time, succinct and practical legal advice and solutions in highly sensitive contexts. We are experienced in managing complexity and risks in cross-functional matters. We are agile in challenging the status quo and leveraging legal project management to efficiently assist our clients in complex dispute matters.

## BUSINESS

- Banking, Finance & FinTech
- Corporate, Commercial and M&A
- Data Protection
- Dispute Resolution
- Employment
- Financial Crime & Investigations
- Pharmaceuticals, Healthcare, Life Sciences
- Real Estate & Construction
- Restructuring & Insolvency
- Risk Management & Compliance
- General Counsel Desk
- Spanish & Latin-American Desk

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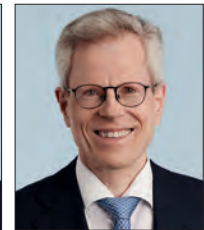
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Peter C. Honegger



Ernst Felix Schmid



Thomas Sprecher

## POSITIONING

Established in 1936, Niederer Kraft Frey is a leading full service Swiss law firm based in Zurich and Geneva with an international approach. We work closely with our clients in Switzerland and internationally, to implement strategic goals, strengthen businesses and navigate change effectively.

We are an international team of more than 140 lawyers of whom 47 are partners advising in 12 languages. We are pragmatic generalists with deep industry knowledge and specialist legal expertise covering the entire spectrum of business, corporate and finance law. We work creatively with each other, our partner firms and with our clients to deliver efficient, sustainable and innovative solutions in the face of the most complex problems. The focus of our business is the business of our clients.

With offices in the heart of Zurich's and Geneva's banking and financial district, NKF continues to have its finger on the pulse of Swiss business.

Our Dispute Resolution team has successfully litigated many leading corporate and commercial law cases before the Swiss Federal Supreme Court. We are regularly instructed in high-stakes arbitration proceedings.

Our team of about 30 lawyers has in-depth specialist knowledge of civil procedure as well as corporate and commercial law expertise. NKF is a full service law firm and our Dispute Resolution Group works seamlessly with our specialist colleagues from other practice areas when focused, comprehensive expertise in a particular area is needed.

## BUSINESS

- Antitrust/Competition
- Banking, Finance & Regulatory
- Capital Markets
- Commercial
- Compliance
- Corporate/M&A
- Dispute Resolution
- ESG
- Employment
- Intellectual Property
- Investigations & Enforcement, White Collar Crime
- Private Clients
- Real Estate
- Sports
- Tax
- Technology

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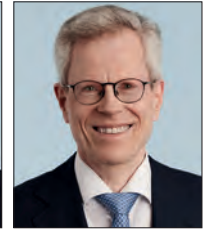
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Valerie Meyer Bahar



Thomas Sprecher

## POSITIONING

Niederer Kraft Frey is a Swiss law firm with an international approach. We offer integrated advice across the whole spectrum of corporate, finance and business law. We have a long track record of dealing effectively with complex challenges by combining legal excellence with commercial focus. Over decades, Niederer Kraft Frey has worked on the most significant and demanding matters in the Swiss market. This is the foundation of our distinct market knowledge, legal expertise and our capacity for innovative thought.

We are an international team of more than 140 lawyers of whom 47 are partners. The focus of Niederer Kraft Frey is the business of our clients.

### Employment

With broad and deep expertise and a commercially pragmatic approach, our employment law group has a strong track record of advising international and domestic clients across all industries on a wide range of contentious and non-contentious employment law matters.

We advise publicly listed and private companies, financial institutions, executive employees and directors on all aspects of employment law from recruitment and contract negotiation to termination, including related fiscal, compensation, health & safety, pension and social insurance law matters. We also advise on data protection, on the employment issues arising in corporate transactions and in the context of internal investigations. We partner with our clients to find pragmatic, effective solutions which take into account the commercial context in which they operate.

We integrate the expertise of specialists from other practices across the firm, including in particular our Corporate/M&A, Technology, Tax and Dispute Resolution teams, to provide innovative, tailored and effective advice to our clients.

