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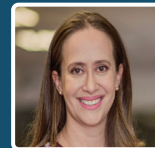
2022-2023



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FROM HOT TOPICS TO REAL LIFE

The global market has seen a variety of geopolitical issues as well as health-related challenges in the past few years, whether it be the Russian invasion of Ukraine in February 2022 and subsequent energy and supply chain crises, which continue to have an effect on world economies, or the post-pandemic pickup, with the shadow cast by Covid-19 still lingering in some prominent countries, such as China. Regardless, the world keeps turning, as does the legal one.

Although many are used to hearing buzzwords such as cryptocurrency, sustainability, and diversity & inclusion, these once hot topics are now becoming reality. Talking a good game on environmental, social, and corporate governance, digital assets, and consumer data protection is no longer sufficient. Corporations have had the necessary time to put strategies in place to address these issues and thus achieve certain objectives laid out by global policymakers. Now, regulators are cracking down. They are expecting to see these large corporations fulfill concrete legal obligations, rather than merely virtue signal lofty intentions for marketing purposes.

Protection, whether it be of consumer data, the environment, or online transactions, is becoming more important to regulators, customers, third parties, and investors. The use of artificial intelligence and machine learning has ushered in the era of Big Data. However, the larger the volume of data gathered, the more necessary it is to create systems that can analyze it, discover important trends, and also protect consumers and their individual information and interests. Part and parcel of this new reality is an increase in cyber threats, which need to be addressed through robust systems and software, but also the use of insurance, an ever-growing trend among businesses, to mitigate the damage of a successful attack.

Additionally, there is a major move towards what experts call open finance and open insurance. By offering their personal data to companies, consumers get more personalized services which correspond to their specific needs. Whether or not they are aware of the dangers of sharing such valuable information, consumers continue to hand over their data to corporations in the hope of having a better customer experience. And can you blame them? This is a perfect example of why innovation requires regulation. Without it, whether you are a business or a consumer, you become vulnerable. Consequently, it is the important task of policymakers and regulators to enforce such regulations, promote adequate compliance programs and investigations, and react through enforcement and punitive actions, when necessary, to keep society safe and maintain the balance between commercial interests and the rights of the individual.

The guide you are about to read recaps several key compliance, risk management and insurance topics of the day, and features exclusive interviews with leaders in these fields, as well as numerous rankings of leading law firms and consultancies by country and practice area, to help you address these increasingly vital issues. ♦



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A publication by: Leaders League SAS - N° RCS Paris : B422 584 532

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REGULATION: A NECESSARY EVIL

To put it bluntly, your liberty ends where another's begins. This is why regulation and compliance standards are necessary to protect corporations and consumers alike. For every inspiring innovation, there needs to be an inspiring policy governing its use. We will focus on the latter as it relates to the legal world of investigations, compliance, and insurance.

As the implementation of more complex government compliance requirements increases, so does the number of investigations. The need for more detailed requirements can be attributed to the evolving global data policies and, of course, the world's technological advances.

To prepare, handle, and successfully manage an investigation, now more than ever, legal teams need to create strong and efficient procedures. In response, as Jason Mang, litigation associate general counsel at S&P Global, a private banking company in New York City, so accurately puts it, "I'm seeing the trend toward a lot of legal departments trying to move as much as they can in-house." This keeps costs to a minimum while also streamlining corporate processes. Businesses not fortunate enough to have an in-house legal team capable of handling compliance issues will have to move forward with outside counsel.

Furthermore, at the recent Association of Certified Fraud Examiners (ACFE) Global Fraud Conference, approximately 97% of respondents anticipated an increase in cross-border internal corporate investigations in the future. Although domestic ones are already quite complex, the international component can make investigations an even more fragmented puzzle, for which in-house and external lawyers are necessary to put all the pieces together. In other words, the idealized one-size-fits-all approach cannot be applied to corporate investigations.

Whether it be inadequately defined scope, irregular reporting, lack of manpower, little consideration of local requirements, or simply limited internal investigatory resources, the challenges for legal professionals can be overwhelming, and that's before you consider the possibility of local language barrier, difference in business customs, and lack of availability of electronic data. To face these challenges head-on, lawyers must stay up to date on new regulations and respond accordingly, preparing for possible investigations in advance, and anticipating these problems before they occur.

Whistleblowers, oh my!

Workplace investigations can be triggered by any number of incidents. Freshfields Bruckhaus Deringer, an international law firm headquartered in London, has noticed a rise in allegations related to racial abuse, bullying, sexual harassment, and corruption in the workplace, and a commensurate increase in investigations as employees defend their rights and speak out against discrimination. This can be attributed in part to employees having a higher level of awareness of their rights than ever before.

Moreover, regulatory frameworks for whistleblowing have improved. Not only do they encourage employees to speak up, but they offer protection when they do. Many are calling this the "speak-up culture", facilitated by the widespread availability of new online applications that allow allegations to be reported more easily while also offering resources and providing information on important policies. In the modern workplace, transparency between employers and employees is viewed not only as worthwhile from a legal perspective but as a foundational building block of a successful company. It is critical that employers respond to employee allegations as they arise. This will strengthen and reinforce the speak-up culture in the workplace and build trust between the two parties.

Confidentiality remains central to the whistleblowing process and measures must be put in place to ensure complaints are anonymous and the person making them protected from reprisals. This is why the Whistleblowing Directive Tracker, which was proposed and outlined by the European Union and then published in 2019, was such an important development. It requires member-states to provide internal mechanisms for whistleblowing, educate employees about whistleblowing options, protect any whistleblowers who report breaches in EU law, and prevent these whistleblowers from retaliation.

As employees increasingly exercise their rights in the workplace, it is also crucial for employers to prepare themselves for potential controversies as well as defend themselves in instances of unjust allegations. In some countries, governments

allow companies to assert legal privilege over an investigation. It is crucial to determine this as soon as possible so that the investigation is structured accordingly.

Tricks of the trade

Conducting thorough investigations, whether internal or external, can be quite daunting. And this task requires more than just diligence, patience, and expertise. For those handling internal corporate investigations, Deloitte, a full-service law firm located across 150 countries worldwide, states that there are five main points to consider. First, it is necessary to have an adequate mechanism to store data gathered in the course of an investigation and, most importantly, for that data to be communicated to the parties involved as well as actively managed by those handling the project. It is imperative to lay the groundwork first, and act second, accordingly, planning in advance will be your best friend. Having a strategic and organized plan in place ahead of an investigation makes the curveballs less surprising and more easily recognizable. Thirdly, when an unforeseen complication does occur – and more often than not it will – legal counsel should be prepared to respond in a variety of ways.

Acting with flexibility and poise is, of course, easier said than done, but this is what's required to ensure an investigation stays on track. Unfamiliarity can cause panic, which is the last thing a management team needs or wants, which brings us to, Deloitte's fourth insight, on reporting protocols. Putting reporting tools in place and sufficiently explaining how they work to the parties involved is a sometimes difficult, but nevertheless necessary endeavor.

Finally, Deloitte points to the need to take a proactive approach to remediation. By doing so, companies will be able to educate their employees on the importance of following certain procedures to avoid investigations in the future.

New regulations in the pipeline

In order to avoid investigations, one must understand the evolution of regulatory matters and comply with them. The improvement in workplace integrity goes hand-in-hand with the strength of cor-

porate compliance. A recent report on compliance trends by LexisNexis, a global information and analytics company, found that many countries are now reviewing sustainability, corruption, and anti-bribery measures, in light of new regulations, which has in turn led companies to revisit their due diligence systems. Recently, Hong Kong followed Singapore's example and made it mandatory for companies to report on climate risk.

Additionally, the European Commission's draft Corporate Sustainability Due Diligence Directive is expected to come into force in 2024. This directive would mandate Europe-domiciled companies earning above a certain revenue to carry out due diligence on human rights and environmental sustainability. In the US, the proposed Slave-Free Business Certificated Act would require companies to audit their supply chain to investigate if there is any forced labor occurring and then publish a report of their findings. Finally, Brazil amended its Anti-Corruption Law in July 2022, granting greater powers to investigate allegations of corruption, among other areas, to improve the integrity of businesses in both the public and private sector. These examples prove that world governments are reviewing, improving, and drafting new laws to better protect the most vulnerable.

Consequently, there is also more enforcement occurring on behalf of government institutions. This poses a threat to companies, especially those who aren't fully aware of their legal obligations. Legislation is getting tougher, and so are supervisory bodies, and as they actively investigate compliance failures, they are enforcing regulatory measures. To improve efficiency, regulators are collaborating with their counterparts in other jurisdictions. One prime example is a matter recently handled by the US, UK and Brazil

where all three countries investigated a multinational company over alleged bribery which culminated in a fine of more than \$1 billion, states LexisNexis. This won't be the last time such collaboration occurs between the authorities in multiple countries. Hence businesses need to be proactive and revise and update company protocols.

Slippery sanctions

As sanctions have become a key element in modern-day international relations to avoid the use of armed force against agents, whether state entities or not, in the hopes of waging peace and security, it is also important to note their effects on the world economies. Russia, being a major exporter of oil and grain, has an economy that is very much integrated into the global one. In other words, the Western countries who hoped to weaken the Russian economy through the use of sanctions are now feeling the effects. Legal, commercial, and financial restrictions on Russia have thus led to a worldwide supply chain and energy crisis in addition to the disruption of Ukrainian trade.

The escalation in the use of sanctions is not uniquely due to Russia's invasion of Ukraine. Experts point out that 2022 was a landmark year for sanctions in general. In particular, the US announced new ones against companies in Hong Kong and Singapore over the sale of Iranian oil products. As the number of sanctions increases, so does their extent and knock-on effects, such as economic fall-out, minimized trading, and lack of necessary products and materials for everyday life including food, energy, and oil, among others. Companies need to understand how these sanctions are affecting their clients, suppliers, third parties, and even individuals in order to respond in a timely manner (LexisNexis).

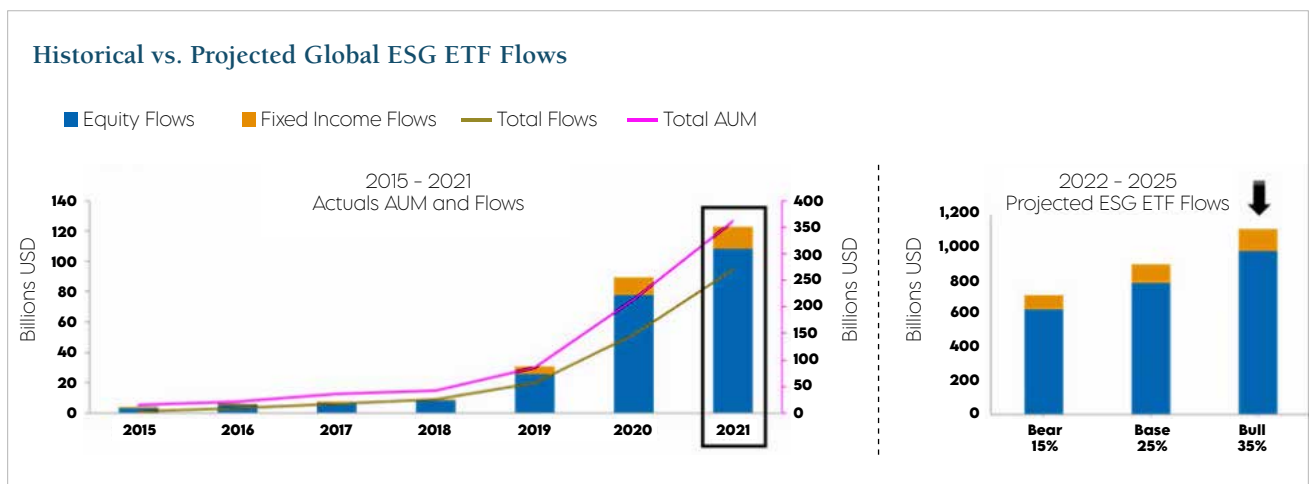
Compliance & ESG initiatives

ESG initiatives by companies have come with lofty ambitions, but now they have to deliver on these expectations in the eyes of customers, employees, investors, and third parties. Having talked a good game for years, companies now must invest in the changes that need to be made in order to comply with government regulations as well as market expectations.

Simply put, ESG practice, rather than communication, should be the priority for the corporate world. Executives need to alter the way their companies operate on a daily basis to meet government objectives. If not, they risk more than just investigations and punitive enforcement, but also the possibility of losing the very customers and investors necessary for the survival of their businesses. Bloomberg Intelligence (BI), a research and analysis company, states that global ESG assets may surpass \$41 trillion by 2022 and \$50 trillion by 2025.

Technology-driven, solution-oriented

To address current compliance issues, whether that be researching data related to sanctions, politically exposed individuals, and/or historical news coverage about the company and its environment and social impact, businesses should take advantage of artificial intelligence and machine learning technologies. Technology platforms will allow companies to automatically screen thousands of entities against data sources which will then illustrate a risk score, for example. If this score changes, companies are notified in real time. Basically, technology and research hold the key to responding accurately and diligently to risk and compliance matters.



Bloomberg Intelligence

Future of insurance

There are many trends that are affecting the insurance regulatory industry, such as data security and consumer protection, climate and environmental impacts, and digital assets, to name but a few. Each can be broken down to better understand the future of insurance and its legal framework, according to Deloitte (US), an international legal and consulting firm.

First and foremost, there is the continued development of the Insurance Capital Standard and, on the international level, ICS 2.0, which is currently in a five-year monitoring period. Additionally, insurance companies are offering more services, such as converging life and annuity insurance sales which is becoming more significant in the market. Insurers hope to grow these products; however, state and federal regulations will only become more stringent which implies more examination and enforcement risks. As for digitalization, although widely adopted in everyday life and across a number of industries, it hasn't necessarily impacted insurance as much as others. Insurers hope to change this as they ponder the digital dimension and apply new techniques to improve their compliance programs. However, with technology comes customer data protection and privacy and cybersecurity issues, which cannot be taken lightly by insurers or regulators.

Digital assets, such as cryptocurrencies, are affecting the insurance industry, especially after the market crash of 2022. According to an CNBC All-America Economic Survey, the crypto market has lost a little over \$2 trillion this past year. Regulators are concerned about several issues including customer protection, consumer

education, and of course, economic loss. Nonetheless, the ecosystem has potential to grow and expand, as the market is a long way from reaching maturity.

Insurance litigation

Insurance litigation has been on the rise as regulators give companies some "tough love" (see graph below by Lex Machina). While society addresses major topics like climate change, diversity & inclusion, cybersecurity, open insurance, artificial intelligence, and geo-political issues, the insurance market is continuously affected by both positive and negative consequences.

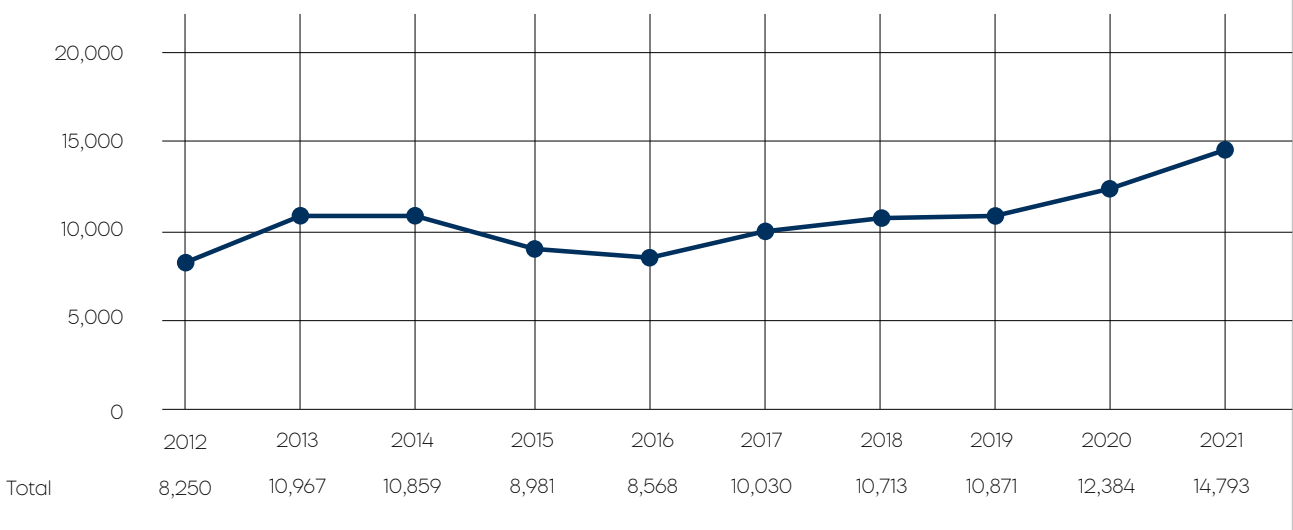
Following Russia's invasion of Ukraine, insurers and other financial services providers have needed to implement sanctions against Russia and Belarus which is no easy feat. With the war entering its second year, experts are noticing lower economic growth than was initially predicted after the end of the Covid-19 pandemic, with persistent high inflation impacting major world economies. Simultaneously, cyber threats have increased, and insurers are seeing more companies investing in cyber security insurance than ever before.

In response to ESG objectives, new reporting will provide insurers with data they need to direct investments towards sustainable assets. According to Insurance Europe, a European insurance and reinsurance federation, the insurance industry is Europe's largest institutional investor with over €10trn in assets under management. With this type of buying power, insurance companies can and should take a leadership role in the transition to carbon-neutral and resource-efficient economies. To make appropriate invest-

ment decisions that comply with the new sustainability regulations, there are two laws that need to be observed: the Corporate Sustainability Reporting Directive (CSRD) and the European Single Access Point (ESAP). Under the CSRD, it is mandatory for specified companies to report in machine-readable format. As for the ESAP, insurers can access necessary data in digital format to accurately steer their investment portfolios towards sustainability objectives that comply with the law. Crucially, the European Commission estimates that €350bn in additional investment per year over this decade is needed to meet its 2030 emissions-reduction target for energy systems alone, in addition to the annual €130bn it will need for other environmental goals. Simply put, ignoring sustainable finance, reporting and solutions is no longer an option.

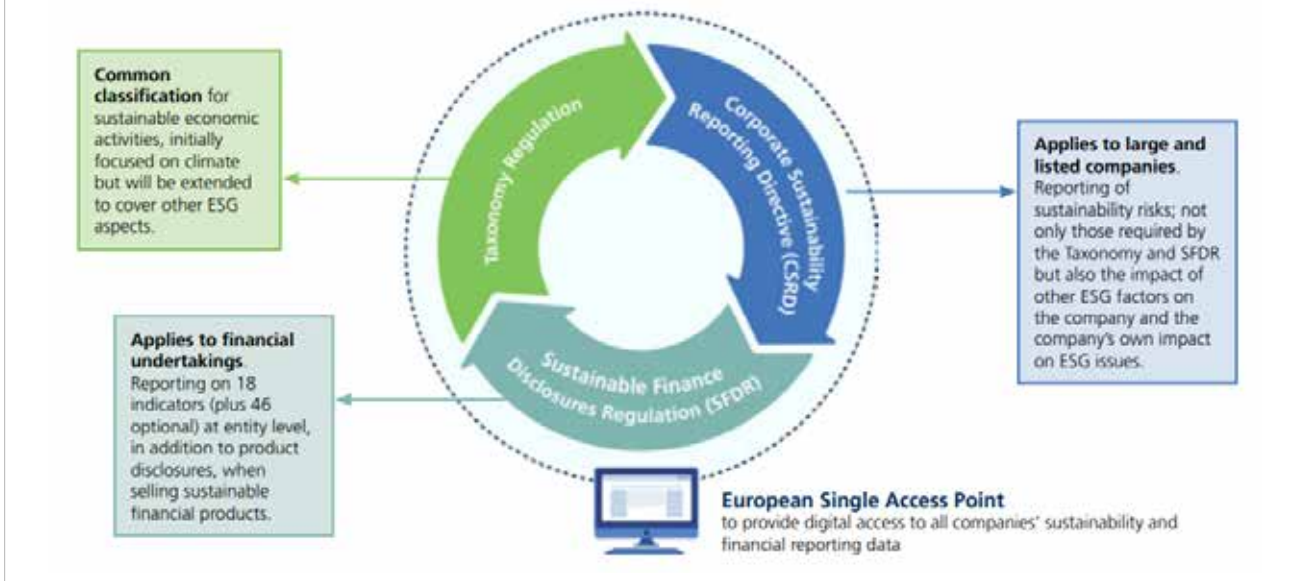
As previously mentioned, cyber threats are growing. The Munich Re Cyber Risk and Insurance Survey, which surveyed over 7,000 executives and employees from various industries in 14 countries, reveals that, "Year-on-year, online fraud increased by 22% globally, while ransomware attacks and data theft increased by 33% and 34% respectively." There are three main areas to be mindful of: ransomware, supply-chain attacks, and attacks on critical infrastructure which can include energy and food suppliers, hospitals, and government administrations. How does this specifically impact the insurance industry? Munich Re estimates that the "annual global cyber premiums at more than \$9bn (€8.25bn) as of the first quarter of 2022" and expects "the global cyber insurance market to reach a value of approximately \$22bn by 2025." Having an effective de-

Insurance Case Filings from 2012 to 2021



Lex Machina

Data generation to meet the EU's sustainability goals



Insurance Europe

fense against cyber threats is imperative for companies to protect themselves and the data they handle.

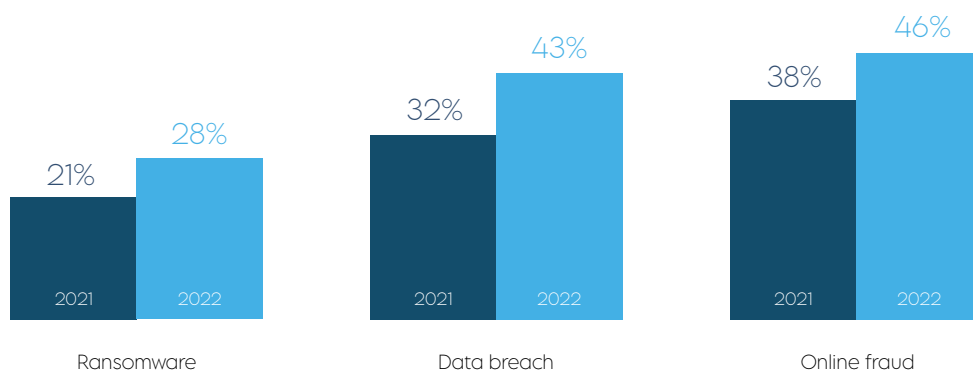
Open insurance

Although open finance has garnered more publicity, open insurance has also made its debut in the global market. The concept is not necessarily new, but to implement it, the EU, through related initiatives, must create a supportive and diligent framework since data-sharing should positively impact both the consumer and insurers. By doing so, insurers can improve risk monitoring and assess-

ment as well as offer a better customer experience, increase innovation in the market, and further competition in the insurance sector. Risks, however, must be assessed. This includes customer consent for the use of their personal data as well as applicable rules and regulations for the entirety of the insurance market. The more we use artificial intelligence and machine learning, the more data we produce. It is the job of the policymakers to protect the consumer while also permitting insurance companies to use their data and enhance their services accordingly.

Whether it's the ever-growing dominance of ESG expectations on a global scale, the protection of consumers and their individual information in the hands of corporations, the implementation of AI and machine learning across industries, or the exploitation of Big Data produced by these technologies, policymakers and regulators are cracking down. Insurance law is not excluded from these trends, neither is the importance of a proactive approach towards compliance to avoid both internal and external investigations. Regulators are expecting companies to set standards, but most importantly, uphold them ♦

Which of the following have you been affected by?



Munich Re Cyber Risk and Insurance Survey

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COMPLIANCE: IN-HOUSE

In the insurance sector, sustainability is now the order of the day



Interview with
MAFALDA DUARTE
 Head of Legal for Portugal,
LIBERTY SEGUROS

Mafalda Duarte, Head of Legal for Portugal, at Liberty Seguros discusses technology and its impact on the insurance sector, the importance of compliance, and the need for high-quality customer service at insurance companies.

LEADERS LEAGUE: What trends are you seeing in the insurance sector in Portugal?

Mafalda Duarte: I believe that sustainability is the order of the day and that we'll see the insurance sector implementing it, both in procedures and in products. This is due not only to regulation, but also because now more than ever sustainability is a concern in every aspect of society.

To be able to thrive in the insurance business, while at the same time adopting conduct that is ecologically and environmentally friendly requires new thinking and the creation of new insurance products, but also revisiting the coverage offered by existing ones.

To help further the interests of the business and the cause of sustainability, the development of IT and digital environments will also play an instrumental role in the future. Each new generation will be more digital than the last, and the sector must be ready to react, while at the same time, assuring face-to-face interaction when needed.

In addition, cyber-risks and the insurance that protects companies from them, are a pressing issue that needs to be addressed. Personal data and the protection of digital information is and will continue to be a concern, as a greater proportion of our lives are spent in the digital space.

Customer service is an ongoing trend. Being able to deliver excellent service to the client is always at the center of the insurance sector mindset, as insurance companies sell a promise that they will be there when needed, under the terms agreed. With more demanding customers, assuring and enhancing the customer service experience is always a chief consideration.

And last but not least, as in many sectors, attracting and retaining talent continues to be high on the agenda. Given the circumstances we now find ourselves in, in the post-pandemic world, where there is uncertainty due to the war in Ukraine, and the lingering inflation, attracting and retaining talent presents a unique set of challenges. Being attentive to employees'

needs, and creating and delivering procedures that support the work-life balance should be a top priority for any insurance company.

What challenges did the legal department face when Liberty Seguros mandated remote work for all its European employees?

As a support area, one of the challenges was to make sure that the legal department wouldn't suffer from the syndrome of out of sight, out of mind. We wanted to make sure that members of the legal team were as involved in business aspects as they were before when we were physically present in the office. We wanted the transition to be seamless.

"New generations will be more digital, and the sector must be ready for it"

Working in an international environment, with multidisciplinary teams, we made sure that legal was and is involved when necessary.

Going digital didn't at all affect this necessary alignment with the business. In fact, I would say that the prominence of the legal department in operational and strategic aspects actually enhanced the level of digitalization as we were instrumental in launching new digital procedures.

In my opinion, we accomplished this by establishing initiatives to connect people, whether that be through virtual coffees and social gatherings, which allowed the teams to stay in touch with existing colleagues as well as get to know any new ones, as well as the sharing of new ideas and perspectives, thus keeping company values intact. As for the benefits, I would say that digital work allows support departments, such as legal, to be more focused and efficient, since we have less interruptions than we normally do while at the office.

People can still reach out to us in the same way as before and we are still capable of handling the same number of meetings and calls throughout the day, but now everything is more structured, which allows for greater focus and therefore efficiency, in addressing different subject matters. I also find that the switch to digital meetings helps everyone on the team stay on the same page.

What steps does a legal department need to take to provide the company with an effective compliance program?

From my perspective, an effective compliance program must have an ethical code that has to extend to the entire organization. The company must know its values and principles and make sure that they are reflected in everything the company does. The legal department plays a crucial part, together with the compliance department, to ensure applicable regulations are fully implemented and respected.

Furthermore, Legal has a very important role to play in strengthening the communication structure within the company, and must make sure everyone is aware of the correct business procedures with respect to our conduct and ethical principles. Having a whistleblower channel in place backed by measures ensuring the person raising the alarm is not negatively impacted as a consequence of speaking up is fundamental to the effectiveness of a compliance program and Legal can and should work together with Compliance to achieve this.

You have been at Liberty Seguros for 15 years now. How has the legal department's role changed over that time?

So much has changed! When I started working at Liberty, we had everything in paper – processes, legislation, literally everything. Nowadays, everything is digital, and we do not work with paper at all.

The level of international co-operation has gotten stronger, which has allowed me to work with other jurisdictions in addition to Portugal and to enhance my knowledge of different legislation and concepts.

New ideas and challenges have arisen to complicate the legal context, like privacy concerns, GDPR and consumer-protection legislation, which are central concerns and have a strong bearing on the legal environment. I have seen an increase in new and more detailed legislation, with several EU directives and regulations having a high impact on the legal world, and by extension, the insurance sector.