## BUSINESS

- Antitrust/Competition
- Banking, Finance & Regulatory
- Capital Markets
- Commercial
- Compliance
- Corporate/M&A
- Dispute Resolution
- ESG
- Employment
- Intellectual Property
- Investigations & Enforcement, White Collar Crime
- Private Clients
- Real Estate
- Sports
- Tax
- Technology


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**Christophe Emonet**



**Michael Kramer**

## POSITIONING

Pestalozzi is a multicultural Swiss business law firm focusing on high-end work for domestic and international clients since 1911.

Pestalozzi lawyers are strong and empathic personalities, known for their truly independent approach to advising and representing their clients.

The firm guides and supports its clients in their strategic business decisions, anticipates their future challenges and helps them solve their critical issues. Being fully integrated, Pestalozzi encounters no internal limits in shaping the most competent and efficient teams for the clients' needs.

With over 100 professionals in Zurich and Geneva, the firm is at home in Switzerland's two main commercial hubs – and has developed a wealth of experience in its key industries of Banking, Life Sciences, Commodity Trading and Insurance. While being locally embedded, Pestalozzi has also developed sought-after expertise in dealing with multi-jurisdictional transactions and disputes.

### **Litigation & Arbitration**

Pestalozzi has a long-standing reputation for excellence in advising and representing clients in complex national and international commercial disputes before state courts and arbitral tribunals. Members have extensive practical dispute resolution experience and have gained additional experience in international commercial litigation and arbitration during postgraduate studies in common law countries. In addition to acting in commercial disputes, the practice group is also well known for its expertise in insolvency matters, asset tracing, international judicial assistance in civil and criminal matters as well as matters involving white-collar crimes.

## BUSINESS

- Commercial Litigation
- Banking Litigation
- Arbitration
- White Collar Crime
- Internal Investigations
- FINMA Investigations
- Cross-border bankruptcies and Asset Recovery
- Enforcement of Debts, Foreign Judgments, and Foreign Arbitral Awards
- IP Litigation
- Mediation and other forms of Alternative Dispute Resolution (ADR)

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Pascal de Preux

## POSITIONING

A law firm dedicated to resolving your legal disputes Mindful of the continuously evolving nature of the law, we constantly update our knowledge base in order to offer our clients accurate and forward-looking legal analysis.

Resolution Legal Partners lawyers strive to provide outstanding legal advice and representation to all our clients. We understand that all cases are unique and we focus on providing tailored, effective solutions to help our clients achieve their goals.

Founded on a shared vision and with a human-sized structure, our law firm assists you in the resolution of civil and commercial litigations, as well as in white-collar crime.

## BUSINESS

### Disputes

- Commercial disputes
- Real estate disputes
- Labour law
- Sport law
- Banking litigation
- Data protection
- Social security

### White-collar crime

- Money laundering
- Bribery
- Criminal tax law
- Computer-related criminal law
- International legal assistance in criminal matters
- Economic sanctions
- Offences against property
- Investigations and internal inquiries
- Terrorism

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Lorenz Ehrler



Gérald Virieux

## POSITIONING

### Dispute Resolution

If you face a commercial dispute under Swiss Law before State Courts or Arbitral Tribunals, you want straight-talking, pragmatic advice from day one.

We are great believers in strategic litigation and ceaselessly on the lookout for levers that can be used in your favour. You will find that we offer straightforward advice, even in complex cases. We do not shy away from taking responsibility and making clear recommendations.

### A sizeable team of dedicated litigators

Our experienced Dispute Resolution team of dedicated litigators represents clients from all sectors in complex national and transnational commercial litigation and arbitration. Our sizeable team is able to handle big tickets on short notice. We act in numerous languages.

We are constantly thinking ahead strategically, with a view to later enforcement. Our clients describe us as reliable, trustworthy, highly skilled, proactive, and dynamic. We are passionate about quality and fully independent.