New concerns, like substantiality, climate change, cyber-risk and autonomous vehicles, for example, are subjects that were not on the agenda 15 years ago.

What are the must-haves for Liberty Seguros when choosing external counsel to work with?

The ability to provide prompt feedback, have an open mind and an approach that is in line with the needs of the business, these are my main criteria when choosing an external counsel.

Increasingly, the need for concise and precise legal advice - rather than several pages of legal concepts that are hard for the company to digest - is what's called fo

Of course, technically solid knowledge and experience are a given, as well as the ability to communicate in a straightforward way, without losing the ability to deliver thorough legal analysis. ♦

"Creating and delivering procedures that support the work-life balance will be a top priority"



Our aim is to promote a culture of energy efficiency together with energy efficiency products and technology



Interview with
PIETRO GALIZZI
Head of Legal, Regulatory
and Compliance Affairs,
PLENITUDE

Pietro Galizzi, Head of Legal, Regulatory and Compliance Affairs at Plenitude, Italy's largest energy company, spoke to Leaders League about the group's ethos and goals, the central importance of ESG criteria in companies and law firms, its international expansion plans, and his personal career path.

LEADERS LEAGUE: *Eni gas e luce* updated its Articles of Association as a Benefit Corporation on July 1st, 2021. In March 2022, it officially changed its name, becoming Plenitude. How did this transition take place?

Pietro Galizzi: Over the past few years, we became aware of the need to undertake CSR-related initiatives, but we did not have a sustainability committee in place that would allow us to make a meaningful transition. A working group was therefore created spontaneously, and from the bottom up. Our aim is to promote a culture of energy efficiency, together with energy efficient products and technology. We therefore suggested becoming a "Società Benefit" (the Italian version of the Benefit Corporation), so that we can introduce the concept of common benefit into the group's corporate purpose. We also have a strong D&I focus when it comes to employees and promote the central importance of the customer in our activities.

"Plenitude is a term derived from the Latin word for completeness"

Why did you choose the name Plenitude?

The day we became a Società Benefit, we focused on the production of energy from renewable sources and enshrined in our corporate purpose, next to the profit objective, the aim of having a positive impact on society, communities and individuals, and in particular on the environment, towards which we are making strong progress. At the time it just felt like we needed a name that would reflect the breadth of our purpose and our international expansion: Plenitude is a term derived from the Latin

word for completeness. It's also easily pronounced in English and has Eni within the name too. Everyone was immediately on board with the new name.

What does your team do?

The legal team has five main areas of activity: legal assistance in Italy, legal assistance abroad, contractual and regulatory affairs, litigation and compliance. The regulatory part requires a lot of effort as ARERA (Energy, Networks and Environment Regulatory Authority) resolutions, of which are around 800 a year, must be taken into account. The compliance part of our team is divided into data protection, privacy and anti-corruption. We also take care of the group's company secretariat: within Plenitude we currently have around 70 companies spread across Italy, France, Spain, Portugal, Greece, Slovenia, Kazakhstan, the United Kingdom, Norway, the United States and Australia. In addition, I have always believed in the importance of balanced gender representation. As recently as 18 months ago, the areas covered by our team had three male heads. I am very happy with the addition of two female staff members who hold the roles of Head of International Legal Assistance and Head of Corporate & Regulatory Affairs respectively.

About a year ago, you identified nine essential ESG-related steps required of law firms and legal advisors. How did the idea come about?

That open letter was a real novelty in the Italian legal world. Its core messages were: encouraging the contribution of minorities, ensuring a minimum 70%-30% gender ratio, guaranteeing equal pay and career development prospects for both sexes and with the same seniority. The other points were: the right to disconnect, a maximum limit of five meetings per day, the promotion of ethnic diversity, the limitation

of litigation, the clarity and simplicity of contractual texts, and the respect and promotion of CSR criteria.

What kind of follow-up did you see to these proposals?

I have always been passionate about ESG issues. Up until two years ago, when solicited to indicate what they were doing in the field of CSR, lawyers would typically respond that their firm had a department to help clients manage these issues. Today they are more hands-on and are beginning to reflect on what they are doing within their own law firms, even for their own colleagues. Among the questions I always ask is, what is the percentage and status of women and professionals under 45 in arbitration teams? When women are forced to choose between family or career, that, right there, is a gender issue. On a related note, I remember that, at one of the events where I was invited to speak, out of 16 speakers only one was a woman. Such a figure should, in itself, make us reflect on the absurdity of engaging in a debate that includes diversity and inclusion, when the vast majority of the guests are representative of the same single category.

The letter served to raise awareness that these issues not only affect clients, but also law firms, and following its publication, many managing partners were more forthright about what actions they are taking, and all in all we noticed steps in the right direction.

What critical issues do you see emerging in your work at the moment?

It is important for the legal world to broaden its geographical horizons and understand that business must work equally well

on a local and global level. Daily interaction with foreign organizations is a fact of life for everyone working in the legal world, not only for our office. I personally go to Dubai every year to give lectures on international contracting, which broadens my horizons. Every three weeks we have a staff meeting with the entire international legal team at Plenitude, which is a way of communicating and comparing notes on a regular basis. In our business, you can never lose sight of the international dimension, which also includes external factors such as political problems or contingency situations. In addition, I am fascinated by the possibilities of technology in the legal world and plan to explore their potential. It is also important to investment in companies so they can apply these projects internally, and not just transpose the products of law firms.

As a manager, how do you try to develop young talent?

I think one of the greatest skills a general counsel can possess is the ability to raise up the people they work with. The key to our office, and to Plenitude as a whole, is enhancing the skills of the individual and giving them space to express themselves. The culture of accessibility for young professionals is even expressed through the architecture of the office: the rooms are divided by windows, not walls, and there are few physical barriers. This helps young staff members feel more comfortable approaching the CEO, we feel. In addition, as a non-profit, Plenitude does a lot of training, both internally and externally. My colleagues and I hold regular meetings at universities to try to give practical advice and encourage an exchange of ideas. ♦

"In our business, you can never lose sight of the international dimension"



A lawyer who works in the technology industry must be resilient and creative above all else



Interview with

RAFAEL LÓPEZ GUERRERO
Regional Head of Legal LATAM,
XIAOMI

Rafael López Guerrero, Regional Head of Legal LATAM at Xiaomi, speaks to us about the most important aspects in terms of risk at a technology company as well as specific litigation strategies.

LEADERS LEAGUE: How does the legal department at Xiaomi LATAM operate?

Rafael López Guerrero: Our team is composed of six lawyers (including myself) all of whom are exceptionally talented and experienced, which allows each to act in a professional manner based on clear objectives, with a certain level of independence, but always in a collaborative environment. In addition, in more complex or sensitive matters, we seek to work hand-in-hand, in order to find the solution that best suits the needs of the company, and to this end we draw upon the talent and potential of each member of the team.

"As Xiaomi's only been operating in LATAM for a relatively short time, we have had to create compliance policies from scratch"

The Xiaomi LATAM legal team is composed of Marco Moggia, based in as well as in charge of Chile; Martin Alegria, based in Peru who in addition to leading his country also leads Marco's Central America practice; Juana Castillo, who is based in Colombia and is also in charge of Ecuador; Erick Perea, who heads the Mexican legal practice; Anran Lu, who recently moved to Mexico to act as Legal Business Partner for the whole region, and provide a vital conduit between the local practices and our head office; and myself, Rafael Lopez Guerrero. My functions include leading this great team of professionals by assisting them in their activities and creating career plans that allow them to develop their skills to the maximum.

In addition, I am responsible for providing advice to clients in each markets where we do not yet have local experts, and related to

which I must create strategies to meet the future needs of the business, including finding new partners for these countries and creating high-impact processes for each client.

How has your previous experience helped in your current role?

My professional background, and the experience gained at law firms of diverse specialties in more than 18 different public and private law jurisdictions, provides me with professional tools and top-notch legal judgment. In addition, I have had the privilege of working in international companies in various sectors, which has allowed me to acquire and develop a comprehensive and globalized business sense, with which I can weigh risks, especially in relation to the company's objectives, manage possible contingencies, and achieve significant savings for my clients, while also helping other business areas to adequately fulfill their functions.

How do compliance policies work in practice across the LATAM region?

As we've only been operating in the region for a relatively short time, we had to create these policies from scratch, adapting them to the legal framework and idiosyncracies of this part of the world, but taking, as a start point, the guidelines and way of operating of our parent company. This offers us a consistent basis from which to development the company in each of the markets where we are present, in order to ensure that we are in full compliance with each and every one of the applicable laws and regulations, in accordance with our internal guidelines. To this end, our team has also created a sophisticated training dynamic for employees in the region and we constantly strive to propose refresher courses that instill an awareness in all

our employees of the importance of these practices and how to cultivate them at our company.

What are the main things to consider in terms of risks for a company in the technology sector?

The technology sector is undoubtedly one of the fastest moving and most dynamic. That is why different teams have to be on the same page, otherwise the company's objectives will not be achieved. This poses a great challenge for the legal department since it must provide comprehensive and factual advice in a timely manner. In addition, lawyers at technology companies must constantly update not only their legal knowledge but also their knowledge of other areas within the industry, since this is the only way we can provide efficient solutions in a comprehensive manner for the good of the company. To be able to deliver all these requirements, in my opinion, a lawyer who works in the technology industry must be resilient and creative above all else.

Does the company employ a specific set of litigation strategies or do you usually refer litigation issues to external law firms?

Depending on the type of dispute we rely on different specialized firms, however, we also resolve many matters in-house. In all cases we seek to resolve disputes by respecting the company's values in order

to seek solutions based on fairness and honesty. This has undoubtedly helped many counterparties in disputes to look to us for conciliation rather than take a belligerent stance. In the few cases where a reasonable settlement cannot be reached, we have a group of highly specialized external lawyers, whom we direct under the same principles, to seek fair solutions that at the same time defend our company's interests.

The latest survey of in-house lawyers conducted by Leaders League found that one of the most valued skills in an external law firm is being pro-business. Does this ring true for you?

For me, it is without a doubt one of the most important skills to look for when recruiting new talent for the team or when looking to external firms. It is important to have professionals with a keen understanding of the industry and the objectives of our company. Fortunately, based on the many fields of law I've been involved in, I have been able to build a pool of outside counsel who are leaders in their areas of expertise and in the different industries and practices in which they support us. Furthermore, when we use external firms, beyond supervising the work they are delivering to us, my goal is to collaborate with them to achieve the firm's objectives, in a spirit of teamwork. It's a reciprocal exercise of personal and professional growth that allows me to continue developing as a lawyer and as a human being. ♦

"In all cases we seek to resolve disputes by respecting the company's values in order to seek solutions based on fairness and honesty"



Medtronic sees Legal as a business partner as well as a support function



Interview with
MARIANA VIERA
 Sr. Principal Legal Counsel
 for South Latin America,
MEDTRONIC

Mariana Viera, Sr. Principal Legal Counsel for South Latin America at Medtronic, a leading healthcare technology company present in 150 countries, tells us about the latest innovative projects in the company's legal department and the main challenges associated with compliance in the healthcare technology sector.

LEADERS LEAGUE: What have been your main achievements and lessons learned during your time as legal counsel at Medtronic?

Mariana Viera: The most significant thing I have learned was how to be part of the decision-making process from a strategic perspective. This ability has allowed me to have a role in the growth of our operations in Chile, and also to develop a regional and global perspective to support cross-border projects.

Our team's mission is to support and protect businesses by bringing specialized legal counseling and guidance that makes it easier for patients to live healthier.

Another achievement was the development of the LATAM Contracts Center of Expertise, through which we have implemented several initiatives designed to standardize and simplify agreements and processes across Latin America and centralize the legal department's involvement in regional projects, boosting efficiency and sharing best practices with those in other regions.

In my role as head of legal for Chile, I helped secure the post-merger integration of Medtronic and Covidien. More broadly, the legal department has helped grow the company in a very competitive and mostly direct market, managing risks and supporting the services provided to our customers and patients.

What role does innovation play in Medtronic's legal department?

Innovation plays a key role in our legal department. In our region, we have a legal innovation team (LIT, for short) focused on bringing innovative solutions to life. Since 2019, we have had a portal for the LATAM region, named "Legal Más Cerca" (Legal Closer), to make contract templates for the most common transactions available to our internal customers, so they can download and complete the documents. The service has brought a new level of optimization and

agility to the approval process. Via this portal, our users can also directly access our contracts library and other corporate documents commonly required for commercial transactions. The latest efficiency innovation project is KIRA, our virtual assistant, which was built in-house by our legal innovation team, in partnership with the IT team, and is available across Latin America. KIRA is the first chatbot in the department which, using AI, can provide quick and pertinent answers to frequently asked questions, which in the past would have to have been answered by our team members.

"Our team's mission is to support and protect businesses by bringing specialized legal counseling and guidance that makes it easier for patients to live healthier"

What are the main challenges for compliance policies in the healthcare technology sector in the South Latin American region?

Creating a strong culture of integrity among the different stakeholders motivates everyone to act with honesty and integrity and to speak up about problems or concerns without fear of retaliation. We actively participate in our industry's local associations, where we collaborate in the development and advocacy of policies that support innovation in healthcare technology to address patient needs, with a strong emphasis on ethical aspects. In these associations, it is essential to have a code of conduct that promotes ethical and transparent interactions between each of the member companies, healthcare professionals, organizations and patients. With regard to Chile, I participated in the drafting commission of the local industry association code (ADI-

MECH), which was updated last year to include additional provisions related to interactions with patients.

What risks is the sector most exposed to, and how do you mitigate them?

Our sector is exposed to reputational and financial risks, due to the current contingency in different countries and the constantly changing legal and regulatory landscape. Our strategy is focused on working alongside the business (that's why we see Legal as a business partner and not only as a support function), identifying those risks, as early as possible, then analyzing which risks can be tolerated and which not, and searching for ways of mitigating their impact.

What issues are usually delegated to external law firms?

We usually delegate more specialized issues that require analysis by professionals with expertise in the matter. In general, our role as in-house counsel involves analyzing the responses and recommendations of the external advisor and adjusting them to the company's business strategies, and taking the necessary steps to minimize the risks and impact that may arise from the decisions we make as a company. Litigation and arbitration matters are delegated, but we also collaborate with external counsel to define and guide the strategy, since we know the company's needs and expectations inside out. ♦

"I have learned how to be part of the decision-making process from a strategic perspective, which has allowed me to have a role in the growth of our operations in Chile and in the region"



A transparent and responsible mining sector can contribute to the sustainable development of a country



Interview with
PATRICIA KOSA MUÑOZ
Legal and Compliance Manager,
GOLD FIELDS

"Peru needs to have conditions favorable to attracting more investment, and reforms that help promote greater development and welfare"

Peru-based Patricia Kosa Muñoz, legal and compliance manager for the Americas at Gold Fields, tells us about the biggest challenges witnessed during her 12 years at the company, the main compliance issues in the mining sector, and the best risk-mitigation strategies.

LEADERS LEAGUE: Tell us briefly about your role at Gold Fields.

Patricia Kosa Muñoz: I am currently the legal and compliance manager at Gold Fields, a mining company with operations in Cajamarca, a subsidiary of Gold Fields Limited, a company listed on the New York and Johannesburg stock exchanges. At a time when mining in Peru faces complex social, political and regulatory challenges and risks, I have the task of facilitating legal and strategic decisions in order to achieve the long-term purpose of the company, which is to create value beyond mining. In this sense, I prep the legal and compliance area to anticipate these risks and ensure the company's compliance and sustainability measures are robust, aligning all its activities with the highest standards of integrity, governance and ethics, thus facilitating the growth and development of Gold Fields in the region.

What was the most challenging experience during your years with the company?

In my more than a dozen years with Gold Fields, I have participated and led financings, company sales, corporate reorganizations, obtaining critical permits and land acquisitions for operations. This, among other projects, has necessitated complex legal and technical work with the involvement of several countries, areas of the company, and stakeholders. However, if I had to pick one challenge, it would be maintaining the smooth operation of the Cerro Corona mine in the early days of the Covid-19 pandemic.

At the time, regulations were changing on an almost daily basis, so we had to establish legal, labor and compliance strategies to ensure continuity of operations. Difficult decisions were unavoidable, not only legal, but also strategic ones, but we always put the safety and integrity of our personnel, external collaborators, and stakeholders first.

During this period, the challenge consisted of adding value by sourcing and applying crea-

tive legal solutions. For example, we were able to rework our permit strategy, which prevented delays in obtaining the necessary licenses to continue with our operation without stoppages, in addition to a labor, contractual, and operational strategy that guaranteed the legal viability of Cerro Corona. Furthermore, we updated our compliance procedures and associated training to take this new reality into account, obtaining, among other things, donations and contributions urgently needed in our region for the fight against Covid-19.

What recent changes in regulation have most impacted the company?

In this sector, obtaining permits and licenses has become increasingly complex over the past few years. For example, the number of bodies that must have a say before an environmental license or permit can be secured has increased significantly, making procedures cumbersome, sometimes even redundant, which has led to an increase in legal red-tape, which in turn has impacted the deadlines associated with the execution of a project.

But, undoubtedly, the most recent critical changes have been in the area of labor regulations, which have made labor – and even union – relations more rigid. Many of the proposed changes were put forward in a resolution issued by a Supreme Decree, which sought to limit outsourcing within the activities that were ambiguously defined as nuclear (which to date have not been applicable due to INDECOPI competition regulations that have given us a perspective regarding its illegality). Although this rule is not currently being applied, the impact of latest attempts to tighten labor regulations have nevertheless reduced Peru's competitiveness.

Our country needs to have conditions favorable to attracting more investment, and reforms that help promote greater development and welfare. We must ensure that our regulatory and institutional framework allows

the natural resource potential that we have to be explored and exploited in a safe manner and for the benefit of all Peruvians, protecting the environment and caring for people, but at the same time, ensuring we can operate in a competitive and efficient manner. In this scenario, legal security and predictability are indispensable.

What are the main compliance challenges for companies active in the mining sector?

Change is a constant in the mining industry, due to both internal and external factors. In this sense, the main challenge is to try to anticipate changes by designing strategies, policies and procedures that effectively address new requirements when they arise, ensuring the reliability and sustainability of the business. The sector has particularities that must be taken into account when establishing a compliance system, such as the administrative over-regulation framework, environmental and social risk-management, the level of investment involved in the development of projects, the importance of suppliers to the supply chain, as well as the impact of tax and royalty payments in the areas of influence of operations. All of these aspects are fundamental to the business, which must be managed with a long-term vision, not least from a compliance perspective.

To this end, compliance management in the mining sector has become an indispensable tool for maintaining a good relationship with local authorities and the industry's governing bodies. This is necessary to execute social commitments, make donations, ameliorate management with communities, as well as to identify and manage conflicts of interest, especially those linked to politically exposed persons and suppliers, among others.

Compliance protects the company, our workers and our investors, generating a competitive advantage; but it also has a positive effect on the reputation of our industry in Peru, since a transparent and responsible mining sector can greatly contribute to the sustainable development of a country. Therefore, we have taken on the challenge of extending the best practices we implement at the company to the sector and to our stakeholders (including those in the supply chain), thus generating a virtuous circle for the society in which we operate.

What is your strategy in terms of risk management and the implementation of compliance programs?

We see compliance in a holistic way, encompassing compliance with the regulations that

apply to us, especially in anti-corruption, prevention of money laundering, environmental, labor, personal data protection, among others. We are oriented primarily towards prevention.

To help facilitate this, we have implemented a crime-prevention model, called the Integrity Management System (SGI), which is based on periodic risk-assessment and also assessments carried out when significant events occur (e.g. Covid-19, reorganizations, etc.), limited to the reality and specific characteristics of our company. For the latter, it is critical to involve all stakeholders, not only in identifying risks, but also when designing checks and processes to mitigate them, as well as in the evaluation of their effectiveness. In this endeavor, we have been successful by securing a commitment from all the parties involved in the SGI as well as the active participation of each division to work together in an aligned manner. What's more, in recent years we have worked to develop and strengthen the company's culture of integrity, with a focus based on values and ethical leadership. This helps us internalize rules and checks, foster a commitment to results, and a natural intolerance for deception and inappropriate behavior. Thus, we are no longer talking about a challenge exclusive to the compliance area, but rather one where each member of Gold Fields takes individual responsibility for compliance – making it part of their daily lives – and takes pride in working for a company with high standards of integrity.

What aspects do you usually designate to external legal advisors and what do you value most about the services they provide?

I usually refer issues that are highly specialized to external firms; for example, those that require specific knowledge and experience in the interpretation that regulatory or judicial authorities may have in cases similar to ours.

One of the aspects I value most in an external advisor is when he or she has a business vision. Specifically, they take the time to understand and get to know our company and what concerns us. As a consequence of this, they are able to propose practical solutions beyond what the text of the law says, but within the framework of the law.

Finally, it is important that they also share our values, ethics and the purpose of delivering value beyond the business; we value, for example, concrete steps taken to promote diversity, as well as their level of development and commitment to their own compliance policies. ♦

"Compliance protects the company, our workers and our investors, generating a competitive advantage"

Novonor understands the importance of influencing the business environment



Interview with
RAFAEL MENDES GOMES
Chief Compliance Officer,
NOVONOR

"Novonor embarked on a transformative journey in early 2016, and we are now almost seven years in"

Rafael Mendes Gomes, Chief Risk & Compliance Officer at Novonor and OEC, talks about the steps the company has taken in recent years to transform its governance. He also discusses the compliance initiatives Novonor is undertaking in conjunction with other leading Brazilian companies.

LEADERS LEAGUE: What have been your main achievements to date as chief compliance officer at Novonor?

Rafael Mendes Gomes: It is hard to talk about achievements because the work has been going on since 2016. Novonor embarked on a transformative journey in early 2016, and we are now almost seven years in. It was the moment when the company decided to engage fully in the process, providing the authorities with all the information it had. The company started reinforcing its governance practices from that moment too; a new compliance system was created in line with the best market practices, legal requirements, and national and international compliance guidelines. We are talking about being aligned with the regulatory decree of the Brazilian Anticorruption Law, which describes an integrity program under the Anticorruption Law. We have the Cade guide (Administrative Council for Economic Defense), which we also collaborate with – resulting in the implementation of the prevention of possible violations against the economy and competition violations.

Furthermore, the US Department of Justice has been monitoring us for a long time, keeping an eye on the work being done by the company and providing several recommendations, which are aligned with two principal documents of the Department of Justice guidelines, namely the FCPA Resource Guide, which contains a chapter describing the milestones of a compliance and anti-corruption program, and the Evaluation of Corporate Compliance Programs, which has a series of provisions and questions the company must ask itself during self-assessment. At the same time, the Department of Justice monitoring was carried out in conjunction with the Federal Prosecutor's Office because we made a global agreement with them, and with the Swiss authorities.

The upshot of all this was the creation and maintenance of a compliance system that is one of the most advanced and complete in

the market. And that was being evaluated, audited, attested, and certified, depending on the case, by numerous authorities. We are certified under ISO 37001, the anti-bribery seal, and the certification program for anti-bribery management systems. Several of the group's companies – Ocyan, Braskem, OEC, and Novonor – have obtained the ISO 37001 certification seal. In the first half of 2022, the companies were re-audited and had their certification renewed.

It has been seven years of daily and ongoing construction. And the starting point of this is our commitment to ethics, integrity, and transparency. These non-negotiable values are very dear to us today and are part of our culture. Promoting ethics and establishing a system for preventing, detecting, and remediating irregularities are fundamental.

We also better understand the importance of influencing the business environment in which we operate. We participate in an ecosystem that includes many other parties. We have organized events to promote knowledge and awareness and even the training of professionals starting their careers or professionals in transition. We organized a free and open training event in partnership with Obras Sociais Irmã Dulce in Salvador, explaining the importance of ensuring that your third parties, service providers, and suppliers have good reputations, histories, and backgrounds that are free of problems that could eventually contaminate your own company. We also taught how to conduct this type of survey – which we call integrity due diligence.

We understand that it is impossible for Novonor to solve these problems by itself, so the more companies we can bring into this movement, the better. Consequently, we recently held another free training event in partnership with Vigor, CCR, EcoRodovias, Qualicorp, and Hypera Pharma. And we intend to carry on doing it.

What role has Novonor's compliance department played in the company's judicial reorganization process?

We are not involved in the judicial reorganization process. It has some aspects, focused firstly on financial restructuring and obligations that fall squarely on the shoulders of the financial department. On the other hand, the legal department also has obligations; because it is a judicial reorganization, a follow-up procedure must be completed. We are much more focused on the integrity of all our transactions in the compliance area. Therefore, we focus heavily on internal checks, including those covering financial management, cash flow, and payments; all of them go through our department and must comply with our policies and guidelines, especially those related to financial transactions, treasury, payables, receivables, hiring, expenditures, and even payments made within the scope of the judicial reorganization itself. A lot of boxes must be ticked, so we often assist the financial team in addressing specific issues, but it does not take up a lot of our time. We mainly focus on topics related to the areas mapped in our integrity and corruption risk analysis program.

In September, Novonor achieved its best-ever score in the RepTrak Strong Reputation Index, surpassing the 2013 mark. How was this achieved?

It was a set of different actions, not only focused on integrity. Our entire trajectory since 2016 has been collaboration, closeness, and transparency with stakeholders. In 2018, we received an award from Transparency International in recognition of the openness of our integrity system. We have shared with a broad range of stakeholders everything we did to correct our past mistakes and the measures taken to build a new company for the future.

We made governance changes in 2016 that have ensured the presence of independent advisors on our board. We brought some people from the industry, including myself, to help the company on this journey. We took other steps. We created a compliance committee, driving the whole strategy and execution of our compliance system, a committee that's coordinated by an independent board member. I report to the coordinator of the compliance committee. This approach ensures the necessary independence required. It is the same with the audit function.

Moreover, strengthening all these activities, providing transparency in all the cooperation actions with authorities, problem-solving internally, and building this compliance system, have had an impact on our reputation over time. And our stakeholders are seeing this transforma-

tion happening, which contributes to a better public image and is reflected in our latest RepTrack score. But we can't say this is due to any one piece of work because the basic methodology evaluates countless aspects, so isolated actions have little effect.

What's been the legacy of Operation Car Wash for both the public administration and the private sector?

We try to focus on the lessons learned over all these years. Not only with Car Wash but also since Brazil effectively adopted the OECD Anti-Bribery Convention. One of the most important things for this was enacting the Anti-Bribery Law in 2013. But we see the lessons companies and the Brazilian business community learned regarding the improvement of governance and the importance of integrity measures, and indeed the damage caused by the lack of these measures – both in the public and private sectors – which have been of great importance. We witnessed companies gradually adopting these measures because they believe in the importance of a balanced, competitive, and meritocratic market. These companies are increasingly investing in the adoption of integrity measures, and this has been a necessary learning process over all these years.

What can we expect from Novonor in 2023?

We will continue to focus on our key areas of activity. One of the primary goals is to rebuild a major pipeline, but we have a steady stream of new projects coming up, which we intend to deliver with our customary quality and excellence in engineering and construction. Business is doing well. Even in the prevailing economic climate of the post-pandemic period, as well as last year being quite complicated, I am happy to say that, in OEC alone, from July 2021 to July 2022, we were able to generate revenues of R\$3.4 billion, which points to successful performance in Brazil, Africa, the USA, Peru and Panama. We delivered 11 projects during this period and brought R\$5.2 billion in new contracts to our project portfolio.

In Brazil today, 70% of our portfolio consists of private clients. We are seeing significant growth in the number of companies hiring us to handle projects outright or as a project partner. We envision a future where we focus heavily on our core activities, namely engineering and construction, and on rebuilding the business pipeline and confirming our delivery track record. ♦

"Brazilian companies are increasingly invested in adopting integrity measures, and this has been a necessary learning process"

COMPLIANCE: INSTITUTIONS

Sisse is here to help, not punish, French companies



Interview with

**JOFFREY
CÉLESTIN-URBAIN**

Department Head,
SISSE

"Sisse is blazing a trail in terms of economic security and the protection of sensitive data"

Since last April, French companies receiving discovery demands or requests to disclose sensitive and strategic information from foreign authorities are required to immediately consult the finance ministry's recently established Strategic Information and Economic Security Department before responding. In an exclusive interview with Leaders League, the head of the organization, Joffrey Célestin-Urbain, talks about why this department needed to exist and how it is the friend, not the foe, of the business community.