Our dispute resolution services include:

- State court litigation
- Arbitration
- Asset freezing and attachment (see [www.attachment.ch](http://www.attachment.ch))
- Injunctive relief
- Enforcement of foreign judgments and arbitral awards
- Mutual legal assistance
- Bankruptcy related proceedings
- White collar crime and civil fraud
- Sector specialities in aviation, financial services, insurance

## BUSINESS

- Antitrust and Competition
- Banking & Finance
- China Desk
- Civil Law Notaries
- Corporate and Commercial
- Data & Privacy
- Employment Law
- Energy
- Health Care
- Immigration
- Information and Communication Technology
- Intellectual Property
- International Judicial Assistance
- Investigations & eDiscovery
- Legal Profession Law
- Life Sciences, Pharma, Biotech
- Litigation and Arbitration
- Media and Entertainment
- Mergers & Acquisitions
- Pension Funds
- Private Clients
- Private Equity & Venture Capital
- Public Sector & Regulatory
- Real Estate
- Restructuring & Insolvency
- Sports Law
- Startup Desk
- Tax
- Transport/Aviation
- White Collar Crime

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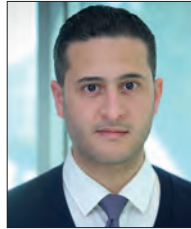
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**Mehrez Boussayene**



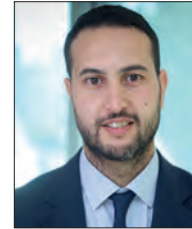
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**Amine Knani**



**Meriam Boussayene**



**Salim Knani**



**Ines Youssef**

## **POSITIONING**

Boussayene Knani & Associés is one of the leading business Law Firms in Tunisia. Thanks to its lawyers and legal advisors from top Tunisian and European universities, the Law Firm is distinguished for its size, structure and commitment to international professional standards. Its international client base represents the majority of its activity.

As a multidisciplinary Law Firm, Boussayene Knani & Associés offers its clients comprehensive legal services, based on the experience of lawyers from different backgrounds. Each partner has built a solid reputation in its field of expertise, whether in the judiciary, academic or international arbitration.

The firm's lawyers are active in domestic and international arbitration. They act as both counsels and arbitrators.

In 2017, Boussayene Knani & Associés successfully represented the leading Tunisian telecommunications operator in an ICC arbitration case in which the stakes were of over 50 million US dollars. The firm also advised major actors in the tourism industry in several ICC arbitrations arising in connection with recent years terrorist attacks and turmoil.

Widely recognized in M&A, the firm recently assisted a leading European textile company in a 12 million euro takeover operation in Tunisia.

Boussayene Knani & Associés developed a strong competence in the tourism sector (Hotel management lease contracts for world leading chains) and in franchising where the law firm assisted a number of world-renowned franchisors in the negotiation and conclusion of various franchise contracts. In 2019, for example, Boussayene Knani & associés was in charge of a case relating to the sale of two hotels belonging to a widely known hotel chain.

Banking and finance law is a key department at Boussayene Knani & Associés, the firm advised recently a leading Tunisian bank in an ISDA Master Agreement with a French Bank. Our lawyers work in French, English, Arabic and some also in Italian.

## **BUSINESS**

- Domestic and international arbitration
- Business disputes
- M&A
- Corporate and business law
- Telecommunications law
- Investment law
- Banking and Finance law
- Competition law
- Franchise law
- Employment and Labor law
- Real estate law

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**URUGUAY**

# BERGSTEIN

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**Jonás Bergstein**



**Leonardo Melos**



**Mariana Pisón**



**Guillermo Duarte**



**Silvina Vila**

## POSITIONING

Based in Montevideo, Uruguay, Bergstein is a full-service law firm whose practice covers virtually all areas of the law, including corporate and M & A, tax and transfer pricing, litigation, arbitration, healthcare and data protection, banking, project finance, labor, real estate, oil and gas, environmental, life sciences, free zones, agri- business, e-commerce and internet law.

The clientele includes both national and international companies of worldwide reputation, including several top Fortune 500 companies and some of the largest Latin American conglomerates. The firm has assisted many international organizations in their set-up process in Uruguay. Because of its responsiveness and clear understanding of the clients' needs for concise and right to the point advice, many of the large global law firms use Bergstein to complete their legal coverage in South America.

The firm combines more than 65 years of experience, with the drive and energy of a young group of outstanding professionals. The talent, dedication and experience of the firm's attorneys are its most important asset. The vast majority of its professionals are active in academia, and several have completed international studies abroad and have been trained at some of the most prominent international law firms in the US and Europe. All of them are culturally attuned to the firm's client's business environment and many are bilingual.

Independent publications consistently rank Bergstein among the top firms in the country, highlighting its quality service, its precise and prompt advice and its ethical rules which guide the firm's activity. The firm includes a strong accounting department which is responsible for the accounting records, payroll, tax and social security filings on behalf of many of the firm's clients. Bergstein is the local member firm of TAGLaw, an international association of independent law firms.

Litigation has been Bergstein's historical core practice. The department has vast experience in civil actions, enforcement of foreign judgments and arbitration awards, product liability, unfair competition, protection of trademarks, moral damages, bankruptcy procedures and international competition, abusive termination of distribution agreements and insurance claims.

## BUSINESS

- Antitrust – Compliance
- Arbitration
- Litigation
- Data Protection
- Tax
- Employment

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**Josefina Sanguinetti**



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## POSITIONING

BRAGARD's Litigation and Arbitration team members are specialized in different areas of practice such as procedural, administrative, civil, commercial, banking, labour, family, environment, regulatory aspects, medical malpractice antitrust, high-costs medicines actions, relationships with the Government and international Law. We have solid reputation for major trials involving disputes among minority and majority shareholders and complex financial disputes.

We also have considerable experience in judicial and extrajudicial settlements, as well as in asset recovery and in the restructuring of companies and bankruptcy proceedings.

Our professionals are highly experienced in the recognition and execution of sentences and arbitral decisions, in both internal and international commercial arbitrations, as well as in investment arbitrations. They come from a strong academic background in which they have specialized in alternative means of dispute resolution, and they also participate actively in international forums and conferences regarding said specialty.

The Bragard litigation practice emphasizes team work and exhaustive investigation on the aspects involved in each case which determines a close relationship with our clients and enables solid business knowledge. This combination has led to extraordinary high standards on the results of the Department and constitutes the main characteristics of Bragard's litigation practice.

We are proud to say that our litigation results highly excel average of the regular corporate firms' litigation practice.

The Department aids clients in bankruptcy cases, such as creditors, by verifying their credits. Past clients have also been given counsel when it comes to declaring bankruptcy.

## BUSINESS

- Banking & Capital Markets
- Corporate
- Company law
- M&A
- Tax
- Litigation and Arbitration
- Labor
- International Private Law
- Administrative law
- Family law
- Sports & Entertainment
- Infrastructure
- Bankruptcy
- Immigration
- Antitrust
- Real estate
- Compliance

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## POSITIONING

Cravath strives to be the firm of choice for clients facing their most difficult and critical disputes. Trained across multiple disciplines and equipped with a broad range of experience, our litigators think outside the box and apply creative solutions to complex matters, regardless of the subject matter, industry or client's role in a particular dispute. The credibility and experience we bring to each matter, and our preparation of each case from the outset as if it is going to trial, give us a strategic advantage in all steps of dispute resolution. Some of our practice areas include:

### Antitrust

From prevailing for IBM after trial in the landmark government case over alleged monopolization of the computer market during the 1970s-'80s, to vindicating American Express before the U.S. Supreme Court in one of the most significant government antitrust enforcement actions in history, Cravath continues to be the go-to firm for major antitrust litigation. Our practice is chaired by the only person to have ever served as both the chief antitrust lawyer for the United States and an FTC commissioner. We represent clients in securing regulatory clearance for major transactions, such as Anheuser-Busch InBev's \$123 billion acquisition of SABMiller. We also advise clients on business conduct or potential investments and handle government investigations.