LEADERS LEAGUE: France's Blocking Statute has been around since the 1960s. Why has the French finance ministry chosen this moment to revive it?

Joffrey Célestin-Urbain: Recent years have seen the return of extraterritoriality, with the adoption of the Cloud Act in the United States, which makes it possible to circumvent the usual legal mechanisms and allow direct access to potentially sensitive European data. This was a cause for concern for the French government, and so we sought to develop a mechanism that countered the effects of this law. [French economy minister] Bruno Le Maire evoked a two-pronged response: a legal one and a technological one, which included developing French and European cloud infrastructure. If we want to be taken seriously when it comes to extraterritoriality, we need to show that we will not back down in the face of challenges to our laws. This is a way of reaffirming Europe's sovereignty in the digital domain, and it is what we have done by reviving the law of 1968.

Sisse chose to update an existing law rather than draft a new one. Why is that?

It might seem like a moderate approach, but the thinking here was to render the mechanism useful by establishing a single portal, Sisse, to give companies guidance on the steps to be taken, and educate them on just what constitutes sensitive data. When putting Sisse into operation [employer federations] Medef and Alep were consulted at all stages, and we produced a highly informative guide to sensitive information for their members.

Introduce us to Sisse: why was it set up and what means does it dispose?

Sisse was envisaged as a unique portal to assist companies with any and all issues

related to the 1968 Blocking Statute. Two people have been tasked with bringing the statute back to life, as it were, including a project manager, and they have a wealth of experience. The government realized that, for this project to succeed, new posts would have to be created, and we have managed to create a highly effective department. Time will tell whether this cell is up to the task, given the size and complexity of the task it faces.

Sisse isn't just an advisory body, however, since we have given it the power to render legal opinions, even if, at the end of the day, it's up to a judge to interpret them. Before Sisse, however, companies were merely reminded of what the law was. Sisse's legal opinions form part of the procedure. We also work with colleagues in the ministries of Justice, Europe and Foreign Affairs, in addition to certain governing bodies. We always want to arrive at a broad consensus before delivering an opinion.

Are companies at ease cooperating with Sisse?

I have the impression that companies are playing ball, yes. This is unsurprising since they were full stakeholders in Sisse's creation, and the reform to the Blocking Statute was conceived with their interests in mind. We have seen an increase in cases, with at present around a dozen per year. More and more companies are coming forward to discuss information requests that are covered in articles 1 and 1a of the law, or when they have a doubt if a piece of information is sensitive or not. This includes both major multinationals and SMEs active internationally.

Is there a danger that companies will feel they are now being squeezed from both sides – foreign authorities on the

one, and Sisse on the other. Is it even possible to please both?

During the consultations we have with companies, the objective is to work with, and not against, them. In the meantime, we prefer to set aside the notion of stronger sanctions. The goal is to make companies enthusiastic about the benefits of this reform and encourage them to come and see us. This open approach is designed to see the 1968 law rigorously applied and for more companies to avail of the protections it offers. Obviously, this approach applies to criminal law matters as well, and the consequences foreseen in case of contravention.

What would you say to those in the business community who find Sisse's procedures too restrictive in terms of time frame and compliance objectives?

Cases are often complex, and require a high level of diplomacy, legal acumen, business sense and data-analytics knowledge to navigate. The one-month time frame that we impose is relatively short, but companies can rest assured that, in practice, nothing is set in stone. We try to be flexible – the more urgent the case, the more willing Sisse is to adapt; above all, its vital companies don't view our procedure as an obstacle to be overcome. We have tried to make the process as simple as possible. Sisse is a new body and that is both a help and a hindrance, because there is an element of fear of the unknown for companies, but let me reassure them: Sisse is here to help, not punish, French companies with compliance issues and to provide guidance on how to apply the Blocking Statute.

And how does Sisse respond to those companies pleading legal privilege?

From an economic and security point of

view, companies are wary of discussing sensitive information with third parties and will often naturally seek legal advice before doing so. It's a delicate subject, and it was no easy task reforming a law in order to target legal privilege while preserving the power of authorities to carry out investigations. Perhaps we have not gone as far as we could in terms of sovereignty, but we believe we have come up with a workable solution, taking into account the various imperatives. Time will tell whether we have made the right decision. Let's see how the reform plays out over the coming months.

Will Sisse inspire similar reforms in other European countries, and perhaps further afield?

In regards to extraterritoriality, Europe is badly indeed in need of solutions. We have started to get calls from ministers in other European countries, curious about how Sisse functions. Certain Asian countries have even shown an interest. Sisse is blazing a trail in terms of economic security and the protection of sensitive data.

Above and beyond Sisse, what else can be done to boost Europe's legal muscle?

Europe's economic might needs to be reflected in its legal power. We need to adopt more aggressive legislation to protect our interests. Other great powers have retooled their legal arsenal in numerous domains in order to have a better chance of winning the 21st century's economic battles, and Europe must respond accordingly, even if producing a consensus in a bloc of 27 countries is a unique challenge. One thing is sure, governments across the continent have woken up to the deficit, and the fight against economic strong-arming via the law has begun in earnest in Brussels. ♦

"The fight against economic strong-arming via the law has begun in earnest in Brussels"



INSURANCE

Zurich has obtained authorisation from the ECB to carry out banking activities in Italy



Interview with
DIANA ALLEGRETTI
General Counsel,
ZURICH ITALIA



and
ANDREA VITALE
Head of Legal and Litigation,
ZURICH ITALIA

Diana Allegretti, General Counsel of Zurich Italia, and Andrea Vitale, Head of Legal and Litigation, spoke to Leaders League about their recent activities including the historic acquisition of Deutsche Bank Financial Advisors, while also sharing details of the company's culture of inclusivity, pandemic-related management measures and sustainability initiatives.

LEADERS LEAGUE: In 2021, Zurich Insurance acquired Deutsche Bank Financial Advisors. How did the deal come about?

Diana Allegretti: Zurich and Deutsche Bank have had an ongoing partnership for several years for the distribution of insurance products through the banking network, mainly life products. The transfer of Deutsche Bank's Financial Advisors' business unit involved us in an all-encompassing and extremely challenging way. It was a very complex operation, although my team was strengthened with the addition of new lawyers, in particular, Francesco Alteri, a former BonelliErede lawyer and in-house lawyer, which was instrumental in the success of the operation, and has now taken on the role of head of legal and corporate affairs at Zurich Bank.

What precedent did the deal set for the insurance sector?

D.A.: As part of the Bank of Italy's authorization process, Zurich Bank obtained authorization from the ECB to carry out banking activities. This was a major coup for Zurich, of which we are proud. Zurich Bank, a wholly-owned subsidiary of the Swiss parent company, is part of an innovative project that puts the customer at the center of a system of financial and insurance services designed to protect and increase wealth. Legal support and supervision will be indispensable and central to this.

You also recently announced the sale of part of your life insurance portfolio to Gamalife. Can you tell us more about that operation?

Andrea Vitale: The transaction is in line

with our strategy of rebalancing our life business and is consistent with the creation of our own banking channel. With the conclusion of the transaction, we have sold a significant part of our portfolio composed mainly of traditional life insurance policies; this will allow Zurich to focus its offer even more on innovative solutions through unit-linked, hybrid and protection products, in line with the strategic vision adopted to date. The transaction, the first of its kind in Italy, was concluded in such a way as not to create discontinuity with both customers and distributors.

"Zurich's World Carbon Neutral Equity Fund is the insurance industry's first-ever carbon neutral unit-linked fund"

What were the biggest challenges posed by the pandemic for Zurich and how did you respond to them?

A.V.: With the pandemic, specific guidelines were promptly created to manage this extraordinary situation, guidelines which turned out to be a success. Our office was confronted with new issues, such as managing claims arising from a pandemic event, focusing on the substantial protection of our clients and considering, especially for companies, the need for business continuity. We also adapted quickly to remote distribution, as many distribution channels (agencies, banks) were not objectively accessible to customers. We took the opportunity to accelerate the change already underway by dematerializing and simplifying customer experience processes.

D.A.: The biggest managerial challenge was certainly to keep team morale high, but we were fortunate to find ourselves extremely well-prepared in terms of technology and work organisation. Zurich introduced smart-working in 2015, playing a role as a pioneer in our market by offering a hybrid way of working and this made it possible to implement 100% smart-working when Covid struck. Once the most critical phase of the pandemic was behind us, we maintained a mixed model, with working time split between smartworking (60%) and onsite presence (40%), calculated on an annual basis.

What is your company's approach to sustainability?

A.V.: Zurich has a consistent approach at the international level, but we have also undertaken activities at local level by making life insurance policies available to our customers thanks to the innovative Zurich World Carbon Neutral Equity Fund, the insurance industry's first-ever carbon neutral unit-linked fund. In addition, we are working on various parametric hedging solutions, with the aim of also innovating insurance in areas such as renewable energy and agriculture.

D.A.: Regarding the energy crisis, as an executive team we are trying to do our part by working on solutions that allow us to make a positive contribution. The company is aligned with the goal of reducing

emissions and the impact on the environment in general. For example, all our company cars are hybrids. Even in the selection of our suppliers, including external law firms, the verification of sustainability parameters is central.

How is the work/life balance managed at Zurich?

A.V.: The work/life balance is a distinctive and indispensable element within the company. Zurich's culture is undoubtedly inclusive and our team is one of the most proactive. Initiatives include not only a focus on inclusive language, but also the possibility of paternity leave that is longer than the legal requirement, participation in gay pride events, team-building opportunities with activities to protect the environment, and social initiatives for NEETs - a term for young people who are not studying or working. We are also active in pro bono activities, putting our legal skills to work for those most in need of them.

D.A.: As a legal team, we also have a global strategy. Our mission can be summed up by the following words: enable, create, protect, togetherness; our mandate is to enable Zurich to achieve its strategic and business objectives, create pragmatic solutions together and protect Zurich from legal and reputational risk. To do this, the legal department works together as a team and, as in all teams, it is essential to focus on the well-being of employees and colleagues. ♦

"Zurich introduced smart-working in 2015, pioneering the hybrid model in our market"



Bupa is in the process of adding AI tools that will help our lawyers work better



Interview with

DIEGO GOMEZ PALACIO BORBOA

Legal, Strategy and M&A Director,
BUPA MEXICO

Diego Gomez Palacio Borboa, legal, strategy and M&A director at Bupa Mexico, discusses the group's recent M&A moves in the country and the major challenges for corporate legal departments, including risk mitigation.

LEADERS LEAGUE: Tell us a bit about your role at Bupa.

Diego Gomez Palacio Borboa: I am the legal, strategy and M&A director at Bupa Mexico, which includes the insurance business and the health administration business developed by Vitamedica, one of the biggest networks of medical providers in the country, now also part of Bupa. This means I am responsible for all legal matters within the business unit as well as seeking and landing opportunities for semi-organic and inorganic growth, such as partnerships and acquisitions in the healthcare industry (insurance and provision). Successfully exercising such an important and demanding role is only possible thanks to the support of my amazing team, a group of eight talented individuals (90% of whom are women) who make things happen through their dedication and passion.

What were the biggest challenges for Bupa Mexico during the pandemic and how has the situation changed today?

The Covid pandemic changed the way we lived and did business. Overnight, we had to modify the way we worked and interacted with our peers, customers, providers, and regulators. We had to move quickly to ensure our employees and customers were safe, knew exactly what to do and how to get assistance. In light of this, we sent every team home, except for the legal team, which had to work from the office to ensure all regulatory and legal communications were taken care of. We also launched an external communication campaign to provide peace of mind to our customers about their insurance coverage as it related to Covid-19. We constantly scanned the legal horizon for new regulations related to the pandemic and acted swiftly to implement them (for example, the mandatory sanitary measures in the workplace and the reform of the labor law regarding home office).

In times of uncertainty such as these, we find opportunities to change the way we serve our customers. During the pandemic,

we launched tele-health services, developing *Bupa en Casa*, a service to provide medical home care, delivery of medication and ambulance services, among others. We also launched our Bupa Mexico App, which uses AI to determine vital signs via facial recognition and has features to make finding medical providers in the area easier. In terms of financial challenges, while the average cost of a Covid infection for other insurers in Mexico was around \$20k, Bupa's average cost was above \$60k. This fact shows that our coverage is broader than most insurance companies, providing customers availing of our medical insurance with a higher level of support and financial certainty.

Looking back at all these challenges, I am now convinced not only of the resilience our company, but in its ability to adapt to the unexpected: every challenge is an opportunity to improve for the benefit of our customers.

"Creativity in the legal practice is essential in order to find optimal solutions to complex issues"

What have been the main recent developments in M&A for Bupa in Mexico and what projects do you have in the pipeline?

At the beginning of 2021, Bupa acquired Vitamedica, a health administrator with one of the largest medical networks in Mexico – over 12,000 providers nationwide. Presently, Bupa has entered into an agreement for a new M&A deal which will be announced shortly and is actively seeking M&A opportunities, both in the health insurance and health provision industries. Mexico is a priority market for Bupa, and we view M&A as an opportunity to accelerate our growth and to provide more and better services to our customers.

What are the main challenges for a corporate legal department in a sector such as health insurance?

The legal area of a regulated industry like health insurance always faces challenges such as filing and reporting in a timely manner, keeping a tidy corporate governance practice, and reviewing contracts carefully to mitigate legal risks and protect the company. However, I would say that it is of utmost importance for legal teams in the health insurance sector to be creative and always remain customer-centric. Creativity in the legal practice is essential in order to find optimal solutions to complex issues. A lawyer must be trained to think outside the box while appropriately managing legal risks. This will allow them to become true partners to the business and add value. At Bupa, our vocation is to help people live longer, healthier, happier lives and make the world a better place. Our work and decisions in the healthcare sector impact the lives of our customers, which is why it is so important to remain customer-centric. By doing so, we have empathy, and learn to listen, learn and improve.

What role do technology and innovation play in the legal area of the company?

Technology and innovation are part of our DNA. Bupa views digital transformation as a must. Prior to the pandemic, we introduced electronic contract signatures and

since Covid have set a goal of becoming 100% paperless.

We have also developed contract management systems and are in the process of implementing AI tools to assist our lawyers with regulatory scanning. Although tech is an important part of innovation, you don't always need technology to create value, reduce waste or increase efficiency. Therefore, we also work tirelessly to improve internal processes, train our team, and find better ways of doing our job.

"Every challenge is an opportunity for Bupa to improve for the benefit of our customers"

What is your relationship with external legal advisors and what aspects do you value most when working with them?

We are proud to have long-standing relationships with many of our external legal advisors. Such relationships are based on trust and trust is built on results. We value our external advisors who proactively share relevant topics, identify risks, and practice flexibility and adaptability, not only in regard to rates and billing but also their processes. Finally, we value integrity as well as external advisors who take the time to understand our specific business needs and work as an extension of the in-house team. ♦



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NORTH AMERICA

CANADA

WHITE-COLLAR CRIME

Best Law Firms

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FIRM	KEY FIGURE(S)
LEADING	
Bennett Jones	Jim Patterson, Munaf Mohamed, Lincoln Caylor
Blake, Cassels & Graydon	Mark Morrison, Sean Boyle
McCarthy Tétrault	Andrew Matheson
EXCELLENT	
Fenton, Smith Barristers	Scott Fenton
Greenspan Humphrey Weinstein	Brian Greenspan
Norton Rose Fulbright	François Fontaine
Osler, Hoskin & Harcourt	Lawrence Ritchie, Stéphane Eljarrat
HIGHLY RECOMMENDED	
Borden Ladner Gervais	Graeme Hamilton
Davies Ward Phillips & Vineberg	Sandra Forbes, John Bodrug, Guy Du Pont, Léon Moubayed
Gowling WLG	Glen Jennings
McMillan	Guy Pinsonnault
Stockwoods	Brian Gover

**INSURANCE LAW****Best Law Firms**

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FIRM	KEY FIGURE(S)
LEADING	
Stikeman Elliott	Stuart Carruthers, Alan D'Silva, Pierre-Paul Daunais, Michael Mestinsek
Torys	Blair Keefe, Jill McCutcheon
EXCELLENT	
1 Blake, Cassels & Graydon	Paul Belanger, David Tupper
Clyde & Co	John Nicholl
Fasken	Koker Christensen
2 Borden Ladner Gervais	Rebecca Bush, Donna Spagnolo, Graham Walker
McCarthy Tétrault	Nancy Carroll, Hartley Lefton, William Scott
HIGHLY RECOMMENDED	
Blaney McMurtry	Dominic Clarke
Cassels Brock & Blackwell	Rick Da Costa, Gordon Goodman
Dentons	Laurie LaPalme, Douglas Stewart
Gowling WLG	Belinda Bain
Langlois Lawyers	Valérie Lemaire, Jean-François Gagnon
Lenczner Slaght	Nina Bombier
RECOMMENDED	
Alexander Holburn Beaudin + Lang	Judi Kennedy
Dolden Wallace Folick	Eric Dolden
Norton Rose Fulbright	Jamie MacDonald

MEXICO

COMPLIANCE & FRAUD

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Jones Day	Guillermo Larrea
Lec, Litigio Estratégico y Compliance	Luis Dantón Martínez, Daniela Ortega, José Antonio Coto
Sainz Abogados	Hugo López Coll
EXCELLENT	
Gonzalez Calvillo	Luis Felipe Mancera de Arrigunaga, Luis Enrique Cervantes
OCA Law Firm	Luis Ortiz
Orta Abogados	Jesús Orta
Von Wobeser Y Sierra	Diego Sierra
HIGHLY RECOMMENDED	
Baker McKenzie	Jonathan Edward Adams
BGBG - Bello, Gallardo, Bonequi y García, S.c.	Miguel Gallardo-Guerra
Cannizzo	Carlo Cannizzo, Enrique García
Chavez Vargas Minutti	Brian Minutti Aguirre
Creel García-Cuellar Aiza y Enríquez	Leonel Perezniето
Martín, Isla & Pickering Abogados	Ricardo Martín González
Sanchez Devanny	Daniel Maldonado, Humberto Morales Barrón

LEC - LITIGIO ESTRATÉGICO & COMPLIANCE: ONE-STOP SHOP FOR COMPLIANCE LIABILITY



Luis Dantón

Key figure(s): Luis Dantón
Established: 2020

Track record: The team represents companies in sensitive administrative liabilities litigation cases and also advises clients on designing, implementing and improving their compliance programs in aspects such as corporate governance, antibribery, antitrust, AML and privacy, among other key compliance risks. The client roster includes Saavi Energía, Microsoft, Servicios Broxel and FOCIR.

Team & differentiation: Founded by Luis Dantón, one of the Mexico's compliance pioneers, anti-money laundering guru José Coto, corporate governance head Daniela Ortega, and Carlos Herce, who specializes in white-collar crime and administrative litigation, LEC is positioned as a one-stop shop for compliance issues and companies' and individuals' criminal & administrative liabilities.

CHAVEZ VARGAS MINUTTI: COMPLIANCE SPECIALISTS



Brian Minutti

Key figure(s): Brian Minutti
Established: 2011

Track record: The boutique has solid experience in banking and finance matters and extensive knowledge and expertise in the area of compliance. It deals with the implementation of compliance programs, data protection and forensic consulting for national and international clients, as well as the outsourcing of compliance officers for companies in various sectors.

Team & differentiation: The firm has a multidisciplinary team of professionals who specialize in compliance, anti-bribery risk and process design. Each of its consultants is an ISO37001-certified auditor. Brian Minutti has extensive experience in mergers and acquisitions, trust design, implementation of derivative transactions and advising issuers in all types of public securities offerings.



WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
EXCELLENT	
Nassar, Nassar y Asociados	José Luis Nassar Daw
Zinser, Esponda y Gómez Mont	Fernando Gómez Mónt Urueta, Alan Punskey
HIGHLY RECOMMENDED	
Bufete Aguilar y Quevedo	Alonso Aguilar Zinser
Bufete Ruiz Durán	Diego Ruiz Durán
Izunza y Maluf Abogados	Jose Luis Izunza
RECOMMENDED	
Carranca, Araujo, Acosta y Riquelme	Agustin Acosta Azcon
Requena Abogados	Carlos Requena
Riquelme, Sirazi, Gomez Mont Abogados	Francisco Riquelme Gallardo
Zinser & Olea	Xavier Oléa Peláez, Ricardo Zincer Cruz
VALUABLE PRACTICE	
Basham Ringe y Correa	Francisco Tiburcio, Alejandro Catalá
Del Rio y Moreno De Lejía	Alberto del Rio, Jesus Ismael Moreno, Manuel Fletes Stadeler
LEC, Litigio Estratégico y Compliance	Carlos Alberto Herce Orozco
Macdonel, Uribe, Cuesta, Llaca & Esquivel	Eliser García Macdonel
Rafael Anzures Abogado	Rafael Anzures

INSURANCE LITIGATION

Best Law Firms

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FIRM	KEY FIGURE(S)
LEADING	
Colin Vega Fletes	Francisco Guerra Fletes, Enrique Urbano, Nayvy Nava
EXCELLENT	
Garza Tello - Clyde & Co	Vicente Bañuelos
Kennedys	Michael Hennessy, Alberto Torres
HIGHLY RECOMMENDED	
Creel García-Cuéllar Aiza y Enríquez	Leonel Pereznieto
Dac Beachcroft Mexico	Miguel Angel de la Fuente, Alma Urquiza, Andrea Cordero
Jáuregui y Del Valle	Alberto Balderas Fernandez, Luis Gerardo del Valle
Martínez Algaba de Haro Curiel	Daniel Ortega, Javier Curiel Obscura
Mañon Quintana	Gerardo Quintana, Darío Jandette
Ocampo 1890	Aldo José Ocampo Castañares
RECOMMENDED	
Adame González De Castilla & Besil	Alvaro Adame, Ramiro Besil
BGBG - Bello, Gallardo, Bonequi Y García, S.C.	Juan Bonequi Herrera, Javier Pérez
Bufete Asali	Jorge Asali
Galicia Abogados	Rodrigo Zamora
Gonzalez Calvillo	Edgar Grajeda, Luis Felipe Mancera de Arrigunaga
Müggenburg Gorchés y Peñalosa	Esteban C. Gorchés G.

USA

WHITE-COLLAR CRIME

Best Law Firms

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FIRM	KEY FIGURE(S)
LEADING	
1 Debevoise & Plimpton	Bruce Yannett, Mary Jo White
Gibson, Dunn & Crutcher	Joseph Warin, Charles Stevens, Joel Cohen
Paul, Weiss, Rifkind, Wharton & Garrison	Lorin Reisner, Roberto Finzi
Skadden, Arps, Slate, Meagher & Flom	David Zornow, David Meister
2 Cleary Gottlieb Steen & Hamilton	Lev Dassin, David Brodsky
Kirkland & Ellis	Mark Filip, Henry DePippo
Latham & Watkins	Benjamin Naftalis, Nathan Seltzer, Douglas Greenburg
EXCELLENT	
Covington & Burling	Nancy Kestenbaum, Steven Fagell, Aaron Lewis
Davis Polk & Wardwell	Angela Burgess, Greg Andres, Martine Beamon
Dechert	David Kelley, David Kistenbroker
King & Spalding	Wick Sollers, Mark Jensen
Sullivan & Cromwell	Nicolas Bourtin
WilmerHale	Stephen Jonas, Howard Shapiro, Ronald Machen, Anjan Sahni
HIGHLY RECOMMENDED	
Paul Hastings	Gary Giampetruzzi, Robert Luskin, Kwame Manley, Matthew Herrington
Quinn Emanuel Urquhart & Sullivan	William Burck, Juan Morillo, John Potter, James Asperger
Sidley Austin	Timothy Treanor, David Hoffman, Karen Popp, James Cole
Wachtell, Lipton, Rosen & Katz	John Savarese, David Anders
Williams & Connolly	David Zinn, Tobin Romero
RECOMMENDED	
Arnold & Porter	John Nassikas, Michael Rogoff, Amy Jeffress, Marcus Asner
Freshfields Bruckhaus Deringer	Aaron Marcu, Adam Siegel
Hogan Lovells	Peter Spivack
Miller & Chevalier Chartered	Addy Schmidt, Andrew Wise
Simpson Thacher & Bartlett	Stephen Cutler
VALUABLE PRACTICE	
Cravath, Swaine & Moore	David Stuart, John Buretta, Benjamin Gruenstein, Rachel Skaistis
Diaz, Reus & Targ	Robert Targ, Marta Colomar-Garcia, Michael Diaz
Jenner & Block	Anthony Barkow, Katya Jestin, Reid Schar
Jones Day	Karen Hewitt, Theodore Chung
Morville Abramowitz Grand Iason & Anello	Elkan Abramowitz
Orrick, Herrington & Sutcliffe	Guy Singer, Amy Walsh
Ropes & Gray	Laura Hoey, Michael McGovern, James Dowden
Steptoe & Johnson	Reid Weingarten, Brian Heberlig, Jason Weinstein, Chris Niewoehner
White & Case	Scott Hershman

FORENSICS & INVESTIGATIONS

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Alvarez & Marsal	Larry Iwanski, Matthew Bialecki
Deloitte Risk and Financial Advisory	Don Fancher
FTI Consulting	Brian Ong, Edward Westerman
PwC	Ryan Murphy, Kristin Rivera
EXCELLENT	
Ankura	Martin Wilczynski, Jason Flemmons
Berkeley Research Group	Saul Solomon
Charles River Associates	Robert Brunner, Cuyler Robinson, Peter Nolan
EY	Tony Jordan
Floyd Advisory	Joseph Floyd
Nardello & Co	Mark Califano, Tara MacMillan
StoneTurn	Allen Applbaum
HIGHLY RECOMMENDED	
AlixPartners	Meaghan Schmidt, Brad Mroski
BDO USA	Timothy Mohr
Credibility International	Tim Hart
Grant Thornton	Craig Casey, Mark Sullivan
KPMG	Amanda Rigby, Matthew McFillin
Kroll	Richard Plansky
RECOMMENDED	
Cornerstone Research	Elaine Harwood
Forensic Risk Alliance	Drew Costello, Neil Kennan, Stacy Fresch
J.S. Held	Jean Chow-Callam
K2 Integrity	Brian Cairl
VALUABLE PRACTICE	
Baker Tilly	Jonathan Marks
CohnReznick	Kevin Clancy
Crowe	Tim Bryan, Noel Kersh
Delta Consulting Group	Jeff Harfenist
Mazars	Michael Kupka
RSM US	Greg Naviloff

INSURANCE: ADVISORY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Debevoise & Plimpton	Nicholas Potter, John Vasily
Willkie Farr & Gallagher	Alexander Dye, John Schwolsky
EXCELLENT	
Sidley Austin	Jonathan Freedman, Michael Goldman
Skadden, Arps, Slate, Meagher & Flom	Todd Freed
HIGHLY RECOMMENDED	
Clifford Chance	Dennis Manfredi, Joseph Cosentino
Eversheds Sutherland	John Pruitt, Cynthia Shoss
Mayer Brown	Stephen Rooney, David Alberts, Lawrence Hamilton
RECOMMENDED	
DLA Piper	Michael Murphy
Simpson Thacher & Bartlett	Andrew Frankel, Patrick Naughton
Sullivan & Cromwell	Marion Leydier, Stephen Kotran



USA

INSURANCE LITIGATION: ACTING FOR INSURERS**Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Simpson Thacher & Bartlett	Mary Beth Forshaw, Bryce Friedman
2 Clyde & Co	Paul Koepff, Michael Knoerzer, Eileen King Bower
Dentons	Shari Klevens, Keith Moskowitz, Sonia Martin
O'Melveny & Myers	Tancred Schiavoni, Richard Goetz
Steptoe & Johnson	Harry Lee
EXCELLENT	
Cahill Gordon & Reindel	Joel Kurtzber, Thorn Rosenthal
Choate Hall & Stewart	Robert Kole, David Attisani, Jean-Paul Jaillet
Cozen O'Connor	Joseph Ziemianski, Melissa Brill
Crowell & Moring	Mark Plevin, Laura Foggan, Clifford Hendler
DLA Piper	Michael Murphy
Duane Morris	Brian Kelly, Max Stern
Sidley Austin	Ellen Dunn
HIGHLY RECOMMENDED	
Chaffetz Lindsey	Charlie Scibetta, Steven Schwartz, Peter Chaffetz, Cecilia Moss
McDermott Will & Emery	Margaret Warner, Ryan Smethurst
Quinn Emanuel Urquhart & Sullivan	Michael Carlinsky
Wiley Rein	Daniel Standish, Kimberly Melvin