### Arbitration

Cravath has successfully represented U.S. and non-U.S. companies in domestic and international arbitrations, as well as mediations and other ADR proceedings, involving diverse industries and various areas of the law. We regularly engage in early case assessment and identify ADR options as part of our approach to dispute avoidance and resolution. We have represented clients in a variety of venues in disputes administered by the International Chamber of Commerce, the American Arbitration Association, the World Intellectual Property Organization and the London Court of International Arbitration, as well as in "ad hoc" arbitrations.

### General commercial

Cravath regularly represents clients in high-stakes commercial litigation. Our practice includes breach of contract, ERISA, False Claims Act, environmental, unfair competition, mass tort, product liability and employment matters. Representations include obtaining a judgment of over \$800 million for a client in a breach of contract case and serving as lead trial counsel in one of the largest and most complex sets of mass tort litigation in recent years.

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### Intellectual property

Our team includes the former head of the U.S. Patent and Trademark Office. We handle patent, trade secret, trademark and copyright matters involving complex technologies and products, as well as commercial litigation that frequently arises from IP matters, such as antitrust and breach of license claims. We bring to each case a trial lawyer's courtroom perspective and deep trial experience, which distinguish us from many firms who may be IP specialists but do not try cases on a regular basis. We also advise clients on national and worldwide IP strategy.

### Investigations and regulatory enforcement

Cravath handles major white collar criminal defense matters, regulatory enforcement actions and investigations for individuals and corporations, both U.S. and non-U.S., in diverse industries. We also assist clients in handling complex internal investigations, conduct fact-finding exercises with respect to shareholder demands and advise company executives and directors on compliance obligations, potential areas of exposure and preventive measures. Our team includes attorneys who have spent portions of their careers at U.S. government agencies.

### Securities

We have achieved significant wins and established important precedent in mega-deal litigation, traditional securities fraud litigation and regulatory enforcement matters on behalf of every key category of defendant: issuers, financial institutions and audit firms. Our wins and innovative strategies from the boardroom to the courtroom have given corporate defendants greater ammunition to protect critical business interests and leveled the litigation playing field. Securities cases rarely go to trial, and we have tried four in the past several years. We have also eliminated claims against our clients in excess of \$50 billion in recent years.

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María Burgos



Marta del Coto

## POSITIONING

Since 2008, Iterlegis, the Spanish arm of the international group Vialegis has been the reference, pioneer and market leader in the recruitment and selection of lawyers, tax specialists and compliance officers and in Legal Interim Management. Thanks to our unique approach, based on the principle of “for and by lawyers,” and a growing demand for lawyers in an economic context that is becoming increasingly more legally oriented, we have registered continuous growth year after year.

In 2017 we became part of The House of Human Resources, an international group of specialised Human Resources companies. This has led to enhanced specialisation, enabling us to provide an even better service to our candidates and customers, whilst accelerating our European expansion.

### International Network

The Vialegis group is present in several European countries, with offices in Belgium (Brussels), Luxembourg, Germany (Frankfurt, Köln, München and Düsseldorf) and Spain (Madrid and Barcelona).

Vialegis Belgium has fifteen consultants and is headed by Philippe Jadoul.

Vialegis Luxemburg is managed by Alexis Yaghi, assisted by two consultants. There is close cooperation with the Belgian Vialegis-team.

Iterlegis Spain has three consultants, headed by María Burgos in Madrid and Marta del Coto in Barcelona.

In June 2018, Vialegis acquired Schollmeyer & Steidl, the reference in Germany for legal and tax recruitment. With this acquisition, the group has taken the next step in its ambition towards international growth.

## BUSINESS

Iterlegis and the whole Vialegis international group, is a boutique headhunting firm exclusively focused on the recruitment and selection of Lawyers, Tax specialists and Compliance Officers, as well as in Legal Interim Management (LIM). All Iterlegis consultants are lawyers with relevant background in law firms or in house legal departments. This makes Iterlegis a preferred advisor to the marketplace since they truly understand their clients' -mainly law firms and companies' legal departments and their candidate's needs.

Iterlegis selects Lawyers, Tax Specialists and Compliance Officers from all legal fields and seniority, from junior positions to Partners and General Counsels.

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