INSURANCE LITIGATION: ACTING FOR POLICYHOLDERS**Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Covington & Burling	Benedict Lenhart, Mitchell Dolin
Reed Smith	David Halbreich
EXCELLENT	
1 Anderson Kill	Robert Horkovich, William Passannante
Blank Rome	Linda Kornfeld, John Gibbons, James Murray
2 Jenner & Block	John Mathias, Brian Scarbrough, David Kroeger
Jones Day	Tyrone Childress
HIGHLY RECOMMENDED	
K&L Gates	David McGonigle, Sarah Turpin
Morgan, Lewis & Bockius	Paul Zevnik
Pillsbury Winthrop Shaw Pittman	Robert Wallan, Peter Gillon
Proskauer Rose	Marc Rosenthal, John Failla
RECOMMENDED	
Hunton Andrews Kurth	Walter Andrews
Latham & Watkins	David Barrett
Perkins Coie	Selena Linde

INSURANCE LITIGATION: PRODUCT LIABILITY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Arnold & Porter	Anand Agneshwar, Pamela Yates
2 DLA Piper	Christopher Campbell
Jones Day	Stephanie Parker
King & Spalding	John Hooper, Bruce Hurley
Morrison & Foerster	Erin Bosman, Julie Park, Tiffany Cheung
Williams & Connolly	Heidi Hubbard, Joseph Petrosinelli
EXCELLENT	
Bowman And Brooke	Paul Cereghini, Vincent Galvin
Greenberg Traurig	Francis Citera, Lori Cohen, Gretchen Miller
Kirkland & Ellis	Leslie Smith, Mike Brock
Mayer Brown	Daniel Ring, Michael Olsen, Henninger Bullock
Norton Rose Fulbright	Steven Jansma
O'Melveny & Myers	Richard Goetz, Steve Brody, Sabrina Strong
Shook, Hardy & Bacon	Alicia Donahue
Sidley Austin	Heidi Levine, Alycia Degen
HIGHLY RECOMMENDED	
Bartlit Beck	Adam Hoeflich, Jason Peltz
Dechert	Mark Cheffo, Sheila Birnbaum
Goldman Ismail Tomaselli Brennan & Baum	Tarek Ismail
Goodwin	Richard Oetheimer
Hogan Lovells	Lauren Colton, Michael Kidney
McGuireWoods	Tracy Walker IV, Samuel Tarry Jr., Diane Flannery
Reed Smith	Melissa Geist, Robert Roth
Wheeler Trigg O'Donnell	Michael O'Donnell, Malcolm Wheeler
RECOMMENDED	
Butler Snow	Alyson Jones, Orlando Richmond
Covington & Burling	Michael Imbroscio, Paul Schmidt
Hughes Hubbard & Reed	Robb Patryk, James Fitzpatrick
Latham & Watkins	Gwyn Williams, Thomas Heiden, Christine Rolph
Morgan, Lewis & Bockius	Paul Zevnik, Yardena Zwang-Weissman
Quinn Emanuel Urquhart & Sullivan	Adam Abensohn, William Adams, James Asperger, Andrew Berdon
Skadden, Arps, Slate, Meagher & Flom	John Beisner
Tucker Ellis	Sherry Knutson, Mollie Benedict
Winston & Strawn	Matthew Campbell, Sandra Edwards, George Lombardi

SOUTH AMERICA

ARGENTINA

COMPLIANCE & FRAUD

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
EXCELLENT	
Beccar Varela	Maximiliano D'Auro, Gustavo Papeschi
Bruchou & Funes de Rioja	Guillermo Jorge
Marval O'Farrell & Mairal	Gustavo Morales Oliver, María Lorena Schiariti
Mitrani Caballero & Ruiz Moreno	Cristian Mitrani, Mariela Melhem, Siro Astolfi, Maria Paula Díaz
HIGHLY RECOMMENDED	
Allende & Brea	David Gurfinkel
Baker McKenzie	María Vanina Caniza, Fernando Goldaracena
Bomchil	Francisco Gutiérrez, Florencia Pagani
Munilla Lacasa, Salaber & de Palacios	Vicente de Palacios, Ramiro Salaber, Hernán Munilla Lacasa
RECOMMENDED	
Bullo Abogados	Esteban Gramblicka
Cerolini & Ferrari Abogados	Agustín Cerolini, Matias Ferrari
Estudio Bunge – Bunge, Smith & Luchía Puig	Diego Cesar Bunge, Carlos Nogueira, Adriana Senatore
Llodrá Law	Melina Llodrá
Martínez de Hoz & Rueda (MHR)	Martín Lepiane, Jimena Vega Olmos
MBP Partners	Ignacio Meggiolaro, Martina Caunedo
Pérez Alati, Grondona, Benites & Arntsen	Gabriela Grigioni, Arnaldo Cisilino, Enrique Betemps



ARGENTINA

WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
EXCELLENT	
Baker McKenzie	Fernando Goldaracena
Beccar Varela	Manuel Beccar Varela, Francisco Zavalía
Durrieu Abogados	Guillermo Arias, Juan Martín López Quesada, Justo Lo Prete, Nicolas Durrieu
Munilla Lacasa, Salaber & de Palacios	Hernán Munilla Lacasa, Ramiro Salaber, Vicente de Palacios
HIGHLY RECOMMENDED	
Bruchou & Funes de Rioja	Guillermo Jorge, Fernando Basch
Carrio & Reussi Abogados	Alejandro Carrió, Francisco Carrió
Estudio de los Doctores Roca & Sarrabayrouse	Miguel A. Sarrabayrouse, Facundo Sarrabayrouse, Juan Manuel Sarrabayrouse
Estudio Durrieu	Roberto Durrieu
Fontán Balestra & Asociados	Carlos Fontán Balestra, Santiago Fontán, Juan María del Sel
Vergara & Asociados	Gonzalo Manuel Vergara
RECOMMENDED	
Estudio Cuneo Libarona	Mariano Cúneo, Rafael Cúneo
Estudio Salvi	Matias Moran
Ortiz & Asociados	Luciano Ortiz Almonacid
Velasco, Carullo & Giletta	Luis Velasco

INSURANCE LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Allende & Brea	Martín Argañaraz
Beccar Varela	Daniel Seoane
Bullo Abogados	Carlos Alberto Estebenet
Marval O'Farrell & Mairal	Pablo Cerejido
EXCELLENT	
Bomchil	Javier Petrantonio, Martín Torres
Estudio Bunge – Bunge, Smith & Luchía Puig	Donaldo Smith Sanchez, Juan Cornejo
Kennedys	Alberto Bunge
Lopez Saavedra & Villarroel	Diego López Saavedra
Nicholson y Cano Abogados	Maria Fraguas, Juan Carlos Etchebehere
Pérez Alati Grondona, Benites & Arntsen	Mariano Grondona, Jorge Pérez Alati, Diego Serrano
Zapiola Guerrico & Asociados	Martín Zapiola Guerrico
RECOMMENDED	
Armando, Esnaola & Vidal Raffo	Federico Vidal Raffo
Brons & Salas	Pablo Daniel Brusco, Eduardo Represas
Manzano, Lopez Saavedra & Ramirez Calvo	Martín Manzano Cornejo, Hernan Lopez Saavedra
Martínez de Hoz & Rueda (MHR)	Maximiliano Batista
Tallone Abogados	Patricio Petersen
Waldo Sobrino & Asociados	Waldo Sobrino

FORENSIC & INTEGRITY SERVICES

Best Consulting Services

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
EXCELLENT	
Deloitte	Raul Saccani
EY	Luciano Badaracco, Leandro Dores
KPMG	Diego Bleger, Ana López Espinar
PwC	Andres Sarcuno, Enzo Taibi
HIGHLY RECOMMENDED	
CIG	Matías Nahon
Forensics	Martín Elizalde
RECOMMENDED	
BDO	Pablo Silberfich
Grant Thornton	Alejandro Chiappe, Mariana Alonso

BRAZIL

FORENSICS & COMPLEX INVESTIGATIONS

Best Litigation Support & Expert Witnesses

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
EY	Marlon Jabbur, Cesar Atilio
KPMG	Emerson Melo, Raphael Soré, Alessandro Gratão, Carolina Paulino, Dino Almeida
EXCELLENT	
Control Risks	Geert Aalbers, Christian Perlingiere, Rodrigo Russo, José Ricardo Bevilacqua, Eduardo Ibrahim
FTI Consulting	Gustavo Oliva Galizzi
Kroll	Fernanda Barroso Carneiro
Protiviti	Daniela Aggio, Rodrigo Pacheco, Eloiza Oliveira, Bernardo Santangelo, Luis Fernando Barbosa
PwC	Leonardo Lopes, Francisco Macedo
HIGHLY RECOMMENDED	
Alvarez & Marsal	Diego Pio
Charles Rivers Associates	Cynthia Catlett
Deloitte	José Paulo Rocha
Epiq Global	Bruno Massard, Scott Berger
Grant Thornton	Vitor Pedrozo, Honazi Farias, Delson Gonçalves
RECOMMENDED	
BDO	Carlos Dias
PP&C Auditores Independentes	Aline Poiani
StoneTurn	Patricia Latorre
KYD360	Steven Neuman

CONTROL RISKS: EXPERT FORENSICS ADVICE



Geert Aalbers

Key figure(s): Geert Aalbers
Established: 1975

Track record: Control Risks is a consultancy specializing in risk assessments, risk management corporate misconduct investigations, regulatory issues, harassment, and litigation BI. The company employs data analytics and cutting-edge technology to help clients anticipate and overcome crisis situations that may occur in its business.

Team & differentiation: Based in Sao Paulo, the team has extensive experience in Brazil-related matters and a solid academic background, which results in professionals who are well prepared to handle complex, large-scale investigations, remaining in close contact with the clients and parties of each dispute. The team's expertise extends to accountancy, e-discovery and corporate devices research.

PROTIVITI: EXCELLENT INVESTIGATIONS FIRM



Daniela Agio

Key figure(s): Daniela Agio
Established: 1995

Track record: ICTS Protiviti is a top drawer investigations firm, able to lead projects in the retail, logistics, finance and healthcare sectors among others. Services include fraud interviews, anticorruption advisory, harassment investigations, labor security verification and internal training. Routinely partners with the biggest full-service Brazilian law firms and companies in the public and private sector.

Team & differentiation: The investigations team is composed of more than 120 qualified professionals who focus on tech, accounting, due diligence and cybersecurity. The company can also draw on the expertise of its 100-strong denouncement channel department, which represents nearly 400 clients.



COMPLIANCE

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Deloitte	Alex Lelis Borges, Edson Cedraz
EY	Marina Mantoan, Marina Costa, Paulo Manoel, Marlon Jabbur, Lutz Kuehne
KPMG	Diogo Dias, Sidney Ito
Protiviti	Jefferson H. Kiyohara, Yaniv Chor
PwC	Fabio Cajazeira, Luiz Ponzoni
EXCELLENT	
Compliance Total	Wagner Giovanini, Marcelo Borowski Gomes
Conformità	Laurenço Tosetto, Jhonatan da Rosa, Sérgio Gomes, André Costa
Grant Thornton	Vitor Pedrozo, Claudio Mello de Castro
GRC Solutions - Governança, Risco e Compliance	Mariana Ortiz, Elcio Benevides
Mazars	Rodrigo Ribeiro Viñau, Carolina Nobrega, Claudio Peixoto, Luis Navarro
HIGHLY RECOMMENDED	
Alvarez & Marsal	Luis de Lucio
MK Consultoria	Yoshiharu Endo, Paulo César Sacramento, Gilson Oliveira Marques
Veritaz	Leticia Sugai
RECOMMENDED	
BDO	Andre Nogueira
Missão Compliance	Luciano Alves Malara, Paula Naumovs Braga
PFM Associados	Paulo Fernando Melo
PP&C Auditores Independentes	Marcos Rodrigues, Aline Poiani, Camila Arná
T4 Compliance	Matheus Cunha, Carla Locatto

COMPLIANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 TozziniFreire Advogados	Shin Jae Kim, Renata Muzzi, Giovanni Falcetta, Karla Maeji, Marcelo Zenkner
2 Demarest Advogados	Eloy Rizzo, Fabyola En Rodrigues
Maeda, Ayres & Sarubbi Advogados	Bruno Maeda, Carlos Ayres, Erica Sarubbi, Fernanda Rovella Bidlovsky
Mattos Filho	Thiago Jabor Pinheiro, Renato Tastardi Portella, Kevin Altit, Thiago Luís Sombra
EXCELLENT	
Pinheiro Neto Advogados	José Alexandre Buaiz Neto, Mário Panseri Ferreira, Ricardo Levy
HIGHLY RECOMMENDED	
Azevedo Sette Advogados	Isabel Franco
Madruga BTW	Antenor Madruga, Mariana Tumbiolo
Machado Meyer Advogados	Marcos Paulo Veríssimo, Juliana Sá de Miranda
Saud Advogados	Salim Saud Neto, Caroline Rosa
Tauil & Chequer Advogados	Luís Inácio Adams, Michel Sancovski
RECOMMENDED	
Campos Mello Advogados	Ricardo Caiado Lima, Antonio Tovo
Lefosse Advogados	Juliana Daniel, Adriana Dantas
VALUABLE PRACTICE	
Cescon, Barrieu, Flesch & Barreto Advogados	Luciano Inácio de Souza, Yuri Sahione
David Rechulski Advogados	David Rechulski, Ricardo Pagés
Duarte Garcia, Serra Netto e Terra	Pedro Simões
Flesch Advogados	Esther Flesch
KLA Advogados	Filipe Magliarelli, Catarina Rattes
Trench Rossi Watanabe	Heloísa Barroso Uelze, Felipe Ferenzini
Stocche Forbes Advogados	Camila Pepe
Veirano Advogados	Vitor Jorge
Warde Advogados	Valdir Moysés Simão, Walfrido Jorge Warde Júnior



WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Almeida & Castro Advogados Associados	Antônio Carlos de Almeida Castro
Bottini & Tamasauskas Advogados	Pierpaolo Cruz Bottini, Igor Tamasauskas
Bulhões & Bulhões Advocacia	Antônio Nabor Areias Bulhões
Dias e Carvalho Filho Advogados	José Carlos Dias, Theodomiro Dias Neto
Moraes Pitombo Advogados	Antônio Sérgio Altieri de Moraes Pitombo
Oliveira Lima & Dall'Acqua Advogados	José Luis Oliveira Lima, Rodrigo Dall'Acqua, Ana Carolina de Oliveira Piovesana, Daniel Kignel
Toron, Torihara e Cunha Advogados	Alberto Zacharias Toron
Vilardi Advogados	Celso Sanchez Vilardi
2 Advocacia Mariz de Oliveira	Antonio Cláudio Mariz de Oliveira
Nelio Machado Advogados	Nélio Machado
Nilo Batista & Advogados Associados	Nilo Batista
Tofic Simantob, Perez e Ortiz Advogados	Fábio Tofic Simantob, Débora Gonçalves Perez, Mariana Tranchesi Ortiz
EXCELLENT	
Alexandre Wunderlich Advogados	Alexandre Wunderlich
Aloísio Lacerda Medeiros Advogados Associados	Aloísio Lacerda Medeiros
Badaró Advogados Associados	Gustavo Badaró
Batochio Advogados	José Roberto Batochio
Cavalcanti Sion Advogados	Dora Cavalcanti, Paula Sion, Luiza Ferreira, Raquel Lima Scalcon, Gabriel Holtz
Davi Tangerino Advogados	Davi Tangerino, André Tanabe
Joyce Roysen Advogados	Joyce Roysen, Claudia Bernasconi
Marcelo Leonardo Advogados Associados	Marcelo Leonardo
Maria Elizabeth Queijo e Eduardo M. Zynger Advogados	Maria Elizabeth Queijo
Mattos Filho	Rogério Fernando Taffarello, Paula Moreira Indalecio, Flávia Guimarães Leardini
Miguel Reale Júnior Advogados	Miguel Reale Júnior
Paulo Freitas Ribeiro Advogados Associados	Paulo Freitas Ribeiro
Rahal, Carnelós e Vargas do Amaral Advogados	Flávia Rahal Bresser Pereira, Guilherme Ziliani Carnelós, Camila Vargas do Amaral
Rão & Lago Advogados	Sônia Cochrane Rão, Natasha do Lago
Rosenthal Advogados Associados	Sérgio Rosenthal, Milton Rosenthal
Zanoide De Moraes, Peresi, Braun & Castilho Advogados Associados	Maurício Zanoide de Moraes, Caroline Braun, Daniel Diez Castilho
HIGHLY RECOMMENDED	
Breda Advocacia	Juliano Breda, José Guilherme Breda, Flávia Trevizan
CAZ - Costa, Coelho Araújo e Zaclis Advogados	Daniel Zaclis, Helena Lobo da Costa, Marina Coelho Araújo
Carnelós e Garcia Advogados	Eduardo Pizarro Carnelós
CFC - Cláudio Figueiredo Costa Advocacia Criminal	Cláudio Figueiredo Costa, Raphael Gaudio
David Rechulski Advogados	David Rechulski, Shierien Rechulski, Ricardo Pagés
Dotti Advogados	Alexandre Knoppholz, Gustavo Britta Scandelari
Feldens Advogados	Luciano Feldens
Iokoi Advogados	Pedro Ivo Gricoli Iokoi, Bruno Paiva, Adriano Scalzaretto, Caio Nogueira Da Fonseca
Mudrovitsch Advogados	R. de Bittencourt Mudrovitsch, F. Fernandes de Carvalho, I. Candido da Silva de Franco
Podval Advogados Associados	Roberto Podval
Reale Advogados Associados	Eduardo Reale Ferrari
Silveira e Salles Gomes Advogados	Renato de Mello Jorge Silveira, João Florêncio de Salles Gomes Junior

RECOMMENDED

Andre Kehdi e Renato Vieira Advogados	Andre Kehdi, Renato Vieira
Aury Lopes Júnior Advogados Associados	Aury Lopes Júnior
Avelar Advogados	Leonardo Magalhães Avelar
Carlos Eduardo Machado Advogados	Carlos Eduardo Machado, Rafael Duque Estrada, Mario Fabrizio Polinelli
Castelo Branco Advogados Associados	Tales Castelo Branco, Fernando Castelo Branco
David Teixeira de Azevedo Advogados	David Teixeira de Azevedo, André Azevedo
Demarest Advogados	Fabyola En Rodrigues
Figueiredo & Velloso Advogados	Ticiano Figueiredo, Pedro Ivo Velloso
Fragoso Advogados	Christiano Fragoso, Fernando Fragoso
Malheiros Filho, Meggiolaro e Prado Advogados	Daniella Meggiolaro Paes de Azevedo, Arthur Sodré Prado
Maurício Campos Júnior Sociedade de Advogados	Maurício de Oliveira Campos Júnior
Mirza & Malan Advogados	Diogo Malan
Muylaert, Kok, Noal e Queiroz Advogados	Eduardo Muylaert, Syllas Kok Ribeiro
Salles Ribeiro Advocacia	Bruno Salles Ribeiro, Marco Antonio Chies Martins
SiqueiraCastro	João Daniel Rassi, Renata Cestari Ferreira
Sanz Advogados	Eduardo Sanz
Torres, Falavigna & Vainer Advogados	Luís Carlos Dias Torres, Leandro Falavigna
Teixeira, Quattrini e Silvio Rocha Escritórios Associados	Roberto Teixeira, Silvio Luis Ferreira da Rocha, Larissa Teixeira Quattrini
Veirano Advogados	Marta Saad

VALUABLE PRACTICE

Campos Mello Advogados	Ricardo Caiado Lima
Caputo, Bastos e Serra Advogados	Paula Lima Hyppolito Oliveira
Chinaglia Oliveira Advogados	Clarissa Oliveira
Corrêa Gontijo Advogados	Conrado Almeida Corrêa Gontijo
Delmanto Advocacia Criminal	Roberto Delmanto Junior
Donati Buzanelli Advogados	Conrado Donati
Gamil Föppel Advogados Associados	Gamil Föppel
Lacaz Martins, Pereira Neto, Gurevich & Schoueri Advogados	Miguel Pereira Neto
Lefosse Advogados	Adriana Dantas
Machado Meyer Advogados	Juliana Sá de Miranda
Miranda Coutinho, Carvalho & Advogados	Jacinto Nelson de Miranda Coutinho, Edward Rocha de Carvalho
Pinheiro Neto Advogados	Mário Panseri Ferreira
Salo de Carvalho e Lilian Reolon Advogados	Salo de Carvalho
TozziniFreire Advogados	Isadora Fingeremann
Zanin Martins Advogados	Cristiano Zanin Martins

NOTABLE PRACTICE

1 Advocacia Casagrande	Daniel Alberto Casagrande
Antun Advogados Associados	Odel Mikael Jean Antun, Alvaro Augusto Orione Souza
Felipe Martins Pinto Sociedade de Advogados	Felipe Martins Pinto, Letícia Junger
Felsberg Advogados	André Fonseca
KLA Advogados	Filipe Magliarelli
Melchior Advogados	Antonio Pedro Melchior, Leonardo dos Santos Rivera
Moreira Porto Advogados	Luiz Guilherme Moreira Porto
Trench Rossi Watanabe	João Augusto Gameiro
2 Arruda Botelho Sociedade de Advogados	Augusto de Arruda Botelho
Carina Quito Advogados	Carina Quito
Carla Domenico e Ana Lucia Penon Escritório de Advogados	Ana Lucia Penon
Duarte Garcia, Serra Netto e Terra Advogados	Pedro Augusto Simões da Conceição, Natalia Naomi Ikeda
Höfling Sociedade de Advogados	Clarissa de Faro Teixeira Höfling
Pieri Advogados	Ricardo Pieri
PLS Advogados – Pavan, Lapetina & Silveira Advogados	Newton Pavan
Trauczynski Muffone Advogados	Nicole Trauczynsky



Our analysis

TOFIC SIMANTOB, PEREZ E ORTIZ ADVOGADOS: FRONT-RUNNING CRIMINAL BOUTIQUE



Fábio Tofic Simantob

Key figure(s): Fábio Tofic Simantob
Established: 2006

Track record: Flourishing criminal boutique distinguished by its superior track record advising high-profile individuals and leading companies in complex white-collar crime cases. Particularly noted for its successful representation of top executives and public agents from the political sphere. Additionally admired for its proficiency in matters relating to money laundering, finance, tax, administration and the environment.

Team & differentiation: Thriving São Paulo-based criminal boutique consisting of four partners and seven associates. Renowned founding partner, Fábio Tofic Simantob, is trusted by politicians, government representatives and leading businesspeople from the finance, construction and healthcare sectors. His extensive experience in the white-collar crime universe makes him one of the market's key attorneys.

IOKOI ADVOGADOS: WHITE-COLLAR GIANTS



Pedro Ivo Gricoli Iokoi

Key figure(s): Pedro Ivo Gricoli Iokoi
Established: 2006

Track record: São Paulo-based firm singled out for its track record advising key national and international companies on corporate and economic crimes, bribery, embezzlement, fraud prevention, tax evasion and money laundering mandates. Among the boutique's illustrious clients are Itaú and Braskem. Respected for its strong performance in the banking, construction and automotive sectors.

Team & differentiation: This long-standing São Paulo-based firm consists of 25 highly qualified lawyers, led renowned founding partner Pedro Iokoi. Iokoi Advogados is widely recognized as one of Brazil's best white-collar crime boutiques. Of late, the firm boosted its experience in the technology sector, advising several prestigious companies such as Mercado Livre and OLX.

DOTTI ADVOGADOS: WHITE-COLLAR CRIME SPECIALISTS



Rogéria Dotti

Key figure(s): Rogéria Dotti
Established: 1961

Track record: Distinguished Curitiba-based criminal boutique frequently retained for its environmental, tax, economic and antitrust crime know-how. Stands out for its superior performance counseling at every stage of criminal cases, from preventive strategies to investigations and court litigation proceedings before all levels of the judiciary, including Brazil's higher courts. Particularly valued for its experience at the state and federal level.

Team & differentiation: Curitiba-based Dotti Advogados was founded by the late René Dotti, a professor and widely respected attorney. The firm has over 35 highly qualified lawyers, led by renowned partner Gustavo Scandelari and is singled out for its impressive performance in tax and financial crimes, criminal compliance and money laundering cases.

CLÁUDIO FIGUEIREDO COSTA ADVOCACIA CRIMINAL: THRIVING CRIMINAL-LAW BOUTIQUE



Cláudio Figueiredo Costa

Key figure(s): Cláudio Figueiredo Costa
Established: 2017

Track record: Esteemed white-collar boutique based in Rio de Janeiro and frequently involved in some of Brazil's most emblematic criminal cases. Noted for its expert counsel for distinguished names from the construction, financial services and insurance sectors on the full range of criminal matters, such as complex white-collar crime, administrative and environmental crimes, criminal compliance and plea bargain mandates.

Team & differentiation: CFC consists of six highly specialized attorneys, masterfully led by founding partner Cláudio Figueiredo Costa, who boasts over two decades' experience in the market and routinely advises major domestic and foreign companies on strategic criminal consultancy and litigation cases. Of note, the boutique recently announced the arrival of a new partner, Raphael Gaudio.

CARLOS EDUARDO MACHADO ADVOGADOS: TOP-NOTCH WHITE-COLLAR CRIME LAWYERS



Carlos Eduardo Machado

Key figure(s): Carlos Eduardo Machado
Established: 1990

Track record: Renowned white-collar boutique based in Rio, widely recognized for its extensive experience in highly complex cases involving economic and corporate criminal law. Highlighted for its strong presence in the oil & gas and construction sectors. Also noted for having taken part in notable nationwide investigations, as well for its tax crimes, criminal compliance and cooperation agreements expertise.

Team & differentiation: Rio-based boutique led by admired founding partner Carlos Eduardo Machado, a renowned white-collar crime specialist. Mr. Machado coordinates a team of nine skilled attorneys and has more than 30 years' experience in the market. He regularly lectures in criminal law, economic criminal law and financial crimes at Universidade Cândido Mendes.

ANTUN ADVOGADOS ASSOCIADOS: HIGH-LEVEL CLIENTELE



Odel Mikael Jean Antun

Key figure(s): Odel Mikael Jean Antun
Established: 2019

Track record: Renowned white-collar boutique retained by top executives and key companies for its highly specialized team of professionals. Highlighted for its broad experience acting on cases involving some of the highest profile federal operations in the country. Singled out for its outstanding track record advising on tax, environmental, administrative and succession-related criminal issues.

Team & differentiation: Headquartered in São Paulo, Antun Advogados Associados has branch offices in Brasília and Rio de Janeiro. The firm was founded in 2019 by partners Odel Mikael Jean Antun and Alvaro Augusto Orione Souza, who lead the white-collar crime practice and are held in high esteem for their expertise and excellent counsel representing clients on complex mandates.

ANTITRUST INVESTIGATIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 BMA - Barbosa, Müssnich, Aragão	Barbara Rosenberg, José Inacio Ferraz de Almeida Prado Filho, Bernardo Cascão, Marcos Exposto, Camilla Paoletti
Mattos Filho	Amadeu Ribeiro, Lauro Celidonio Neto, Marcio Soares, Michelle Machado, Renata Fonseca Zuccolo Giannella
2 Caminati Bueno Advogados	Eduardo Caminati, Marcio Bueno, Luiz Fernando Coimbra, Guilherme Misale
Demarest Advogados	Bruno Drago, Paola Pugliese, Daniel Andreoli, Milena Mundim
Pereira Neto Macedo Advogados	Caio Mario da Silva Pereira Neto, Daniel Douek, Ricardo Ferreira Pastore
TozziniFreire Advogados	Marcelo Calliari, Guilherme Ribas, Marcel Medon Santos, Tatiana Lins Cruz, Patricia Bandouk Carvalho
EXCELLENT	
Grinberg Cordovil Advogados	Mauro Grinberg, Leonor Cordovil, Karen Ruback, Ricardo Motta
Machado Meyer Advogados	Tito Amaral de Andrade, Maria Eugênia Novis, Marcos Paulo Verissimo
Pinheiro Neto Advogados	Cristianne Zarzur, José Alexandre Buaiz Neto, Renê Medrado, Leonardo Peres da Rocha e Silva
Tauil & Chequer Advogados	Adriana Giannini, Francisco Todorov, Lorena Nisiyama
HIGHLY RECOMMENDED	
Advocacia José Del Chiaro	Ademir Antonio Pereira Júnior, José Del Chiaro
Brolio Gonçalves Advogados - BGA	Priscila Brolio Gonçalves, Mariana Villela
Cescon, Barrieu, Flesch & Barreto Advogados	Joyce Midori Honda, Ricardo Lara Gaillard, Luciano Inácio de Souza
Lefosse Advogados	José Carlos Berardo, Juliana Daniel
Levy & Salomão Advogados	Ana Paula Martinez, Bolívar Moura Rocha, Mariana Tavares de Araujo
Magalhães e Dias Advocacia	Carlos Francisco de Magalhães, Gabriel Nogueira Dias, Fábio Nusdeo
VMCA - Vinicius Marques de Carvalho Advogados	Vinicius Marques de Carvalho, Ticiano Lima, Marcela Mattiuzzo
RECOMMENDED	
Ana Frazão Advogados	Ana Frazão, Angelo Prata de Carvalho
IWRCF - Inglez, Werneck, Ramos, Cury e Françolin Advogados	Ricardo Inglez de Souza
L.O. Baptista Advogados	Patricia Agra Araujo
Lobo de Rizzo Advogados	Sérgio Varella Bruna, Natalia S. Pinheiro da Silveira
Marchini Botelho Caselta Advogados	Aurélio Marchini Santos, Ricardo Botelho, Daniel Caselta
Mudrovitsch Advogados	Victor Rufino, Victor Cavalcanti Couto
Sampaio Ferraz Advogados	Juliano Maranhão, Tércio Sampaio Ferraz Junior
Trench Rossi Watanabe	Paulo Casagrande, Bruno Burini



INSURANCE & REINSURANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Ernesto Tzirulnik Advocacia	Ernesto Tzirulnik, Paulo Luiz de Toledo Piza, Wolf Ejzenberg, Tiago Moraes Gonçalves, Dina Paula Marques Pereira Meirelles Bernardes, Gustavo Palheiro Mendes de Almeida
Mattos Filho	Marcelo Mansur Haddad, Camila Calais, Thomaz Kastrup
2 Demarest Advogados	Marcia Cicarelli Barbosa de Oliveira, Camila Prado, André Alarcon
EXCELLENT	
DR&A Advogados	Danilo Garbin Machado, Dinir Salvador Rios da Rocha, Julia Santoro de Camargo Donato, Ricardo Ribeiro da Luz Loew
Raphael Miranda Advogados	Raphael Miranda, Pedro Ivo Mello, Antonio Pedro Raposo, Marina Buchalla
HIGHLY RECOMMENDED	
CAL - Costa & Albino Sociedade de Advogados	Julio Costa, Fernando Albino
Chalfin, Goldberg & Vainboim Advogados Associados	Ilan Goldberg, Rodrigo Gomes de Sousa
Pellon & Associados Advocacia	Luís Felipe Pellon, Sergio Ruy Barroso de Mello
Santos Bevilaqua Advogados	Ana Paula Costa, Daniela de Matos, João Marcelo Carvalho
Sergio Bermudes Advogados	Marcio Vieira Souto Costa Ferreira, Guilherme Valdetaro Mathias, Carolina Cardoso Francisco
RECOMMENDED	
1 F. Torres Advogados	Fábio Torres, Marcelo Lopes
Pinheiro Neto Advogados	Diógenes Mendes Gonçalves Neto, Bruno Balduccini
RPZ Advogados	Carla Padilha, Dennys Zimmermann
Schalch Sociedade de Advogados	Debora Schalch, João Paulo Balthazar Leite
Tavares Advogados	André Tavares, Daniel Chacur de Miranda
2 Campos Mello Advogados	Marcella Hill, Jaqueline Suryan
Machado Meyer Advogados	Eduardo Avila de Castro, Nei Schilling Zelmanovits
Penteado Mendonça e Char Advocacia	Armando Char
Pimentel e Associados Advogados	Adilson José Campoy, Marcio Alexandre Malfatti
Queiroz Cavalcanti Advocacia	Carlos Harten, Leonardo Cocentino
SABZ Advogados	Pedro Guilherme G. de Souza
Veirano Advogados	Felipe Bastos

RISK MANAGEMENT

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Control Risks	Geert Aalbers, Christian Perlingiere, Rodrigo Russo, Roberto Wong
Deloitte	Alex Borges
EY	Hélcio Bueno
KPMG	Diogo Dias, Fernando Lage, Thais Mendonça
PwC Brasil	Hélcio Bueno, Hercules Maimone, Adriano Vargas, Francisco Macedo
EXCELLENT	
Grant Thornton	Adriana Ribeiro Marques Moura, Thiago Brehmer
HIGHLY RECOMMENDED	
BDO	Toni Hebert
Protiviti	Daniela Coelho
Kroll	Enéas Moreira, Fernanda Carneiro
RECOMMENDED	
Alvarez & Marsal	Luis de Lucio, Rafael Couri
Eurasia Group	Silvio Cascione
KYD360	Steven Neuman
StoneTurn Brasil	Patricia Latorre



CRISIS COMMUNICATION

Best Communication Agencies

In each tier, the agencies are ordered alphabetically

AGENCY	KEY FIGURE(S)
LEADING	
BCW Group	Rosa Vanzella, Simone Iwasso
Brunswick Group	Roberta Lippi, Thomas Kamm, Deborah Castro
Grupo In Press	Kiki Moretti, Roberta Machado, Alexandre Freeland, Ana Domingues, Camila Alvarenga
FSB	Raphael Vaz Teixeira, Betina Bernardes, Marcio de Freitas, Paula Alface Dubois
EXCELLENT	
2PRÓ Comunicação	Myrian Vallone, Carolina Mendes, Giuliana Vallone
Edelman Brasil	Ana Julião, Marcília Ursini, Natalia Martinez, Ana Paula Sartor
FTI Consulting	Adriana Prado
Ideal	Ricardo Cesar, Tatiana Americano, Fernando Casagrandi, Paula Nadal
HIGHLY RECOMMENDED	
CDI Comunicação	Antonio Salvador Silva, Soraia Brito, Anaísa Silva
Control Risks	Matthew Hinton, Geert Aalbers
LETS Marketing	Willian Fernandes, Isadora Ortiz de Camargo
Néctar Comunicação Corporativa	Marcelo Aguiar, Renata Gomes Justi, Vera Imakuma
Talquimy	Ronald Mincheff, Leticia Lyra
ViaNews	Pedro Cadina, Julia Barroso
RECOMMENDED	
Approach	Germana Costa Moura, Tatiana Coura
Caravelas Comunicação	Otávio Cabral, Maria Clara Cabral
Danthi	Hélio Sussekind, Carla De Azevedo
G&A Comunicação Corporativa	Agostinho Gaspar, Lais Guarizzi
Jeffrey Group	Patrícia Ávila, Claudia Cardoso
Ketchum	Caio Bamberg, Reinaldo Quinto
LLYC - Llorente y Cuenca	Thyago Mathias
Tamer Comunicação	Luis Sérgio Tamer, Geise Alencar

DANTHI COMUNICAÇÃO: ADMIRER CRISIS COMMUNICATION ADVISORS



Hélio Sussekind

Key figure(s): Hélio Sussekind
Established: 2010

Track record: Well-regarded crisis communication company Danthi has a strong presence in the financial market serving companies such as Banco BV, Banco Modal, Vinci Partners, Genial and Perfin. It also advises several of the main Brazilian law firms, in addition to companies from a range of industries.

Team & differentiation: Danthi has a team of 80 professionals split among its Rio de Janeiro and São Paulo offices, all of whom come with extensive experience in integrated communications. Corporate communications, crisis management and digital strategies are among the firm's specialities.

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STRATEGIC COMMUNICATION & CRISIS MANAGEMENT

Best Consulting Firms

In each tier, the firms are ordered alphabetically

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

CONSIGLIERI: STRATEGIC CONSULTING SERVICES



Claudio Ramirez

Key figure(s): Claudio Ramirez
Established: 2017

Track record: The firm is in charge of 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, among others. It also makes sure the client's position comes across loud and clear to all relevant parties and business partners.

Team & differentiation: A journalist by training, 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, in addition to representing trade associations.

WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Bofill Escobar Silva Abogados	Jorge Bofill
López Escobar Del Río Leiva	Julián López, José Ignacio Escobar Opazo
EXCELLENT	
1 Acosta & Cía	Juan Domingo Acosta
Albagli Zaliasnik	Gabriel Zaliasnik, Jaime Winter
Dal Pozzo Medina Abogados	Sebastián Dal Pozzo, Gonzalo Medina
Harasic/ Barros Abogados	Davor Harasic Yaksic, Ivan Harasic Cerri, Natalia Barros Daher
Ortiz & Compañía	Luis Ortiz Quiroga
2 Balmaceda Cox & Piña Abogados	Matías Balmaceda Mahns, Francisco Cox Vial, Juan Ignacio Piña Rochefort
Bascuñan Barra Awad Contreras Schürmann Abogados	Marcos Contreras, Miguel Schürmann, Alejandro Awad
HIGHLY RECOMMENDED	
1 Balbontin Linazasoro & Cia	Carlos Balbontín
Contreras Velozo	Francisco Velozo, Natalia Diuana
Giroux Vial Abogados	Christophe Giroux, Salvador Vial
Insunza Abogados	Matías Insunza Tagle
Rivera Bunger Barahona Bonacic Castillo Abogados	Hugo Rivera Villalobos
2 Colombara Estrategia Legal	Ciro Colombara
Hermosilla y Compañía Abogados	Juan Pablo Hermosilla
Kehr Abuid	Omar Abuid Abusleme
Merino & Cía	Eugenio Merino
Olivares Rodríguez Abogados	Ernesto Olivares
RECOMMENDED	
1 Alarcón-Araya Abogados	Humberto Alarcón, Álvaro Araya
Cisternas y Cía Abogados	Gonzalo Cisternas
Hadwa Oxman Vargas Tuane	María Catalina Tuane, Marcelo Hadwa, Nicolás Oxman, Tatiana Vargas
Lembeye Abogados	Daniel Praetorius
Montero, Silva & Valdés Abogados	Darío Silva
Quintana Ried Flores	Rodrigo Quintana, Camila Flores, Ignacio Ried
Vial & Asociados	Paula Vial Reynal
2 Bartucevic Piergentili	Rodrigo Piergentili, Pelayo Vial
Bustos Gomez Abogados	Andrés Bustos Díaz
Cortés & Rodríguez Estudio de Abogados	Carlos Cortés
Espinoza & Heskia Abogados.	Alejandro Espinoza, Joanna Heskia
Estudio Navarro	Catalina Navarro, Carlos Vernaza
Honorato Delaveau	Carlos Frías, Rebeca Zamora
Legaltec	Soledad Díaz, Manuel Carvallo, Carla Robledo
VALUABLE PRACTICE	
Barruel Y Borzutzky Abogados	Felipe Barruel Labarca, Susana Borzutzky Klaber
Carey	Gonzalo Fernández
Donoso / Bonillarenas Abogados	Samuel Donoso
Etcheberry, García, Bragado y Compañía	Alfredo Etcheberry
Morales & Besa	Gonzalo Cordero
Parraguez & Marin	Gustavo Parraguez
Reymond Abogados	Alfonso Reymond, Bernardo Rosenberg



CHILE

Our analysis

INSUNZA ABOGADOS: COMPLEX LITIGATION SPECIALISTS



Matias Insunza Tagle

Key figure(s): Matias Insunza Tagle
Established: 2011

Track record: The firm is dedicated to handling complex judicial cases, providing comprehensive, strategic advice to client on conflict-resolution measures including out-of-court negotiations as well as litigation before the courts of justice. Additionally valued by clients for its superior counsel on procedural strategies, arbitration and negotiations.

Team & differentiation: Matias Insunza Tagle is a specialist in the design and implementation of procedural and complex conflict resolution strategies, with experience in criminal, commercial and civil litigation, arbitration and constitutional actions. His team focuses on resolving criminal litigation in highly complex cases related to fraud, cybercrime, bankruptcy and quasi-delinquency, applying comprehensive legal strategies.

BUSTOS GOMEZ ABOGADOS: OUTSTANDING CRIMINAL LAW FIRM



Andrés Bustos

Key figure(s): Andrés Bustos
Established: 2017

Track record: BG Abogados is a boutique which specializes in advising on criminal matters, and whose team is committed to providing personalized service and excellence in their work. The firm advises both natural and legal persons and plays an active part in Chile's criminal procedural reform trials. It stands out for the quality of its advice on economic and sex crimes.

Team & differentiation: Andrés Bustos is the practice leader for criminal law matters. A specialist in white-collar crime, he writes a popular column in the local legal press and his opinions are regularly sought by the media. The firm acts for companies as a defender or plaintiff in matters such as computer crimes, unfair administration, fraud, forgery of private instruments and misappropriation.

CISTERNAS Y CÍA ABOGADOS: CONFLICT PREVENTION AND RESOLUTION MASTERS



Gonzalo Cisternas

Key figure(s): Gonzalo Cisternas
Established: 2000

Track record: The firm specializes in dispute resolution encompassing civil, commercial, administrative and criminal litigation, anticipating any and all scenarios in course of a litigation and providing lawyers with solutions in line with the interests of clients within the framework of applicable laws and the jurisprudence of the highest courts in the land.

Team & differentiation: The team is experienced at business risk prevention, designing and administering conflict resolution models, and negotiating solutions. Led by the trio of 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).

KEHR ABUID ABOGADOS: FLOURISHING WHITE-COLLAR CRIME BOUTIQUE



Omar Abuid

Key figure(s): Omar Abuid
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, healthcare, fintech and public agencies. Other law firms regularly request the team's services on complex cases requiring a 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 the best universities in Chile and abroad, a fact that 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.

OLIVARES RODRÍGUEZ & CÍA: EXPERTS IN ELECTRICITY INDUSTRY MATTERS



Ernesto Olivares

Key figure(s): Ernesto Olivares
Established: 2011

Track record: Over the past decade the firm has established itself as an advisor of worth to companies in the electricity sector in forest-fire cases (where the criminal liability of electricity companies is pursued) and in matters of a white-collar crime nature. Inmobiliaria Pocuero, Empresas Martabid and Papa Johns are clients.

Team & differentiation: Ernesto Olivares focuses his practice on economic crimes, representing officials and all those committed within the framework of business activity, as well as civil liability and administrative sanction litigation. The team's expertise also includes the identification of risks and the proposal of reasonable and effective measures in legal reports and dispute resolution.

INSURANCE LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Acuña, Hoetz & Cifuentes	Felipe Hoetz, Alejandro Acuña
Carey	Ricardo Reveco, Gonzalo Fernández, Juan Carlos Riesco, Aldo Molinari
Rios Ramdohr Garcia Abogados	Roberto Ríos Ossa, Alonso García Echegoyen, Stefanie Ramdohr Montgomery
Sahurie & Asociados	Emilio Sahurie Luer
EXCELLENT	
Contreras & Cía	Oswaldo Contreras Strauch, Oswaldo Contreras Buzeta, José Manuel Madero
Dac Beachcroft	Andrés Amunategui
Estudio Carvallo	Francisca Román, Manuel Carvallo
Gutiérrez, Waugh, Jimeno & Asenjo Abogados	Cristóbal Jimeno
Molina Ríos	Carlos Molina, Felipe Correa
Ortúzar Vergara & Boetsch Abogados	Cristián Boetsch, Benjamin Morales
Pumpin, Dorfman, Nasser & Díaz	Marcelo Nasser, Mauricio Dorfman, Ignacio Díaz, Gabriel Pumpin
Vergara Fernandez Costa & Claro Abogados	Gloria Claro
HIGHLY RECOMMENDED	
Garrigues Chile	Mónica Van Der Schraft Greve
Infante Valenzuela Molina Abogados	José Miguel Infante
Kennedys	Gian Lorenzini
Ovalle & Bulnes	Esteban Ovalle, José Tomás Bulnes
Prieto Abogados	Patricio Prieto, Fernando Samaniego
Sandoval Abogados	Luis Sandoval
Seguros Lex	Sergio Arellano
RECOMMENDED	
Dentons Larrain Rencoret	Marcelo Alarcón, José Miguel López
Gazmuri & Cia	Francisco Gazmuri
Portha Abogados & Consultores	Rodrigo Sapag
Yrarrázaval Ruiz-Tagle Ovalle Salas & Vial	Gerardo Ovalle, Aníbal Vial, Fernando Salas

RIOS RAMDOHR GARCÍA: INSURANCE LITIGATION LEADERS



Roberto Ríos Ossa

Key figure(s): Roberto Ríos Ossa
Established: 2019

Track record: The firm provides litigation, arbitration and advisory services in diverse matters such as policy, regulatory and corporate studies, claims associated with fire insurance, physical loss or damage, damage due to stoppages, civil liability and, more broadly, all general insurance or damage insurance lines related to sectors such as agribusiness, mining, energy, transportation and construction.

Team & differentiation: The firm is comprised of three partners and five associates. The practice is led by Roberto Ríos, recognized for his contribution to the Chilean Code of Commerce's new insurance contract regulation; Stefanie Ramdohr, an insurance claims and insurance arbitration expert; and Alonso García, a specialist in labor liability insurance and medical liability claims.



COMPLIANCE & FRAUD

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
EXCELLENT	
Albagli Zaliasnik	Rodrigo Albagli, Francisca Fanzani
Balmaceda Cox & Piña Abogados	Antonia Bernales, Iván Millán, Matías Balmaceda Mahns
Carey	Guillermo Acuña, Pablo Albertz, Rodrigo Aldoney
HIGHLY RECOMMENDED	
Cariola Diez Pérez-Cotapos	Jorge Boldt
CMS Carey & Allende	Rodrigo Campero
Contreras Velozo	Francisco Velozo, Cristian Defeudis
DLA Piper Chile	Diego Noguera, Mauricio Halpern
Honorato Delaveau	Jose Luis Honorato, Rebeca Zamora, Carlos Frías
Ortiz & Compañía	Luis Ortiz Quiroga
Colombara Estrategia Legal	Ciro Colombara
RECOMMENDED	
Alessandri	Santiago Ortuzar
Barros & Errázuriz	Javier Díaz, Cristián Barros, Juan Cristóbal Schmidt
Flores Acevedo Abogados	José Miguel Flores
Jara Del Favero	Manuel Jimenez, Andrea Abascal
Morales & Besa	María José Henríquez, Gonzalo Cordero
Urenda Rencoret Orrego & Dörr	Nicholas Mocarquer, Alberto Rencoret, Ignacio Urrutia

COMPLIANCE: COMPETITION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
Bofill Escobar Silva Abogados	Vanessa Facuse
Contreras Velozo	Javier Velozo
Estudio Lewin Abogados	Nicolás Lewin
Ferrada Nehme	Rafael Collado
Guerrero Olivos	Pedro Pellegrini
Jana & Gil Dispute Resolution	Rodrigo Gil
Morales & Besa	María José Henríquez
Ortúzar Vergara & Boetsch Abogados	Juan Sebastián Valdes, Nicolás Vergara
Pellegrini & Rencoret	Julio Pellegrini, Pedro Rencoret, Diego Ramos
Prieto Abogados	José Andrés Pascual

COLOMBIA

COMPLIANCE & FRAUD

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
CMS Rodriguez-Azuero	Jacques Simhon, Daniel Rodriguez
Diaz Reus & Targ	Marcela Blanco, Michael Diaz
Fabio Humar Abogados	Fabio Humar, Sandra Ramón
EXCELLENT	
Olartemoure	Catalina Jiménez
Philippi Prietocarrizosa Ferrero DU & Uría	Pamela Alarcón
Posse Herrera Ruiz	Oscar Tutasaura
HIGHLY RECOMMENDED	
Baker McKenzie	María Carolina Pardo Cuéllar
Brigard & Urrutia	Carlos Urrutia, Ricardo Forero
CMM Abogados	Alejandro Mejía, Freddy Navarrete
DLA Piper Martínez Beltrán	María Claudia Martínez
Muñoz Abogados	Diego Muñoz, Guillermo Navarro
Sintura Martínez	Francisco Sintura Varela, Wilson Martínez



INSURANCE LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
DAC Beachcroft	Camila de La Torre, Juan Diego Arango
Salazar Pardo & Jaramillo	Carlos Ignacio Jaramillo
Vélez Gutiérrez Abogados	Armando Gutiérrez
EXCELLENT	
Botero Salazar Tobón Abogados	Bernardo Salazar, Luis Felipe Botero Aristizábal
DLA Piper Martínez Beltrán	Camilo Martínez Beltrán, Sergio Rojas
Kennedys	Monica Tocarruncho, Mauricio Carvajal
Medina Abogados	Germán Andrés Cajamarca Castro, Héctor Mauricio Medina Casas
Tamayo Jaramillo & Asociados	Francisco Javier Tamayo Jaramillo
Zúrek Abogados	María Isabel Zúrek
HIGHLY RECOMMENDED	
Brigard & Urrutia	Irma Isabel Rivera
Diaz Granados & Abogados Consultores	Juan Manuel Diaz Granados
Garrigues Colombia	Alberto Acevedo
Gómez-Pinzón	William Araque, David Ricardo Araque-Quijano
Posse Herrera Ruiz	Carolina Posada
RECOMMENDED	
Londoño & Arango Abogados	Maximiliano Londoño
Pinilla González & Prieto	Carlos Felipe Pinilla, Oscar Martinez
Tobar & Romero Abogados	Jaime Tobar
Víctor Gómez Enlace Legal	Víctor Gómez

DLA PIPER MARTÍNEZ BELTRAN: EXPERIENCED FULL-SERVICE FIRM



Camilo Martínez Beltrán

Key figure(s): Camilo Martínez Beltrán
Established: 1996

Track record: The two-partner, eleven-lawyer team is the most complete litigation and arbitration outfit in the Colombian market, and has established itself as a leader in matters of civil and commercial law, filing claims before the contentious-administrative jurisdiction and in constitutional actions.

Team & differentiation: Camilo Martínez is the leading partner in civil and commercial dispute resolution, local and international arbitration and M&A litigation, and shareholder litigation. José Miguel Mendoza is in charge of shareholder dispute resolution, corporate crisis management and D&O litigation.

WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
De La Espriella Lawyers Enterprise	Abelardo De La Espriella
Jaime Granados Peña & Asociados	Jaime Enrique Granados
Jaime Lombana & Abogados	Jaime Enrique Lombana
EXCELLENT	
Fabio Humar Abogados	Fabio Humar, Sandra Ramón
Francisco Sintura Varela Abogados Asociados	Francisco Sintura
Mestre Mendieta Penalistas	José Fernando Mestre, Nadia Carolina Mendieta
Prías Cadavid Abogados	Juan Carlos Prías
Riveros Barragán Consultores Legales	Juan David Riveros
HIGHLY RECOMMENDED	
1 CMS Rodríguez-Azuero	Jacques Simhon, Daniel Rodríguez
Diaz Reus & Targ	Michael Diaz
2 CMM Abogados	Alejandro Mejía
Idrobo & Asociados	Said Idrobo
Jesús Yepes Abogados	Jesús Albeiro Yepes
Mauricio Pava Abogados	Mauricio Pava
Philippi Prietocarrizosa Ferrero DU & Uría	Juan Carlos Forero
Ricardo Calvete & Abogados Asociados	Ricardo Calvete Rangel
Sampedro & Torres	Camilo San Pedro
RECOMMENDED	
Brigard & Urrutia	Carlos Urrutia, Ricardo Forero
Casas & Escobar Abogados	Samuel Escobar
Olartemoure	Juan Moure, Juan Felipe Acosta
Posse Herrera Ruiz	Oscar Tutasaura
Riveros Bazzani Abogados	Juan David Bazzani Montoya
Vargas & Vargas Abogados	Luis Fernando Vargas, Luis Francisco Vargas

DE LA ESPRIELLA ABOGADOS: RESPECTED CRIMINAL LAW TEAM



Abelardo De La Espriella

Key figure(s): Abelardo De La Espriella
Established: 2002

Track record: With twenty years' experience, De la Espriella is well known in the Colombian market for its criminal-law expertise. Employing a multidisciplinary approach, the firm advises, represents and provides comprehensive legal solutions to individuals, as well as public and private entities, with high standards of excellence, quality and responsibility.

Team & differentiation: The team is led by white-collar-crime expert Abelardo De La Espriella, who has served as a proxy in some of the most significant judicial processes of the past decade. His hallmark is excelling in matters of public and media interest. Thanks to its diligent and efficient approach, which has earned it clients in a wide range of sectors.

FABIO HUMAR ABOGADOS: SPECIALISTS IN ECONOMIC CRIMINAL STRATEGY



Fabio Humar

Key figure(s): Fabio Humar
Established: 2009

Track record: Fabio Humar is dedicated to the defense and investigation of financial and white-collar crimes and specializes in defending those under investigation by the Office of the Attorney General. It also represents individuals under investigation in other jurisdictions in matters that have an impact on Colombia. Arco Capital and Hidroituango are clients.

Team & differentiation: Fabio Humar is experienced representing domestic and foreign clients before different authorities in criminal and administrative investigations. He also advises companies on implementing legal and political risk-management systems, through the development of innovative strategies. The team has a wealth of experience advising members of the public sector.



FORENSICS & COMPLEX INVESTIGATIONS

Best Litigation Support

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
EXCELLENT	
Control Risks	Nicolas Letts
EY Colombia	Sandra Calderón
FTI Consulting	Michael Cullen, Carolina Sanchez, Pablo Amaya
KPMG Colombia	Andrés Jiménez
Kroll	Pablo Iragorri
HIGHLY RECOMMENDED	
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 Roperro
Sag Consulting	Simon Guzmán Guerrero, Mónica Vargas
RECOMMENDED	
BDO Colombia	Luis Enrique Sánchez Sánchez
DSA Russell Bedford	Didier Sánchez Reinoso
Ediligence	Bayron Prieto
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
Estudio Rivas	Jose Rivas
Rsm Colombia	Óscar A. Bobadilla

FTI CONSULTING: GLOBAL BUSINESS CONSULTING FIRM



Michael Cullen

Key figure(s): Michael Cullen
Established: 2007

Track record: FTI Consulting is 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 in cross-border investigations, settlements and litigation. Cullen helps clients investigate, understand and resolve the region's numerous regulatory, operational, legal, political, social and reputational issues and challenges.

CFS INVESTIGACIONES ESTRATÉGICAS: WORLD-CLASS INVESTIGATIONS TEAM



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.

ECUADOR

COMPLIANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
EXCELLENT	
1 Carmigniani Pérez Abogados	Carlos Andretta
2 Fexlaw	Francisco Estupiñan
HIGHLY RECOMMENDED	
Dentons Paz Horowitz	Agustín Acosta, Bruce Horowitz, Paulo Maruri, Gabriel Santelices, Esteban Vivero
Ecija GPA	Gustavo Arrobo, Sebastián Valle
Pérez Bustamante & Ponce (PBP)	Rodrigo Jijón-Letort, Edgar Ulloa-Balladares, Ricardo Velasco
Robalino Law	Ernesto Velasco, Martin Gonzales
RECOMMENDED	
Gottifredi Pozo Abogados	Maria del Mar Peña
MLP Penal & Compliance	María del Mar Gallegos, Laura Casal
Solines & Asociados	Santiago Solines, Maria Gracia Riofrio
VALUABLE PRACTICE	
Bustamante Fabara	Daniel Castelo, María Rosa Fabara, Diego Ramírez Mesec, José María Bustamante
Compliance Ecuador	Santiago Reyes, Cristina Jaramillo
Corralrosales	Xavier Rosales
Falconi Puig Abogados	Maria Isabel Machado
Lexvalor Abogados	Margoth Chiriboga



WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Fexlaw Abogados	Francisco Estupiñán
Grund Abogados	Pablo Encalada, Nicolas Salas
Molina Gallegos & Asociados	José Molina
Rodriguez & León Abogados	Felipe Rodríguez
EXCELLENT	
Cabezas Wray & Albán Abogados Legal	Ernesto Albán Ricaurte
Expertise Advisor Abogados	Lorena Grillo
MLP Penal & Compliance	María del Mar Gallegos, Laura Casal
HIGHLY RECOMMENDED	
GSG Abogados	Carlos Sánchez Gaete
Raza & Asociados	Stalin raza castañeda
RECOMMENDED	
Donoso & Donoso Abogados	Emilliano Donoso
Guzmán Santoro Abogados	Juan Guzmán Santoro

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 belong to 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 its broad experience. Ernesto Albán is an arbitrator with the Quito Chamber of Commerce and the International Arbitration and Mediation Center, CIAM. He is highlighted by peers as a very capable professional and a prestigious arbitrator, whose contribution to the Ecuadorian market is considerable.

CSG ABOGADOS: STRONG CONSOLIDATION IN CRIMINAL MATTERS



Carlos Luis Sánchez Gaete

Key figure(s): Carlos Luis Sánchez Gaete
Established: 1975

Track record: The firm specializes in the resolution of highly complex conflicts related to public administration or those involving extensive media coverage and a political aspect. It also provides crisis management and prevention strategies to corporations. The firm has advised on important cases of influence peddling, reputational crisis, and money laundering, among others.

Team & differentiation: Carlos Luis Sánchez Gaete has a high success rate in criminal and constitutional proceedings. He previously held a number of important positions in the public administration, gaining ample experience and a deep knowledge of the Ecuadorian market and the needs of clients. He is praised by his contemporaries as an intelligent lawyer with active academic involvement.

PERU

COMPLIANCE & FRAUD

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
EY Peru	Rafael Huaman, Cecilia Melzi, Joaquín Valdivia, Henry Matta, Jorge Valencia, Dany Baca, Alonso Masías
EXCELLENT	
Investiga	Edmundo Lizarzaburu
PwC Peru	Nancy Yong
HIGHLY RECOMMENDED	
Baker Tilly Peru	Luis Adolfo Meneses Romero
BDO Perú	Miguel Lopez de Romaña Stein
LimaLaw Consulting	Caridad Molina Ortega
Nucleus Consultores Partner	Elsa Huarcaya
Numa Consultoría	Roxana Elias
PKF Vila Naranjo	Renato Vila, Emilio Vila Naranjo, Waldo Lucho, Esteban Hilgert
RECOMMENDED	
Conexig Peru	Alexandre Almeida Del Savio, Fabio Elias
FTI Consulting	Michael Cullen, Pablo Amaya, Carolina Sanchez



COMPLIANCE & FRAUD

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Caro & Asociados	Dino Carlos Caro, Luis Miguel Reyna, Luis Fernando Iberico, Ana Cecilia Hurtado
CMS Grau	Carolina Cueva
Cortez Massa & Bello Abogados	Christian Bello, Jorge Massa, Luis Felipe Cortez
Estudio Echeopar - Member of Baker McKenzie International	Teresa Tovar
Rebaza, Alcázar & De Las Casas	Augusto Loli, Héctor Gadea
EXCELLENT	
1 Benites Vargas & Ugaz Abogados	Liliana Calderon
Hernández & Cia	Gonzalo Del Rio, Alfredo Filomeno
Rodrigo Elias & Medrano Abogados	José Reaño, Fernando Molina, José Caro
2	
Barrios Fuentes Abogados	Doris Alvaro
Muñiz, Olaya, Meléndez, Castro, Ono & Herrera	Ian Paul Galarza, Pierino Stucchi, José Antonio Bezada
Payet, Rey, Cauvi, Pérez Abogados	Carlos Patron, José Cúneo, Juan Diego Ugaz
HIGHLY RECOMMENDED	
DLA Piper Perú	Jose Marcelo Allemant, Danae Beteta
DS Casahierro Abogados	José Matto, Emma Canchari
Miguel Mur Abogados	Erick Valderrama, Karina Quinde, Ximena Samamé, Gina Pineda
Torres y Torres Lara Abogados	Rafael Torres Morales
RECOMMENDED	
CPB Abogados	German Carrera Rey, Mario Pinatte, Pía Iparaguirre
Estudio Olaechea	Diego Abeo, Jessica Mercado
GSA - García Sayan Abogados	Shirley Cardenas, Ximena Schmiel, Valeria Arango
Philippi, Prietocarrizosa Ferrero DU & Uria	Daniel Ramos
Santiváñez Antúñez Abogados	Juan José Santiváñez, Carlos Villafuerte, Manuel Cancio, Ronny Santillán, Walter Jhonatan, Mary Yomalisi
Silva Abogados	Fernando Silva La Rosa



YOUR BEST LEGAL SOLUTION IN COMPLIANCE



PERU

WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Benites Vargas & Ugaz Abogados	Luis Vargas Valdivia, Jose Ugaz, Roberto Pereira, Carlos Samamé
Caro & Asociados	Dino Carlos Caro Coria, Luis Miguel Reyna Alfaro, Luis Fernando Iberico, Ana Cecilia Hurtado
Rebaza, Alcázar & De Las Casas	Augusto Loli, Héctor Gadea
Rodrigo Elias & Medrano Abogados	José Reaño, Renzo Carrasco, José Caro
EXCELLENT	
1 Cortez Massa & Bello Abogados	Jorge Massa, Christian Bello, Luis Felipe Cortez
Hernández & Cia	Gonzalo Del Rio
2 Azabache Caracciolo Abogados	Cesar Azabache
Estudio Ore Guardia	Arsenio Oré Guardia
Payet, Rey, Cauvi, Pérez Abogados	Juan Ugaz
HIGHLY RECOMMENDED	
DLA Piper Perú	Jose Marcelo Allemant, Danae Beteta, Marco Bustinza
Estudio Ugaz Zegarra Abogados	Fernando Ugaz
Linares Abogados	Augusto Linares M., Christian Linares
Miranda & Amado	Rafael Díaz, José Luis Velarde
Muñiz, Olaya, Meléndez, Castro, Ono & Herrera	Freddy Rojas Lopez, Karín Fernández, Nathaly Guerrero, Ian Paul Galarza
Silva Abogados	Fernando Silva La Rosa, Jorge Moreno
Souza & Nakazaki	César Nakazaki
Valverde, Morales & Marticorena	Vanessa Valverde, Julio Morales, Hugo Marticorena
Yon Ruesta Sanchez Malago & Bassino	Roger Yon
RECOMMENDED	
CMS Grau	Carolina Cueva, Luis Alberto Liñan, Carla Díaz
Dentons	Claudio Cajina
Estudio Olaechea	Diego Abeo Sabogal
Philippi, Prietocarrizosa Ferrero DU & Uria	Daniel Ramos
Rodas & Asociados	Carlos Rodas
Santiváñez Antúnez Abogados	Juan José Santiváñez Antúnez, Carlos Villafuerte Alva, Manuel Cancio, Ronny Santillán, Walter Jhonatan, Mary Yomalisi
Seminario Sayan Abogados	Gustavo Seminario
Torres y Torres Lara Abogados	Percy Huaroc

VALVERDE, MORALES & MARTICORENA ABOGADOS: BOUTIQUE FIRM DEDICATED TO EXCELLENCE



Vanessa Valverde

Key figure(s): Hugo Marticorena, Julio Morales and Vanessa Valverde
Established: 2019

Track record: Valverde, Morales & Marticorena Abogados specializes in corporate criminal law and criminal compliance. Its lawyers handle the criminal defense of several top national and foreign companies. In recent years its client portfolio has increased as has the size of its team, which has strengthened the firm's position in the market.

Team & differentiation: A boutique with high standards of service and experienced professionals who focus fully on attending to the needs of the client, it has an enviable record of obtaining favorable results and an ability to respond in a timely manner. Vanessa Valverde has more than 15 years' experience in white-collar crime and has worked at leading boutiques and in full service firms in Peru.

Our analysis

CMB - CORTEZ MASSA BELLO: TOP-TIER COMPLIANCE SPECIALISTS



Luis Felipe Cortez

Key figure(s): Luis Felipe Cortez, Jorge Massa, Christian Bello
Established: 1995

Track record: The firm has a robust and specialized team in compliance and white-collar-crime matters, regularly advising high profile clients from a variety of economic sectors such as mining, environmental, construction, real estate and oil & gas. New clients include Heaven Petroleum, Atria Energia, BNP Paribas Cardif, Inmobiliaria Cantabria, Los Portales, Latam Trade Capital Group and Electrica de Medellin Peru.

Team & differentiation: Three partners, each with more than 20 years' experience, lead the firm, which provides a range of criminal litigation services and has taken part in cases throughout the country. It also acts as an expert witness in criminal law cases and advises on compliance. The firm has five experts trained in criminal compliance, allowing it to provide tailor-made preventive advice.

SILVA ABOGADOS: SOUGHT-AFTER WHITE COLLAR EXPERTISE



Fernando Silva la Rosa

Key figure(s): Fernando Silva la Rosa
Established: 2004

Track record: The 20-year-old law firm, highly committed to providing advice on the prevention of contingencies and resolution of conflicts of a criminal, civil, administrative, labor, commercial and constitutional nature, as well as contracting with the State, acts chiefly for clients from the mining, construction, and commercial sectors. It is currently advising a fishery products company in an aggravated fraud case.

Team & differentiation: Criminal litigation specialist Fernando Silva represents corporations, companies and national organizations as well as individuals before judicial and constitutional courts. The firm has four counsel, one associate and several other lawyers, including paralegals and interns. The team acts in cases before the judiciary and provides specialist consultancy services on criminal defense strategy.

SANTIVAÑEZ ANTUNEZ ABOGADOS: LOCAL EXPERIENCE WITH INTERNATIONAL REACH



Juan José Santiviáñez

Key figure(s): Juan José Santiviáñez
Established: 2017

Track record: Boutique firm Santiviáñez Antunez specializes in highly complex litigation, controversies, compliance and criminal law. Valued for its vast knowledge of arbitration, it capably provides advice on different civil litigations and on the implementation of criminal compliance programs in a wide range of economic sectors.

Team & differentiation: Juan José Santiviáñez Antúnez is an expert in litigation and the firm's lead litigation practitioner for criminal, constitutional and disciplinary processes. Carlos Villafuerte heads the compliance practice. The firm recently welcomed Manuel Cancio Meliá as partner to further strengthen the criminal litigation area. It also opened offices in Chile, Mexico, Honduras and Colombia over the past year.

BENÍTES, VARGAS & UGAZ ABOGADOS: RECOGNIZED EXPERIENCE IN THE PERUVIAN MARKET



José Ugaz

Key figure(s): José Ugaz, Luis Vargas Valdivia, Roberto Pereira, Carlos Samamé
Established: 1996

Track record: Renowned white-collar-crime practice best known for its capabilities handling criminal proceedings and prosecution investigations. Also highlighted for its compliance and competition expertise as well as its dispute resolution knowledge. It supports major local and foreign-based companies from the banking, mining, energy, fishing and infrastructure sectors.

Team & differentiation: The firm is the only Peruvian member of Trace, one of the world's largest anti-bribery organizations. In 2019 it became the first Peruvian law firm to obtain the Clean Hands certification, issued by SMC Slovensko a.s., in acknowledgment of the firm meeting the highest national and international ethical and transparency standards.

CARO & ASOCIADOS: FIRST-RATE CRIMINAL AND COMPLIANCE SERVICES



Dino Carlos Caro Coria

Key figure(s): Dino Carlos Caro Coria, Luis Miguel Reyna, Luis Fernando Iberico, Ana Cecilia Hurtado
Established: 2005

Track record: With a client roster chiefly comprising large companies from the mining, energy, construction, education and banking & finance sectors, Caro & Asociados' distinguished criminal area, is highly regarded for both its ample expertise in the resolution of cases and for its excellent performance in the prevention of conflicts. It also has a prominent compliance practice.

Team & differentiation: Dino Carlos Caro is a name that always crops up when people talk about the best white-collar-crime lawyers in the country. For several years, Caro's boutique has focused on white-collar crime matters, and it recently developed a dispute resolution practice area. Active in compliance issues, he is the founder and president of the Peruvian Compliance Association.

ORÉ GUARDIA: OUTSTANDING WHITE-COLLAR CRIME ADVICE



Arsenio Oré

Key figure(s): Arsenio Oré
Established: 1971

Track record: Excellent corporate criminal practice, which stands out for its extensive track record acting for an impressive portfolio of mainly corporate sector clients, including both national and international communications, mining and banking companies such as Banco de Crédito del Perú, BBVA Continental, ProInversión, Yanacocha and CentralMedia.

Team & differentiation: The team, committed to excellence in criminal litigation and with great academic profiles, is led by Arsenio Oré Guardia, whose legal career stretches back over 50 years. The team can also count on the ample expertise of its 13 other legal professionals, including both lawyers and assistants. Over the decades the firm has established itself as one of the foremost criminal practices in the country.



INSURANCE LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Kennedys Peru	Marco Rivera Noya
Osterling Abogados	Enrique Ferrando, Gabriel Loli, Mauricio Martinez
EXCELLENT	
Miranda & Amado	Rafael Corzo
Quiroga & Barton Abogados	Manuel Quiroga Suito, Giancarlo Mandriotti, Victor Custodio, Oscar Barton
HIGHLY RECOMMENDED	
Estudio Mario Castillo Freyre	Mario Castillo
Miraglia & Miraglia Abogados	Claudia Miraglia
Rodrigo Elias & Medrano Abogados	Renzo Carrasco, José Tam, Arturo Aza
Torres Carpio Portocarrero & Richter Abogados	Pedro Richter
RECOMMENDED	
Estudio Arca & Paoli Abogados	Francisco Arca Patiño, Carla Paoli
Estudio Echecopar - Member of Baker McKenzie International	Ana María Arrarte, Javier De Belaúnde, Yvo Cuba
Montezuma Abogados	Alberto Montezuma Chirinos
Rodríguez Angobaldo Abogados	Fernando Rodríguez Angobaldo, Jaime Heredia, Adolfo Pinillos
VALUABLE PRACTICE	
Alfaro Legal	Omar Alfaro
Aramburú Castañeda Boero	Gustavo Ramos
Daly, Otero, Flórez & Núñez Del Prado Abogados	Alonso Nuñez del Prado Simons
Estudio Olaechea	Manuel Villa-Garcia, Cecilia Catacora, Jesus Matos
Llona & Bustamante Abogados	Juan Prado Bustamante
Philippi, Prietocarrizosa Ferrero DU & Uria	Leysser Leon
Rafael Prado Litigio Judicial Y Arbitral	Américo Hidalgo, Rafael Prado
Simons Boutique de Litigios Y Arbitrajes	Adrian Simons, Verónica de Noriega
Vuskovic, Aramburu, Escalante & Asociados	Katerina Vuskovic Pérez

OSTERLING ABOGADOS: OVER FOUR DECADES OF LEGAL EXCELLENCE



Enrique Ferrando

Key figure(s): Enrique Ferrando, Gabriel Loli, Mauricio Martinez
Established: 1980

Track record: The firm regularly represents stakeholders and major players in the Peruvian insurance and reinsurance market, working closely with some of the country's leading insurance companies such as Rimac Internacional Compañía de Seguros y Reaseguros, Mapfre Peru and La Positiva. It also has an excellent reputation in litigation and arbitration.

Team & differentiation: Not only well known for its capabilities in judicial and arbitral procedures, the team also benefits from deep, sector-specific knowledge in areas such as insurance, reinsurance, construction & engineering and energy. The knowhow its members have gained not only as counsel but also arbitrators – Ferrando has a strong reputation as an arbitrator – and expert witnesses is a major selling point.

STRATEGIC COMMUNICATION & CRISIS MANAGEMENT

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Apoyo Comunicación	Gabriel Ortíz de Zevallos, Bernardo Oliart
Llorente y Cuenca	Luis Miguel Peña
EXCELLENT	
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
HIGHLY RECOMMENDED	
ADN Consultores	Mario Saldaña, Yvonne García
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
Atrevia	Miguel Angel Lopez
Fernando Chevarría	independent

TOC ASOCIADOS: WIDE RANGE OF SERVICES FOR QUALITY CLIENTS



Maribel Toledo-Ocampo
Aguayo

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

Track record: The agency has extensive experience providing strategic communication for reputation management and public relations. It provides a wide 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



Victor Garrido-Lecca

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.



FORENSICS & COMPLEX INVESTIGATIONS

Best Litigation Support & Expert Witnesses

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
EY Peru	Rafael Huaman, Cecilia Melzi, Joaquin Valdivia, Henry Matta, Jorge Valencia
FTI Consulting	Pablo Amaya, Michael Cullen, Carolina Sanchez
EXCELLENT	
Control Risks	Nicolas Letts
Deloitte Peru	Fernando Oliva
Guidepost Solutions	Yohir Akerman
KPMG Peru	Armando Briceño
PwC Peru	Nancy Yong, Alexander García
HIGHLY RECOMMENDED	
BDO Perú	Miguel Lopez de Romaña Stein, Flavio San Martín
DSA Russell Bedford	Luis Acosta
Grant Thornton	Juan Carlos Basurco
Protiviti	Marco Villacorta
Ratsel Business Group	Yurani Gomez

FTI CONSULTING: POWERFUL SOLUTIONS IN A GLOBALIZED WORLD



Michael Cullen

Key figure(s): Michael Cullen
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 investigations and analysis practice. It has supported multiple high-profile cases in the country, in the mining, energy, infrastructure and financial industries.

Team & differentiation: The team is comprised of experts of international reknown for their depth of knowledge and the positive impact they make with clients. Its investigative team has worked on major cases involving corruption, fraud, antitrust, money laundering and cybersecurity breaches. Managing Director Michael Cullen specializes in complex, cross-border deals, disputes and arbitrations.

URUGUAY

COMPLIANCE & FRAUD

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
EXCELLENT	
Brum Costa Abogados	Leonardo Costa Franco
HIGHLY RECOMMENDED	
Bado Kuster Zerbino & Rachetti	Javier Fernandez
Bergstein Abogados	Guillermo Duarte
Bragard	Jean Jacques Bragard
Ferrere	Isabel Laventure
Guyer & Regules	Florencia Castagnola
Rueda Abadi Pereira	Rafael García Martínez

STRATEGIC COMMUNICATION & CRISIS MANAGEMENT

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Quatromanos	Alvaro Amoretti
EXCELLENT	
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



WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Chaves Bordes	Gustavo Bordes, Gaston Chaves
Estudio Jorge Barrera	Jorge Barrera
Fernández Secco & Asociados	Gonzalo Fernandez
EXCELLENT	
Andrés Ojeda Abogados	Andrés Ojeda, Federico Ravera
Della Valle Balbi	Alejandro Balbi, Victor Della Valle
Donnángelo, Durán, Sassón	Pablo Donnangelo, Ignacio Durán, Eduardo Sassón
Pereira Schurmann	Jorge Pereira Schurmann
HIGHLY RECOMMENDED	
Fagundez & Asesores	Juan Fagundez
Macedo Abogados	Florencio Macedo
Scelza & Montano	Pedro Montano

JORGE BARRERA & ASOCIADOS: LONG TRACK-RECORD OF EXCELLENCE



Jorge Barrera

Key figure(s): Jorge Barrera
Established: 1994

Track record: The firm specializes in economic criminal law. Its services include representing clients in matters related to cybercrime, crimes against freedom of expression, fraud, tax offenses and money laundering prevention. Clients include Mapfre, Sura, the Doctor's Union of Uruguay, UTE and URSEC. Earlier this year, the firm opened a new office in Punta del Este.

Team & differentiation: The team has extensive experience handling criminal law matters. Its highly qualified professionals offer clients efficient service with a personal touch, which takes risk management into account. Founding Partner Jorge Barrera is considered an influential player by his peers in the market for his expertise in complex matters related to fraud and criminal litigation.

ANDRÉS OJEDA ABOGADOS: EXPERTS IN WHITE-COLLAR-CRIME MANDATES



Andrés Ojeda

Key figure(s): Andrés Ojeda,
Federico Ravera
Established: 2011

Track record: The firm enjoys high standing in Uruguay for its successful involvement in some of the country's most sensitive criminal cases. The team is very active in cases related to money laundering, fraud, illicit enrichment and corruption. Clients include major national and international companies from various sectors and the team also handles insurance law cases.

Team & differentiation: The firm has a dynamic group of young lawyers with solid experience and a growing reputation. They pride themselves on keeping up to date with changes in the law to be able to offer the best solutions, and on their superior communication strategies. Founding Partner Andrés Ojeda is an expert in handling complex white-collar cases and is praised by peers as a lawyer of serious potential.



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EUROPE

AUSTRIA

WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
CERHA HEMPEL	Stefan Huber, Hans Kristoferitsch, Peter Lewisch
EXCELLENT	
1 KNOETZL	Bettina Knoetzl
Kollmann Wolm	Lukas Kollmann, Philipp Wolm
Wolf Theiss	Clemens Trauttenberg
2	
Baker McKenzie	Alexander Petsche
BRANDL TALOS	Christopher Schrank
DORDA	Florian Kremsehner
petsche pollak	Simone Petsche-Demmel, Andreas Pollak
PHH	Stefan Prochaska
Soyer Kier Stuefer	Roland Kier, Richard Soyer
wkk law	Norbert Wess
HIGHLY RECOMMENDED	
Binder Groesswang	Stefan Albiez
DLA Piper	Georg Krakow
Rosinus & Partner	Christian Rosinus
Schoenherr	Wolfgang Höller

BELGIUM

INVESTIGATIONS & WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Allen & Overy	Joost Everaert, Thomas Declerck
Omega Law	Johan Verbist
Stibbe	Hans Van Bavel
EXCELLENT	
Dewandeleer & Gillard Advocaten	Dirk Dewandeleer, Benjamin Gillard
Eubelius	Tom Bauwens, Svyatoslav Gnedasj
Film Avocats	Adrien Masset
Hirsch & Vanhaelst	Michèle Hirsch
LMBD	Emmanuel Roger France
HIGHLY RECOMMENDED	
1 Arcas Law	Dirk Libotte, Joost Verlinden
Buyle Legal	Jean-Pierre Buyle, André-Pierre André-Dumont, Thomas Metzger
Daldewolf	Robert De Baerdemaeker
Everest	Stijn De Meulenaer
Iuxta Legal	Pierre Monville, Damien Holzapfel
Monard Law	Christian Barbier, Stephen Criel
Schmitz Jottrand Klees Gernay Risopoulos	André Risopoulos
Strelia	Sébastien Ryelandt
Tetra Law	Sabrina Scarnà
Vanderveeren, Thys, Wauters & De Nys	Pascal Vanderveeren
2 Deloitte Legal	Jürgen Egger
Janson	François Koning, Dominique Blommaert, Céline Masschelein
Lallemand Legros & Joyn	Vincent Bodson
Liedekerke	Magda Vandebotermert
Linklaters	Florence Danis
Loyens & Loeff	Olivier van der Haegen, Clémence Van Muylder
Lydian	Yves Lenders, Jan Hofkens
Quinz	Benoit Allemeersch, Thomas Incalza
Schoups	Liesbeth Truyens
UGKA	Laurent Kennes
Verhaegen & Walravens	Philippe Walravens
White & Case	Olivier Van Hulst
Wilkie Farr	Vincent Naveaux, Nanyi Kaluma

INSURANCE LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
D'Hondt De Caritat & Partners	Régis D'Hondt, Éric Jacques, Thierry De Moor, Christophe van den Hove
Lydian	Hugo Keulers, Sandra Lodewijckx, Jo Willems
Philippe & Partners	Denis Philippe, Marc Gouden, Pierre Moreau
Praxislaw	Luc De Caevel, Daniela Bergmans, Paul Depuydt, Mélanie Ghys
Van Cutsem Wittamer Marnef & Partners	Bertrand Wittamer, Pierre Beyens, Jan Cuypers, Thibault Fober
EXCELLENT	
Allen & Overy	Tom Schoors, Bart De Bock
Altius	Alexander Hansebout, Jérôme Vermeylen, Stijn Van Schel, Audrey Zegers
CMS	Carl Leermakers, Pierre-Axel Chabot, Benoît Vandervelde, Virginie Frémat
DLA Piper	Pierre Berger, Alexander Hamels, Isabelle Van Biesen
Eubelius	Ignace Claeys, Jean-Marc Gollier
Schuermans	Tom Hens, Luc Schuermans, Caroline van Schoubroeck, Kathleen Crommen
Stibbe	Olivier Stevens
HIGHLY RECOMMENDED	
Adastone Law	Stéphanie Golinvaux
Arcas Law	Joost Verlinden, Karel Schulpen
Buyle Legal	Jean Pierre Buyle
Callewaert Avocat	Vincent Callewaert
Flhm Avocats	Frédéric Leroy
Janson	Paul-Henry Delvaux
Lesio	Nicolas Estienne
LMBD	Ingeborg de Herdt, Bruno Maes
Monard Law	Koen Geelen
NautaDutilh	Stan Brijs
Ponet & Lvp	Wendy Verhees, Raf Van Gysel
Racine	Kathlien Vergels, Lieven Van Besien
Schoups	Marco Schoups, Bob Goedemé

VAN CUTSEM WITTAMER-MARNEF & PARTNERS: IN-DEPTH INSURANCE EXPERTISE



Bertrand Wittamer

Key figure(s): Bertrand Wittamer, Pierre Beyens, Jan Cuypers and Thibault Fober
Established: 1977

Track record: A firm of relevance in the Belgian market, it maintains a dominant position as an independent player acting for many insurers and brokers in the industrial financial risk markets on everything from contract aspects, products liability and D&O policies to litigation services. The insurance department's thorough knowledge of the Belgian market helps it assist major international insurers and brokers with their post Brexit-strategies.

Team & differentiation: The team of five partners acts for insurance and reinsurance clients in aspects such as liability law, distribution law, regulatory and compliance. They advise Belgian and international (re)insurance companies, professional organizations and insurance intermediaries on all kinds of insurance-related issues. The partners are regular speakers on insurance subjects and often publish articles on the subject.



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LEADERS LEAGUE

DENMARK

INSURANCE LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Bech-Bruun	Anne Buhl Bjelke, Søren Lundsgaard
Gorrissen Federspiel	Henriette Gernaa, Morten Nybom Bethe
Plesner	Torben Bondrop, Charlotte Hasseriis Iversen
Poul Schmith	Inge Houe, Paw Fruerlund, Christian Bo Kolding-Krøger
EXCELLENT	
Accura Advokatpartnerselskab	Jacob Møller Dirksen
ARK Advokater	Jesper Ravn, Anne Mette Myrup Opstrup
DLA Piper Denmark	Georg Lett, Pernille Sølling
Horten	Christina Steen, Sophus Bøgeskov Christensen
Kennedys	Morten Christensen
Kromann Reumert	Jakob Rosing, Jakob Dahl Mikkelsen, Jens Rostock-Jensen
HIGHLY RECOMMENDED	
Andersen Partners	Ulrik Christrup, Lissi Andersen Roost
Lundgrens	Nicolai Sørensen, Christina Bach Rasmussen
Neugebauer Clan Advokater	Henrik Nedergaard Thomsen, Christina Neugebauer
Nielsen Nørager	Michael Wiisbye, Jan Presfeldt, Michael Kjær Lauritsen
NJORD Law Firm	Karsten Gudmand-Høyer, Rasmus Paus Torp
WSCO Advokatpartnerselskab	Jesper Windahl, Christian Just Werenberg

FRANCE

COMPLIANCE: ADVISORY

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Deloitte	Géraldine Llorente, Dawn Neisen, Gilles Granger, Olivier Thierry
EY France	Antoinette Gutierrez-Crespin
FTI Consulting	Karl Payeur, Cyril Naudin, Alexandra Schmoll, Emilie Gorenflot
KPMG	Jean-Marc Lefort, Jean-Luc Guitera
PwC	Sébastien d'Aligny, Harold Ceintrey, Fabienne Borde, Jean-Louis Di Giovanni, Christine Metz, Daniel Berlioz, Cyril Ferrieu
EXCELLENT	
Accuracy	Frédéric Loeper, Morgan Heavener
Blueprint Strategy	Marc-Antoine Lacroix
Chappuis Halder & Cie	Stephane Eyraud, Benoît Genest, Laurent Liotard, Florent Palayret
Forensic Risk Alliance	Weng Yee Ng, Yousr Khalil, Toby Duthie, Charlie Patrick
Global BPA	André Jacquemet
Grant Thornton France	Mathieu Devillers, Nicolas Guillaume
Ikarian	Frédéric Pierucci
Kroll	Hannah Rossiter, Caroline Leblanc, Dimitri Parraud, Louis-David Magnien
Mazars	Luc Marty, François Nogaret
Novaminds	Christine Wrucka
Proetic	Sophie Musso, Ambre Steyer, Pierre De Montera
Sia Partners	Sophie Le Goff, Thomas Rocafull
Speeki Europe	Scott Lane, Pauline Bailly, Dorothy Gaulin
Wavestone	Robert Cabezudo, Catherine Pilidjian, Romain Louzier
HIGHLY RECOMMENDED	
Axiess	Cindy Rubal Hoyer
BM&A	Caroline Allouët, Alain Nauleau, Jean-Marc Allouët
ESL Network	Alexandre Medvedowsky, Jonathan Benadibah
Ethicaline	Jean-Jacques Quang, Rémi Gayraud
Regulation Partners	Marie-Agnès Nicolet
Skan1	Franck Métay
Tirezias	Xavier Guizot

ACCURACY: MULTI-TALENTED COMPLIANCE TEAM



Frédéric Loeper

Key figure(s): Frédéric Loeper and Morgan Heavener
Established: 2004

Track record: Accuracy capably assists major multinationals and CAC 40 companies in the course of investigations centered on corruption, asset misappropriation and financial fraud, in addition to evidence processing related issues. The team is also adept at establishing auditing and compliance programs, as well as carrying out a range due diligence processes.

Team & differentiation: The independent firm assures an optimal level of data security, notably in e-discovery. Using the latest AI algorithms, its experts can examine millions of pieces of data and extract the most pertinent information in a timely manner. Compliance services offered include forensic accounting, e-discovery and market and corporate intelligence.

COMPLIANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Hughes Hubbard & Reed	Anne Hukkelaas Gaustad, Michael Huneke, Marie-Agnès Nicolas, Nicolas Tollet, Bryan Sillaman
Mayer Brown	Nathalie Jalabert-Doury, Nicolette Kost de Sèvres, Sam Eastwood, Joydeep Sengupta, Michel Sancovski, Jason Linder
Norton Rose Fulbright	Christian Dargham
Skadden	Gregory Vianesi, Wesley Lainé, Margot Sève, Andrew Good, Lindsey F. Randall, Khalil N. Maalouf, Sidne Koenigsberg, Ryan Junck, Valentin Autret, Elizabeth Robertson
White & Case	Ludovic Malgrain, Jean-Pierre Picca, Jean-Lou Salha, Yann Utzschneider
EXCELLENT	
Addleshaw Goddard Paris	Cécile Terret
Antonin Lévy & Associés	Antonin Lévy, Ophélie Claude, Joris Monin de Flaugergues
August Debouzy	Benjamin van Gaver, Bernard Cazeneuve, Astrid Mignon Colombet
Baker Mckenzie	Éric Lasry, Iris Barsan, Renaud Jaune, Blanche Balian, Clotilde Guyot-Rechard, Magalie Dansac Le Clerc, Yann Padova
Bougartchev Moyne Associés	Kiril Bougartchev, Emmanuel Moyne, Geoffroy Goubin
Bredin Prat	Jean-Daniel Bretzner, Florian Bouaziz, Didier Martin, Éric Dezeuze, Guillaume Pellegrin, Eve Duminy
Bryan Cave Leighton Paisner	Constantin Achilles, Claire Fougea, Marion Brière Ségala
Clifford Chance	Charles-Henri Boeringer, Thomas Baudesson
De Gaulle Fleurance	Pierrick Le Goff, Matthieu Dary, Thierry Titone
Franklin	Serge Durox, Myriam De Gaudusson, Patrick Thiébart, Michel Sapin, Valérie Aumage
Gide Loyrette Nouel	Sophie Scemla, Jean-Philippe Pons-Henry, Emmanuel Reille, Bruno Quentin, Anna Dias, Olivier Prost, Thierry Dor, Olivier Bernardi
Herbert Smith Freehills	Jonathan Mattout, Sergio Sorinas
Jones Day	Bénédicte Graulle, Vincent Ohannessian, Jérémy Attali
Latham & Watkins	Matthias Rubner, Myria Saarinen, Fabrice Fages, Adrien Giraud, Jacques-Philippe Gunther, Mathilde Saltiel, Elise Auvray
Paul Hastings	Philippe Bouchez El Ghozi, Pierre Kirch, Nicola Bonucci, Camille Paulhac
Quinn Emanuel Urquhart & Sullivan	Kami Haeri, Eric Russo
Taylor Wessing	Paul-Albert Iweins, Markus Asshoff, Evelyne Friedel, Gilles Amsallem, Anne-Juliette de Zaluski
Vigo	Emmanuel Daoud
HIGHLY RECOMMENDED	
1 Allen & Overy	Denis Chemla
Ayache	Michel Ayache, Julien Andrez, Caroline André-Hesse, Jacques Messeca, Gwenaëlle de Kerviler, Frédéric Fuchs
Bird & Bird	Thomas Oster, Ariane Mole, Merav Griguer Abbou, Cathie-Rosalie Joly, Anne-Florence Raducault
Cabinet Maisonneuve	Antoine Maisonneuve, Patrick Maisonneuve, Bérénice de Warren
Chemarin & Limbour	Claudia Chemarin, Matthias Guillou
CMS Francis Lefebvre Avocats	Jérôme Sutour, Véronique Bruneau Bayard
Cohen & Gresser	Muriel Goldberg Darmon, Loïc Henriot, Guillaume Guérin
Cohen-Tanugi Avocats	Laurent Cohen-Tanugi
Fleurus Avocats	Fleur Jourdan
GGV Avocats	Bénédicte Querenet-Hahn
Hogan Lovells	Arthur Dethomas, Christelle Coslin
Huc-Morel Labrousse Associés	Cédric Labrousse, Nicolas Huc-Morel, Julie Fréal-Saison
Jeantet	Philippe Portier, Martine Samuelian, Frédéric Sardain
Kramer Levin	Dana M. Anagnostou, Wadie Sanbar, Hugues Bouchetemple, Dominique Pénin
Linklaters	Thomas Elkins, Jean-Charles Jais, Anne Wachsmann, Lionel Vuidard, Arnaud de La Cotardière, Pauline Debré, Eléonore Hannezo
Navacelle	Stéphane De Navacelle, Julie Zorrilla
Noëlle Lenoir Avocats	Noëlle Lenoir
Pech de Laclause Bathmanabane & Associés	Nicolas Blanchenay, Jean-François Tréton, Pascal Bathmanabane, Philippe Pech de laclause, Emmanuel Gouesse



	Simmons & Simmons	Etienne Kowalski, Jacques-Antoine Robert, Alexandre Regniault, Sarah Bailey
	Squair	Maria Lancri
	Veil Jourde	Pierre-François Veil, François Esclatine, Georges Jourde, Jean Veil
2	Baro Alto	Caroline Joly, Géraldine Brasier Porterie, Pierrick Jupile-Boisverd
	Boken	Antoine Beauquier
	Cleary Gottlieb Steen & Hamilton	Amélie Champsaur, Jean-Yves Garaud, Guillaume de Rancourt
	Dechert	Karen Coppens, Jacques Sivignon
	Feugère Avocats	William Feugère, Antoine Moizan
	Guillemin Flichy	Thibault Guillemin
	Kersus	Florence Richard, Jacques Dubourg
	King & Spalding	Jean Tamalet
	KPMG Avocats	Patrick Amouzou, Julie Bellesort, Gilles Kolifraith, Emmanuel Tricot, Frédéric Cosme
	Pinsent Masons	Melina Wolman, Valérie Blandeau
	Rödl & Partner	Hugues Boissel Dombrevail, Jean-Yves Trochon
	Soulez Larivière & Associés	Daniel Soulez Larivière, Capucine Lanta de Bérard
	Spitz Poulle Kannan	Jean-Baptiste Poulle, Arut Kannan, Nicolas Spitz
	Stas & Associés	Caroline Toby, Renaud Semerdjian
	Temime	Léon Del Forno, Julia Minkowski, Olinka Malaterre
	Vasco Avocats	Christophe Curtelin, Bénédicte Demangeat
	Visconti & Grundler	Benjamin Grundler
	Willkie Farr & Gallagher	Dominique Mondoloni, Grégoire Bertrou
RECOMMENDED		
	3Dtic Avocats	Dominique Dedieu
	Advant Altana	Philippe Goossens
	Aldébaran	Marion Lambert Barre, Fanny Rocaboy
	Arago	Hervé Catteau
	Aramis	Aurélien Condomines
	Astrée Avocats	Isabelle Monin Lafin
	Bass Mazon	François Mazon, Christophe Bass
	Chaintrier Avocats	Cédric Putigny-Ravet, Benoît Derieux
	Coat Haut De Sigy De Roux	Julian Christen Coat, Claire de Haut de Sigy, Louis-Marie de Roux
	Derriennic Associés	Bruno Ducoulombier, François-Pierre Lani, Emmanuel Benoit
	DS Avocats	Frédéric Bellanca, Yvon Martinet, Gwladys Beauchet, Benoit Charrière Bournazel, Safine Hadri, Patricia Savin, Jean-Marie Salva
	Duhamel	Jérémie Duhamel
	Grenier Avocats	Patrice Grenier
	La Garanderie Avocats	Dominique de La Garanderie, Bertrand Merville, Stéphanie Serror
	Lawint	Alexandre Diehl
	Lazarègue Avocats	Alexandre Lazarègue
	LPA-CGR Avocats	Alexandre de Konn
	PwC Société d'Avocats	Hannes Scheibitz, Lionel Yemal, Sandrine Cullaffroz-Jover, Edith Baccichetti
	Rimon Law	Stephanie De Giovanni
	Squire Patton Boggs	Stéphanie Faber
	UGGC Avocats	Thierry Dal Farra, Franck Lepron, Benjamin de Sevin, Edouard Caupert, Corinne Khayat
	Verdun Verniole Avocats	Franck Verdun
VALUABLE PRACTICE		
	Astaé Avocats	Philippe Ravisy
	Deyla Partners	Olivier Laffitte
	DL Avocats	Daphné Latour
	Impala Avocats	Julie Prost
	Klaeser Avocats	Tatjana Klaeser
	Lawins	Céline Lemoux, Julien Bessermann
	RCCL Avocats	Thomas Charat

WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Bredin Prat	Éric Dezeuze, Guillaume Pellegrin
Temime	H. Temime, J. Minkowski, C. Dreyfus-Schmidt, M. Reynaud, L. Del Forno, O. Malaterre, H. Teboul
2 Advant Altana	Philippe Goossens
Allen & Overy	Denis Chemla, Hippolyte Marquetty
Antonin Lévy & Associés	Antonin Lévy, Ophélie Claude, Joris Monin de Flaugergues
Bougartchev Moyne Associés	Emmanuel Moyne, Kiril Bougartchev, Geoffroy Goubin
Cabinet Maisonneuve	Antoine Maisonneuve, Patrick Maisonneuve, Bérénice de Warren
Chemarin & Limbour	Claudia Chemarin, Matthias Guillou
Darrois Villey Maillot Brochier	Christophe Ingrain, Jean-Michel Darrois, Cyril Bonan, Rémi Lorrain
Delecroix Gublin	Fabienne Delecroix, Alexis Gublin
François Saint-Pierre	François Saint-Pierre
French Cornut-Gentille & Associés	Pierre Cornut-Gentille, Pauline Lambouroud
Haik & Associés	Jacqueline Laffont, François Artuphel, Maxime Louvet
Huc-Morel Labrousse Associés	Cédric Labrousse, Nicolas Huc-Morel, Julie Fréal-Saison
Kiejman & Marembert	Georges Kiejman, Thierry Marembert, Paul Le Fèvre
King & Spalding	Jean Tamalet
Le Borgne Saint-Palais Associés	Christian Saint-Palais, Jean-Yves Le Borgne
Marsigny Gosset Avocats	Emmanuel Marsigny, Louis Guesdon, Cyril Gosset
Stas & Associés	Caroline Toby, Francis Szpiner, Christophe Ayela, Renaud Semerdjian, Vincent Nioré
Veil Jourde	Jean Veil, Georges Jourde, Pierre-François Veil, François Esclatine
Vigo	Emmanuel Mercinier - Pantalacci, Emmanuel Daoud, Julie Ferrari, César Ghrénassia
Visconti & Grundler	Benjamin Grundler, Julien Visconti
White & Case	Jean-Pierre Picca, Ludovic Malgrain, Jean-Lou Salha
EXCELLENT	
1 August Debouzy	Basile Ader, Benjamin van Gaver, Astrid Mignon Colombet, Valérie Munoz-Pons
BFPL Avocats	Arnault Buisson-Fizellier, Christophe Pech de Laclause, François Berbinau, Amaury Sonet
Boken Avocats	Antoine Beauquier, Silvia Lepel
Cabinet Thierry Herzog	Thierry Herzog
Emmanuelle Kneusé	Emmanuelle Kneusé
FTMS Avocats	Pierre-Olivier Sur, Mathias Chichportich
Fédida Fabreguettes Associés	Jean-Marc Fedida, Julie Fabreguettes
Gide Loyrette Nouel	A. Boulanger, J-P Pons-Henry, P. Ouart, B. Quentin, S. Scemla, G. Navarro
Gutkès Avocats	Olivier Gutkès
Herbert Smith Freehills	Jonathan Mattout
Hogan Lovells	Arthur Dethomas, Christelle Coslin
Hughes Hubbard & Reed	Felix De Belloy, Marie-Agnès Nicolas
Lombard Baratelli & Associés	Céline Astolfé, Marie Courpied-Baratelli, Olivier Baratelli, Christophe Rélu
Paul Hastings	Philippe Bouchez El Ghozi, Nicola Bonucci
PBA Legal	Emmanuel Gouesse, Philippe Pech de laclause
Quinn Emanuel Urquhart & Sullivan	Kami Haeri, Eric Russo
Reinhart Marville Torre	Jean Reinhart, Olivier Bluche, Louis-Marie Absil, Agathe Moreau
Schapira Associés	Sébastien Schapira
Soulez Larivière & Associés	Aurélia Grignon, Capucine Lanta de Bérard
Taylor Wessing	Paul-Albert Iweins, Philippe Glaser, Benoit Goulesques-Monaux
2 Addleshaw Goddard	David Père, Cécile Terret
Ayache	Michel Ayache, Julien Andrez
Baro Alto	Géraldine Brasier Porterie, Pierrick Jupile-Boisverd, Caroline Joly
Betto Perben Pradel Filho	Martin Pradel
BG2V	Karim Beylouni, Julien Vernet
Bochamp	François Géry, Nicolas Demard
Bonifassi Avocats	Stéphane Bonifassi
Bryan Cave Leighton Paisner	Philippe Métais, Elodie Valette
Chabert Avocats	Benoit Chabert
Cleary Gottlieb Steen & Hamilton	Jean-Yves Garaud
Clifford Chance	Charles-Henri Boeringer, Thomas Baudesson
Coat Haut De Sigy De Roux	Claire de Haut de Sigy, Julian Christen Coat, Louis-Marie de Roux
Consigny Bellour Associés	Charles Consigny, Gaspard de Monclin, Nawel Bellour, Benjamin Bohbot
Courrégé Foreman	Mauricia Courrégé, Simon Foreman, Aurélie Girault
Dalmasso Avocats	Thierry Dalmasso
De Castro & Stasse	Julia Stasse, François De Castro, Laureen Kraftchik
Dentons	Aurélien Chardeau
Doumic Avocats	Solange Doumic, Alix de Saint Germain
Farthouat Avocats	Nicolas Boulay, Christophe Llorca, Nicolas Cassart, Laurence Marot
Feugère Avocats	William Feugère, Antoine Moizan
Flécheux & Associés	Xavier Flécheux
Guillemin Flichy	Stéphane Flichy, Thibault Guillemin
Henri Leclerc & Associés	Nathalie Senyk, Frédérique Baulieu



Ingouf Avocats	Marie-Laure Ingouf
Lantourne & Associés	Maurice Lantourne, Flavie Hannoun, Gauthier Doré
Lasek Avocats	Céline Lasek
Levy & Soussen	Charles-Emmanuel Soussen, Jean-Paul Lévy
Lussan	François Martineau, Jean-Yves Dupeux, Xavier Autain, Beatriz de Silva, Étienne Gastebled
Lysias Partners	Pierre-Emmanuel Blard, Jean-Pierre Mignard
McDermott Will & Emery	Alexis Werl
Montbrial Avocats	Thibault De Montbrial
Navacelle	Stéphane De Navacelle, Julie Zorrilla
Nerio Avocats	Éric Deprez, Alain Salgado
Normand & Associés	Xavier Normand-Bodard, Ralph Boussier, Renaud Le Gunehec
Norton Rose Fulbright	Christian Dargham
Obadia & Stasi	Sophie Obadia, Mario Pierre Stasi
Oplus Avocats	Benjamin Mathieu, Laurence Dauxin-Nedelec, Baptiste de Fresse de Monval, Olivier Pardo
Peltier Juvigny Marpeau & Associés	Frédéric Peltier, Clément Wierre
Seattle Avocats	Emmanuel Tordjman, François de Cambiaire, Maud Touitou
Steru Baratte	Edouard Steru
Teitgen & Viottolo	Francis Teitgen
Vey & Associés	Antoine Vey
Weil, Gotshal & Manges	Didier Malka
Willkie Farr & Gallagher	Dominique Mondoloni, Grégoire Bertrou

HIGHLY RECOMMENDED

1	28 octobre	David Koubbi
	Abpa - Apelbaum Bendavid Poincloux Associés	David Apelbaum, Michaël Bendavid, Margaux Durand-Poincloux
	Alerion	Sibylle Mareau, Jacques Bouyssou
	Bass Mazon Associés	Christophe Bass, François Mazon
	Bosco Avocats	Thomas Heintz, Jean-François Pedinielli
	Bourdon & Associés	William Bourdon, Amélie Lefebvre, Apolline Cagnat, Vincent Brengarth, Sandrine Richer
	Cabinet Neuer	Jean-Jacques Neuer
	Chatain & Associés	Antoine Chatain, Camille Potier
	Cohen & Gresser	Loic Henriot
	Darteville Dubest Bellanca & Associés	Fabrice Dubest, Philippe Rossignol, Vincent Blondeau
	Dechert	Karen Coppens
	Delsol Avocats	Alexis Chabert, Thomas Amico
	Friedland	Alexandre Couilliot
	Grall & Associés	Jean-Christophe Grall, Nathalia Kouchnir-Cargill, Thomas Lamy, Charles-Henri Calla
	J.p. Karsenty & Associés	Thomas Ricard, Matthieu Chirez, Paul Ricard
	Jeantet	Philippe Portier, Martine Samuelian, Xavier Pernot
	Jones Day	Bénédicte Graulle
	Kosma	Noémie Ohana, Sarah Krysz
	Kramer Levin	Dominique Pénin, Guillaume Forbin
	Lamy Lexel	Edouard Bertrand, Marie Duverne-Hanachowicz
	Laude Esquier Champey	Richard Esquier, Olivier Laude, Victor Champey, Claire Machureau
	Le 16 Law	Samuel Sauphanor
	Linklaters	Arnaud de La Cotardière, Jean-Charles Jais, Eléonore Hannezo
	LPA-CGR Avocats	Alexandre de Konn
	Massoni Avocats	Paul-Philippe Massoni
	Osborne Clarke	Lucie Mongin-Archambeaud
	Pons & Carrère	Frédérique Pons, Nathalie Carrère
	Simmons & Simmons	Jacques-Antoine Robert, Alexandre Regniault, Etienne Kowalski
	Simon Associés	David Marais, Sophie Nayrolles
	Solférino Associés	Guillaume Buge, Charlotte Plantin
2	Adaltys	Sylvie Le Damany
	Aldebaran	Marion Lambert Barre, Fanny Rocaboy
	APE Avocats	Adrien Perrot
	Bernard-Hertz-Béjot	Patrick Bernard
	Bersay	Jérôme Bersay, Frédéric Flatrès, Mathilde Cousteau
	Binsard Martine Associés	Robin Binsard, Guillaume Martine
	Boutron-Marmion Associés	Pierre-Philippe Boutron-Marmion, Laure Boutron-Marmion
	Boyer Fontaine	Caroline Boyer, Margot Fontaine
	BS avocats	François Buthiau
	Bélot Malan & Associés	Frédéric Bélot
	Cabinet Constantin-Vallet	Charles Constantin-Vallet, Hugo Delage, Paul Leyendecker
	Cabinet Guérin	Loïc Guérin
	Cabinet Thomas Klotz	Thomas Klotz
	Carlara	Marie-Laure Barré, Eric Morain, Fanny Desclozeaux
	CCB Avocats	Christian Charrière-Bournazel
	Chapelle Avocat	Juliette Chapelle
	Cornet Vincent Ségurel	Christian Naux, Bertrand Salmon, Thomas Deschryver, Nicolas De La Taste, Alban Pousset-Bougère
	D'Antin Brossollet Avocats	Olivier d'Antin, Luc Brossollet
	De Pardieu Brocas Maffei	Dominique Lefort, Patrick Jais
	DLA Piper	Fabien Ganivet, Pierre Stasse
	Ebl Lexington Avocats	Olivier d'Abo
	Farge Associés	Pierre Farge
	Frey Avocats	Antoinette Frey, Edmond-Claude Frey
	Gca Associés	Alexandre Gaudin, Hélène Chardin, Damien Canali

HMN & Partners	Simon Ndiaye, Juliette Vogel
Kaminski Avocats	David-Olivier Kaminski
Kennedys	Aurélia Cadain, Alexis Valençon
Lerins	Antoine A. Camus
Lexcase	Hubert Mortemard de Boisse
Margulis Associés	Sorin Margulis
Marici Avocats	Brigitte Bézard-de-Rougé
Marquet Sobel Poyer	Maud Sobel
Mayer Brown	Émilie Vasseur, Jean-Philippe Lambert
ML&A	Michel Laval
Moncey Avocats	Philippe Lauzeral
Spartans Avocats	Mathias Pujos
Topaze Avocats	Laetitia Fayon
Torossian Avocats	Sévag Torossian
Tosca Avocats	Laure Tric
UGGC Avocats	Thierry Dal Farra, Franck Lepron, Julien Mayeras
Vinci Avocats	Virginie Bouchet

RECOMMENDED

Apostrophe	Delphine Dendievel
Arago	Hervé Catteau
Arma	Arnaud Péricard, Maximilien Mattéoli
Babonneau Mariotti	Stéphane Babonneau
BCTG Avocats	Hughes Villey-Desmeserets, Augustin Nicolle
Blackbird Associés	Georges Sauveur
Cabinet Benadava	Karine Benadava
Cabinet Forgues Avocats	Frédéric Forgues
Cabinet Zaks	Stéphanie Zaks
Cayol Cahen Tremblay & Associés	Bernard Cahen
CBR & Associés	Judith Vuillez, Pierre-Olivier Chartier
Chaintrier Avocats	Cédric Putigny-Ravet, Benoît Derieux
Chavanne & Witt Avocats	Clémence Witt, Mathieu Chavanne
Christine Courrégé	Christine Courrégé
CLC Avocats	Sylvain Cornon
De Gaulle Fleurance	Jean-François Paque, Louis De Gaulle, Vanessa Ruffa, Philippe Moncorps, Georgie Courtois
Deprez Guignot Associés - DDG	P Deprez, O. Guidoux, F Dumont, J-C. André, Vt Fauchoux, P Bonnet, L. Carrié, A. Bregou, J-D. Bouhenic
Dolidon Partners	Céline Gris, Brice Cotteret, Guillaume Dolidon, Frédéric Maury
DS Avocats	Arnaud Constant, Guillaume Selnet
Eltea Avocats	Pierre-Olivier Martinez, Céline Dilman
Feltesse & Zanatta	Pierre-François Feltesse, Julien Zanatta
Franklin	Yann Colin
Gasbaoui Avocats	Julien Gasbaoui
Gka & Associés	Ivan Terel, Patrick Klugman
Godin Associés	Vincent Courcelle-Labrousse
Herald Avocats	Jean Castelain, Stéphane Micheli
Kalliopé	Nicolas Contis, Julie Gayrard
Lacamp Avocat	Louis Lacamp
Lazarègue Avocats	Alexandre Lazarègue
Le 52	Morgane Le Hir, Joseph Hazan, Sophie Rey-Gascon, Margot Pugliese
Made Avocats	Jérémié Dilmi, Alexandra Marinakis
Meridian Avocats	Vincent Vilchien
Montpensier Avocats	François Honnorat, Sarah Febrinon-Piguet, Juliette Nattier
Moulin & Associés	Pierre Moulin
Poynard Avocat	Roland Poynard
Racine	Bruno Cavalié, Sandra Graslin-Latour
Rault Bovis Avocats	Pierre-Henri Bovis
Ravet & Associés	Benoît Descours
Rivedroit Avocats	Guillaume Krafft
Rondot Eychène Fréminville	Mathieu Eychène, Guillaume de Fréminville, Jean Rondot
Rousseau & Sussmann	Alice Rousseau, Arthur Sussmann
Sekri Valentin Zerrouk - Svz	Anne Dumas-L'Hoir
Spring Legal	Loris Palumbo
Squair	Lucas Sebban, Julie Walrafen, Marion Grégoire, Bruno Welsch
Stehlin & Associés	Marc Pierre Stehlin, Diane Dumas
TNDA	Karine Pérotin
Verger Avocats	Benoît Verger
Woog & Associés	Stéphane Woog
Ww Associés	Jade Dousselin

VALUABLE PRACTICE

Belot Avocats	Jean-Didier Belot
Coblence Avocats	Benjamin Magnet
Colman Avocats	Gaël Collin, Céline Chapman
DL Avocats	Daphné Latour
Elise Arfi	Élise Arfi
Grenier Avocats	Patrice Grenier
Lmt Avocats	Olivier Samyn, Emmanuel Fleury
Triboulet Avocats	Francis Triboulet
Vanessa Bousardo Avocat	Vanessa Bousardo



INTERNAL & INTERNATIONAL INVESTIGATIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Clifford Chance	Thomas Baudesson, Charles-Henri Boeringer
Hughes Hubbard & Reed	Kevin Abikoff, Marie-Agnès Nicolas, Bryan Sillaman, Michael Huneke, Nicolas Tollet, Anne Hukkelaas Gaustad, Daniel McLaughlin
Norton Rose Fulbright	Christian Dargham
White & Case	Ludovic Malgrain, Jean-Pierre Picca, Jean-Lou Salha, Clara Hainsdorf, Valérie Ménard, Yann Utzschneider
Allen & Overy	Denis Chemla
Antonin Lévy & Associés	Antonin Lévy, Ophélie Claude, Joris Monin de Flaugergues
Baker Mckenzie	Éric Lasry, Iris Barsan, Renaud Jaune
Herbert Smith Freehills	Jonathan Mattout, Sergio Sorinas, Marie Louvet
Navacelle	Stéphane De Navacelle, Clémentine Duverne, Julie Zorrilla
Skadden	Gregory Vianesi, Wesley Laine, Margot Seve, Andrew Good, Lindsey F. Randall, Khalil N. Maalouf, Sidne Koenigsberg, Ryan Junck, Valentin Autret, Elizabeth Robertson
EXCELLENT	
August Debouzy	Benjamin van Gaver, Astrid Mignon Colombet, Bernard Cazeneuve
Bougartchev Moyné Associés	Kiril Bougartchev, Emmanuel Moyné, Geoffroy Goubin
Bredin Prat	Didier Martin, Eve Duminy, Éric Dezeuze, Jean-Daniel Bretzner, Florian Bouaziz, Guillaume Pellegrin
Cohen-Tanugi Avocats	Laurent Cohen-Tanugi
Gide Loyrette Nouel	Sophie Scemla, Bruno Quentin, Emmanuel Reille, Jean-Philippe Pons-Henry, Dimitri Dimitrov, Olivier Bernardi, Olivier Prost, Thierry Dor, Anna Dias
Huc-Morel Labrousse Associés	Nicolas Huc-Morel, Cédric Labrousse, Julie Fréal-Saison
Kiejman & Marembert	Thierry Marembert, Georges Kiejman, Paul Le Fèvre, Cecile Labarbe
Mayer Brown	Michael E. Lackey, Nathalie Jalabert-Doury, Nicolette Kost de Sèvres, Kelly B. Kramer, Joydeep Sen-gupta, Jean-Philippe Lambert, Alistair Graham
Quinn Emanuel Urquhart & Sullivan	Kami Haeri, Eric Russo
Addleshaw Goddard Paris	David Père, Cécile Terret
Bryan Cave Leighton Paisner	Constantin Achillas, Claire Fougea, Marion Brière Ségala
Cabinet Maisonneuve	Antoine Maisonneuve, Patrick Maisonneuve, Bérénice de Warren
Dechert	Karen Coppens, Jacques Sivignon, Laurent Martinet
De Gaulle Fleurance	Pierrick Le Goff, Matthieu Dary, Thierry Titone
Delecroix Gublin	Alexis Gublin, Fabienne Delecroix
Eversheds Sutherland	Déborah Attali, Dan Roskis, Gaëtan Cordier, Alexis Werl
Jeantet	Martine Samuelian, Philippe Portier
Jones Day	Bénédicte Graille, Vincent Ohannessian, Jérémy Attali
King & Spalding	Jean Tamalet
Kramer Levin	Hugues Bouchetemble, Dominique Pénin, Hubert de Vauplane, Dana M. Anagnostou, Wadie Sanbar
Latham & Watkins	Matthias Rubner, Myria Saarinen, Fabrice Fages, Adrien Giraud, Jacques-Philippe Gunther, Mathilde Saltiel, Elise Auvray
Vigo	Emmanuel Daoud, Julie Ferrari, César Ghrénassia
Visconti & Grundler	Benjamin Grundler
Willkie Farr & Gallagher	Dominique Mondoloni, Grégoire Bertrou
HIGHLY RECOMMENDED	
1 Ayache	Michel Ayache, Julien Andrez, Caroline André-Hesse, Jacques Messeca, Gwenaëlle de Kerviler, Frédéric Fuchs
Bird & Bird	Thomas Oster
Chemarin & Limbour	Matthias Guillou, Claudia Chemarin

	Cleary Gottlieb Steen & Hamilton	Guillaume de Rancourt, Jean-Yves Garaud
	CMS Francis Lefebvre Avocats	Jérôme Sutour, Véronique Bruneau Bayard
	Cohen & Gresser	Muriel Goldberg Darmon, Loïc Henriot
	Feugère Avocats	William Feugère, Antoine Moizan
	Guillemin Flichy	Thibault Guillemin
	Hogan Lovells	Arthur Dethomas, Christelle Coslin
	Noëlle Lenoir Avocats	Noëlle Lenoir
	Paul Hastings	Philippe Bouchez El Ghozi, Pierre Kirch, Nicola Bonucci, Camille Paulhac
	Stas & Associés	Caroline Toby, Renaud Semerdjian
	Taylor Wessing	Markus Asshoff, Evelyne Friedel, Paul-Albert Iweins, Gilles Amsallem, Anne-Juliette de Zaluski
	Temime	J. Minkowski, H. Temime, C. Dreyfus-Schmidt, M. Reynaud, L. Del Forno, O. Malaterre, H. Teboul
2	Bonifassi Avocats	Stéphane Bonifassi
	Franklin	Serge Durox, Myriam De Gaudusson, Patrick Thiébart, Michel Sapin, Valérie Aumage
	GGV Avocats	Bénédicte Querenet-Hahn
	Kersus	Florence Richard, Jacques Dubourg
	Linklaters	Arnaud de La Cotardière, Thomas Elkins, Lionel Vuidard, Pierre Zelenko, Pauline Debré, Jean-Charles Jais, Anne Wachsmann, Geric Clomes, Charlotte Colin-Dubuisson, Eléonore Hannezo
	LPA-CGR Avocats	Alexandre de Konn
	Pech de Laclause Bathmanabane & Associés	Emmanuel Gouesse, Jean-François Tréton, Pascal Bathmanabane
	Pinsent Masons	Melina Wolman, Valérie Blandeau
	Simmons & Simmons	Jacques-Antoine Robert, Etienne Kowalski, Alexandre Regniault, Laurence Renard, Claire Le Touzé
	Soulez Larivière & Associés	Capucine Lanta de Bérard, Daniel Soulez Larivière
	Squair	Maria Lancri
	UGGC Avocats	Thierry Dal Farra, Franck Lepron, Benjamin de Sevin, Edouard Caupert
RECOMMENDED		
	3Dtic Avocats	Dominique Dedieu
	Advant Altana	Philippe Goossens
	Aramis	Aurélien Condomines, Cédric de Pouzilhac
	Baro Alto	Caroline Joly, Géraldine Brasier Porterie, Pierrick Jupile-Boisverd
	Boken	Antoine Beauquier
	Chaintrier Avocats	Cédric Putigny-Ravet
	Coat Haut De Sigy De Roux	Claire de Haut de Sigy, Julian Christen Coat, Louis-Marie de Roux
	DS Avocats	Frédéric Bellanca, Yvon Martinet, Gwladys Beauchet, Benoit Charrière Bournazel, Safine Hadri, Patricia Savin, Jean-Marie Salva
	Grandjean Avocats	Jean-Pierre Grandjean
	Grenier Avocats	Patrice Grenier, Claire Laporte, Anne-Sophie Lilti
	J.p. Karsenty & Associés	Mathieu Chirez, Thomas Ricard, Clémence Colin, Jean-Philippe Arroyo
	Osborne Clarke	Lucie Mongin-Archambeaud, Maxime Pigeon
	PwC Société d'Avocats	Hannes Scheibitz, Lionel Yemal
	Veil Jourde	Jean Veil, Georges Jourde, François Esclatine, Pierre-François Veil
VALUABLE PRACTICE		
	Arago	Hervé Catteau
	Astaé Avocats	Philippe Ravisy
	Astrée Avocats	Isabelle Monin Lafin
	Klaeser Avocats	Tatjana Klaeser
	RCCL Avocats	Thomas Charat
	Selnet Giraud Associés	Romain Giraud, Guillaume Selnet



IT FRAUD

Best Auditing & Accounting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 EY FRANCE	Antoinette Gutierrez-Crespin
PwC	Fabienne Borde, Thomas Estève
2 Forensic Risk Alliance	Greg Mason, Frances McLeod
EXCELLENT	
Accuracy	Darren Mullins, Steve Molloy, Romain Noël
Consilio	Andrew Macdonald
Devoteam	Renaud Templier
FTI Consulting	Thomas Sely, Karl Payeur, Thomas Hutin
KPMG	Jean-Marc Lefort
Kroll	Louis-David Magnien
Novaminds	Nicolas Vetriak
Orange Cyberdefense	Michel Van Den Berghe
HIGHLY RECOMMENDED	
BDO France	Arnaud Naudan, Anne-Catherine Farlay
I-Tracing	Théodore-Michel Vrangos, Laurent Charveriat
Lerti	Virginie Joly-Strobel
Mazars	François Nogaret
RSM france	Jean-Philippe Bernard, Jean-Philippe Isemann
SM Conseils	Serge Migayron

CLAIMS & INSURANCE LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 HFW	Pauline Arroyo, Olivier Purcell, Guillaume Brajeux, Iris Vögeding
HMN & Partners	J. Vogel, S. Xerri-Hanote, S.Ndiaye, G. Honig, E. Sorribes, C. Derache, N. Finkelstein, A-S. Branger
2 Clyde & Co	Gildas Rostain, Rozenn Lopin, David Méheut
Gide Loyrette Nouel	Capucine Bernier, Richard Ghueldre
Moureu Associés	Stéphanie Luttringer, Philippe El Fadl, Christine Liaud, Xavier Lebrasseur
Ormen Passemard-Orpa Legal	Rémi Passemard, Pascal Ormen
PHPG	Jean-Baptiste Payet-Godel, Françoise Hecquet, Romain Bruillard, Charlotte Roger, Cécile Tiberghien
Raffin & Associés	M. Patrimonio, G. Regnault, P. Le Touarin-Laillet, C. Raffin-Patrimonio, F. de Cosnac, D. Lours, E. Dufour
Soulié & Coste-Floret	J-M. Coste-Floret, M. Zohair, B. Esquelisse, V. Le Bras, G. Coste-Floret
EXCELLENT	
1 BFPL Avocats	Arnault Buisson-Fizellier, Christophe Pech de Laclause
Dac Beachcroft France Aarpi	Vladimir Rostan d'Ancezune, Christophe Wucher-North, Alexandre Gadot
DBM	Jean-François Delrue, Etienne Boyer, Leslie Marien, Baptiste Delrue
Dentons	Séverine Hotellier, Frédérique de La Chapelle
Eba Endrös-Baum Associés	M. Bennaïm, F. Endrös, C. Lustin-Le Core, M. de Vaublanc, M. Mazaud, A. Sprengel
Franklin	Xavier Marchand
H&A	Julie Verdon, Catherine Dupuy
Hertslet Wolfer & Heintz - HW&H	Michel Wolfer, Béatrice Deshayes, Dominique Heintz
Kennedys	Nicolas Bouckaert, Aurélie Cadain, Alexis Valençon
Signature Litigation	Emmanuèle Lutfalla
Squire Patton Boggs	Valérie Ravit, Antoine Adeline, Carole Sportes
Taylor Wessing	Philippe Glaser, Pierre-Olivier Leblanc
2 Adrien & Associés	Christophe Adrien, Lorraine Duzer, Florent Salesses, Florent Schapira
Beldev	Michel Bellaïche, Lyne Haigar
Chatain & Associés	Antoine Chatain, Dominique Ham, Thomas de Boysson
Dizier & Associés	Arnaud Dizier
DLA Piper	Bruce Mee, Vonnick Le Guillou
DWF	Romain Dupeyré, Florence Karila
Hogan Lovells	Christelle Coslin, Christine Gateau, Arthur Dethomas
Huglo Lepage Avocats	Corinne Lepage
K&L Gates	Charlotte Baillot, Barthélemy Cousin
Lambard & Associés	Laurence Maillard, Nathanaël Rochard, Christian Lambard, Fabrice Hagège
Lincoln Avocats Conseil	Guillaume Aksil, Manuel Meneghini
Lmt Avocats	Alexandre Gruber, Nathalie Sinavong
LPA-CGR Avocats	Gilles Gassenbach, Alexia Eskinazi, Arnaud Molinier
Ngo Jung & Partners	Pierre Jung, Philippe Bernard
Rome Associés	Juliette Mel, Arnaud Rogel
Simmons & Simmons	Jacques-Antoine Robert, Etienne Kowalski, Quentin Charluteau, Alexandre Regniault
Stephenson Harwood	Nicolas Demigneux
Tamaris Avocats	Alexandra Cohen-Jonathan
HIGHLY RECOMMENDED	
1 ACLH AVOCATS	Lisa Hayere
Adaltys	Jean-Marc Landault, Adeline Mussat



Advant Altana	Pierre-Gilles Wogue, Frédéric Manin, Mickaël d'Allende, Valérie Lafarge-Sarkozy, Gilles Gaillard
APG Avocats	Jean-Marie Gazagnes
Baro Alto	Géraldine Brasier Porterie, Pierrick Jupile-Boisverd
BJMR Avocats	Juliette Ribeiro, Bertrand Joliff
Boivin & Associés	Steve Hercé, Jean-Pierre Boivin, Malik Memlouk, Manuel Pennaforte
CBDA Avocats	Renaud Cavoizy, Philippe Balon, Gaël Déchelette
Comolet-Zanati Avocats	Jean-Marc Zanati, Stanislas Comolet, Céline Delagneau
Cornet Vincent Ségurel	Alban Pousset-Bougère, Benoît Bommelaer
Courrégé Foreman	Mauricia Courrégé, Simon Foreman, Aurélie Girault
De Angelis & Associés	François-Xavier de Angelis, Alain de Angelis, Benoît Bardon
Frêche & Associés	Hugues Vignon, Julien Lampe, Emmanuelle Morvan, Alain Frêche
Grenier Avocats	Patrice Grenier
Herald Avocats	Christophe Bourdel, Pierre-Yves Rossignol, Bruno Quint, Emmanuelle Cardon
Houle	Yanick Houle
Mandin-Angrand Avocats	Eric Mandin, Laure Angrand
Normand & Associés	Ralph Boussier, Juliette Barré, Gilles Cariou, Charlotte Cret
Norton Rose Fulbright	Bénédicte Denis, Christian Dargham
Paetzold Avocats	Stephan Paetzold, Vincent Ribadeau Dumas, Carsten Heisig
Racine	Émilie Buttier, Annie Berland, Emmanuelle Menard, Jean-Pierre Hounieau
Reed Smith	Daniel Kadar, Benoit Charot
Rieuneau Avocats	Charlotte Machtou, Maud Chamoux, Sylvain Rieuneau
Trillat & Associés	Pascal Trillat, Inès Beltramini, Alexandra Jaillant-Corcos
2 Altes Avocats	Philippe Savatic
Avox	Jean-Marc Perez, Vincent Niderprim
Belovetskaya Avocats	Daria Belovetskaya
Burguburu Blamoutier Charvet Gardel & Associés	Jean-Michel Bonzom, Marie Burguburu, Agnès Goldmic
De Gaulle Fleurance	Louis De Gaulle, Luc Grynbaum, Danielle Smolders
DS Avocats	Safine Hadri, Yvon Martinet, Benjamin Potier
Eversheds Sutherland	Rémi Kleiman
Gowling WLG	Frédéric Dereux, Philippe Rousseau
Jones Day	Ozan Akyurek
Karila	Jean-Pierre Karila, Laurent Karila
Keras Avocats	Gilles Gardel, Laurent Heyte, François-Xavier Lagarde
Kramer Levin	Reid Feldman, Guillaume Forbin, Marie Davy, Renaud Dubois
Laude Esquier Champey	Richard Esquier
Leno Avocats	Béatrice Fleuris, Laura Dubois
Lplg & Associés	Jean-Jacques Le Pen
Meneghetti Avocats	Patrick Meneghetti
Naba & Associés	Delphine Aberlen, Emmanuelle Bock
PBA Legal	Catherine Popineau-Dehaullon, Stéphane Lataste
PDGB	Jean Marie Gueguen, Philippe Julien, Marie Albertini
Pennec & Michau	Goulwen Pennec, Clément Michau
RCB - Bykoff et Couturier	Alain Couturier, Margareth Bykoff
Reinhart Marville Torre	Agathe Moreau
Roiné & Associés	Jean-Louis Roiné, Nathalie Roiné, William Fumey
Squadra Avocats	Solén Guézille
Stas & Associés	Renaud Semerdjian
Stream	Arnaud Magerand
Teynier Pic	Pierre Pic
UGGC Avocats	Sylvie Welsch, Michel Ponsard
Vigo	Christine Carpentier, Julien Cheval
Watson Farley & Williams	Franck Poindessault

RECOMMENDED

28 octobre	Benoît Pruvost
Aristée Avocats	Marine Guguen, Sophie de La Brière, Bertrand Baguenard
Armfelt	Patricia Ghozland
August Debouzy	Benjamin van Gaver, Astrid Mignon Colombet, Marie Danis
Awkis	Anne-Sophie Pia
Baker McKenzie	Éric Borysewicz
Bourayne & Preissl	Sigrid Preissl, Cyril Bourayne
Cabinet Air-Mer	Patrice Rembauville-Nicolle
Cheysson Marchadier & Associés	Bernard Cheysson
Courteaud-Pellissier	Joyce Labi, Gilles Roumens, Bertrand Delcourt, Dominique Raynard
De Pardieu Brocas Maffei	Barbara Levy, Paul Talbourdet, Dominique Lefort
DTMV	Magali Thorne, Lin Nin
Fourcade Chevallier	Louise Fourcade, Marine Chevallier
FTPA Avocats	Robert Corcos
Gibson Dunn	Éric Bouffard, Jean-Pierre Farges
Godin Associés	Olivier Decour
J.p. Karsenty & Associés	Paul Ricard, Thomas Ricard
Lawins	Céline Lemoux, Julien Bessermann, Valentin Gervais
LBEW Avocats	Béatrice Witvoet, Axel Engelsen
Lerins	Laurent Bernet, Antoine A. Camus, Arnaud Picard, Elsa Rodrigues
Neraudau Avocats	Bertrand Neraudau, Anne-Claire Pichereau
Nerio Avocats	Marine Duponcheel
Nicolas & Associés	Christophe Nicolas
Penningtons Manches Cooper	Christophe Hunkeler
Picart	Cynthia Picart
Realyze	Christofer Claude
Reibell Associés	Franck Reibell, Louise Gaentzhirt, Alberta Smail
Richemont Delviso	Henri Najjar, Henri de Richemont, Arthur Gibon, Frank Farhana, Jean-Philippe Maslin
Selene Avocats	Laurent Archambault
Torregano Avocats	Pierre Torregano
Via Nova Avocats	Joanna Sobczynski, Caroline Gayraud-Marty

VALUABLE PRACTICE

Alter Via Avocats	Catherine Pouzol
Argueyrolles Avocat	Guilhem Argueyrolles
Cabinet Beaumont	Brigitte Beaumont
Fieldfisher	Brigitte Daille-Duclos
Jung Avocats Associés	Jean-François Zengerlé
Meridian Avocats	Xavier Desnos, Olivier Delsupexhe
Meyer Fabre Avocats	Damien Devot, Nathalie Meyer Fabre
Sekri Valentin Zerrouk - Svz	Anne Dumas-L'Hoir

EBA ENDRÖS-BAUM ASSOCIÉS: MULTICULTURAL AND PRAGMATIC



Florian Endrös

Key figure(s): Florian Endrös
Established: 2007

Track record: Appreciated for its high level of expertise in industrial risk and insurance litigation, EBA regularly advises insurance companies and those working in innovative industrial sectors, such as medical-device makers. The firm is active in the renewable-energy sector (solar, wind, hydroelectric and hydrogen) and frequently handles workplace accident cases.

Team & differentiation: The team is distinguished by its multicultural, multilingual approach, a strength when it comes to managing cross-border communications and handling problems of an international nature. In recent years the firm has opened an office in Marseille, to expand its maritime law and industrial law practices, and another in Lyon.



PRODUCT LIABILITY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
HFW	Guillaume Brajeux, Olivier Purcell, Pauline Arroyo, Iris Vøgeding
HMN & Partners	Gérard Honig, Juliette Vogel, Caroline Derache, Eleonora Sorribes, Anne-Sophie Branger
Hogan Lovells	Christine Gateau, Christelle Coslin, Arthur Dethomas
Lmt Avocats	Olivier Samyn, Alexandre Gruber, Antoine Lemétais, Ghislaine Issenhuth
Pons & Carrère	Nathalie Carrère, Frédérique Pons, Camille Auvergnas
Signature Litigation	Emmanuèle Lutfalla, Sylvie Gallage-Alwis
Simmons & Simmons	Jacques-Antoine Robert, Alexandre Regniault, Etienne Kowalski, Quentin Charluteau
Viguié Schmidt & Associés	Etienne Gouesse
EXCELLENT	
Advant Altana	Valérie Lafarge-Sarkozy, Armand Aviges, Louis des Cars
Armfelt	Patricia Ghozland
Beldev	Michel Bellaiche, Lyne Haigar
BFPL Avocats	Arnault Buisson-Fizellier, Christophe Pech de Laclause, François Berbinau
Cabinet Bibal	Frédéric Bibal
Clyde & Co	Rozenn Lopin, Gildas Rostain, David Méheut
Dechert	Jacques Sivignon
DLA Piper	Vonnick Le Guillou
DWF	Romain Dupeyré, Florence Karila
Fieldfisher	Brigitte Daille-Duclos, Olivier Lantrès
Grenier Avocats	Patrice Grenier
Huglo Lepage Avocats	Corinne Lepage
Jasper Avocats	Olivier Saumon, Céline Roquelle-Meyer
Kennedys	Alexis Valençon, Aurélie Cadain, Nicolas Bouckaert
Moureu Associés	Xavier Lebrasseur, Philippe El Fadl, Christine Liaud, Stéphanie Luttringer
Ormen Passemard-Orpa Legal	Rémi Passemard, Pascal Ormen
Soulié & Coste-Floret	Jean-Marie Coste-Floret, Mohamed Zohair, Bénédicte Esquelisse, Guillaume Coste-Floret
Taylor Wessing	Pierre-Olivier Leblanc
UGGC Avocats	Sylvie Welsch, Michel Ponsard, Malka Marcinkowski
HIGHLY RECOMMENDED	
1 Adaltys	Jean-Marc Landault, Adeline Mussat
Adrien & Associés	Christophe Adrien, Lorraine Duzer, Florent Salesses, Florent Schapira
Baro Alto	Géraldine Brasier Porterie, Pierrick Jupile-Boisverd
Chatain & Associés	Antoine Chatain, Dominique Ham, Thomas de Boysson
Courrégé Foreman	Simon Foreman, Mauricia Courrégé, Aurélie Girault
Dac Beachcroft France Aarpi	Vladimir Rostan d'Ancezune, Christophe Wucher-North, Alexandre Gadot
Dentons	Christine Sévère, Pascale Poupelin
DS Avocats	Yvon Martinet, Safine Hadri, Benjamin Potier
EBA Endrös-Baum Associés	F. Endrös, M. de Vaublanc, M. Mazaud, M. Bennaim, C. Lustin-Le Core, A. Sprengel
Franklin	Xavier Marchand
H&A	Catherine Dupuy, Julie Verdon
Intuity	Christophe Henin
Lambard & Associés	Christian Lambard, Nathanaël Rochard, Fabrice Hagège, Laurence Maillard
Lerins	Bruno Lorit
Montpensier Avocats	François Honnorat, Juliette Nattier, Sarah Febrinon-Piguet
PDGB	Jean-Marie Gueguen, Marie Albertini, Bertrand Jardel
PHPG	Françoise Hecquet, Cécile Tiberghien
Squire Patton Boggs	Valérie Ravit, Carole Sportes
Tamaris Avocats	Alexandra Cohen-Jonathan
2 APG Avocats	Jean-Marie Gazagnes
Aristée Avocats	Marine Guguen
Bird & Bird	Anne-Florence Raducault, Djazia Tiourtite
Biot-Ravaut & Associés	Pierre Ravaut, Jane Biot
Bismuth Société D'Avocats	Yves Bismuth
BJMR Avocats	Juliette Ribeiro, Bertrand Joliff
Boivin & Associés	Jean-Pierre Boivin, Manuel Pennaforte
Cabinet Beaumont	Brigitte Beaumont
Clifford Chance	Thomas Baudesson
Comolet-Zanati Avocats	Jean-Marc Zanati, Stanislas Comolet, Céline Delagneau
Cornet Vincent Ségurel	Cécile Létang
Dante Avocats	Charles Joseph-Oudin
DBM	Etienne Boyer, Jean-François Delrue, Leslie Marien, Baptiste Delrue
De Angelis & Associés	Alain de Angelis, François-Xavier de Angelis, Benoît Bardon
Gide Loyrette Nouel	Capucine Bernier, Richard Ghuedre
Gowling WLG	Frédéric Dereux, Philippe Rousseau
Houle	Yanick Houle, Alexis Sobol
HW&H	Dominique Heintz, Michel Wolfer, Béatrice Deshayes

Jones Day	Ozan Akyurek
K&L Gates	Louis Degos, Charlotte Baillot
Laude Esquier Champey	Richard Esquier
LPA-CGR Avocats	Gilles Gassenbach, Alexia Eskinazi, Xavier Clédet
Macl Avocats	Florence Monteret - Amar
Mandin-Angrand Avocats	Laure Angrand, Eric Mandin
Ngo Jung & Partners	Pierre Jung, Philippe Bernard, Matisse Belusa
Nomos	Cédric Poisvert
Normand & Associés	Gilles Cariou, Charlotte Cret
Paetzold Avocats	Stephan Paetzold, Vincent Ribadeau Dumas, Carsten Heisig
PBA Legal	Catherine Popineau-Dehaullon, Stéphane Lataste
Racine	Annie Berland, Emmanuelle Menard, Émilie Buttier
Raffin & Associés	Fabrice de Cosnac, Catherine Raffin-Patrimonio
Realyze	Christofer Claude
Rieuneau Avocats	Charlotte Machtou, Sylvain Rieuneau, Maud Chamoux
Rome Associés	Juliette Mel, Arnaud Rogel
Squadra Avocats	Solèn Guézille
Stas & Associés	Renaud Semerdjian
Stephenson Harwood	Nicolas Demigneux
Stream	Arnaud Magerand
Trillat & Associés	Pascal Trillat

RECOMMENDED

28 octobre	Benoît Pruvost
Allen & Overy	Denis Chemla, Laëtitia Bénard
Altes Avocats	Philippe Savatic
Ashurst	Hortense Roux
Dizier & Associés	Arnaud Dizier
DTMV	Magali Thorne, Lin Nin
Fourcade Chevallier	Louise Fourcade, Marine Chevallier
Genesis Avocats	Marie-Yvonne Benjamin
Herald Avocats	Bruno Quint, Pierre-Yves Rossignol, Christophe Bourdel
J.p. Karsenty & Associés	Jean-Philippe Arroyo, Paul Ricard, Thomas Ricard
King & Spalding	Joëlle Herschtel
Kramer Levin	Renaud Dubois, Guillaume Forbin, Marie Davy
Leca & Associés	Olivier Leca
Leno Avocats	Laura Dubois, Béatrice Fleuris
Lincoln Avocats Conseil	Guillaume Aksil, Manuel Meneghini
Lplg & Associés	Jean-Jacques Le Pen
Meyer Fabre Avocats	Nathalie Meyer Fabre, Damien Devot
Musset & Associés	François Musset, Anne Guillet Delattre
Osborne Clarke	Thomas Devred
Paul Hastings	Philippe Bouchez El Ghozi
Pennec & Michau	Goulwen Pennec, Clément Michau
RCB - Bykoff et Couturier	Alain Couturier, Margareth Bykoff
Reed Smith	Benoit Charot, Daniel Kadar
Reibell Associés	Franck Reibell
Simon Associés	Michèle Anahory
Via Nova Avocats	Joanna Sobczynski, Caroline Gayraud-Marty
Vigo	Christine Carpentier
Wenger Français	Anais Français, Angélique Wenger

VALUABLE PRACTICE

Aklea	Christophe Cochet, Clémence Arnaud
Baker McKenzie	Éric Borysewicz, Jean-Dominique Touraille, Julie Yeni
Beslay + Avocats	Nathalie Beslay, Joséphine Flament, Olivia Rime
Bryan Cave Leighton Paisner	Constantin Achillas
Cabinet Chatel	Catherine Chatel
Eversheds Sutherland	Rémi Kleiman
FTPA Avocats	Bruno Robin
Godin Associés	Vincent Courcelle-Labrousse, Olivier Decour
Jeantet	Xavier Pernot
Nerio Avocats	Marine Duponcheel
Norton Rose Fulbright	Christian Dargham
Reinhart Marville Torre	Agathe Moreau
Ydès	Valérie Nicod

APG AVOCATS: EXCELLENCE AS STANDARD



Jean-Marie Gazagnes

Key figure(s): Jean-Marie Gazagnes
Established: 1990

Track record: Trusted by big names from the automobile, construction, energy and agricultural machinery sectors, APG Avocats are past masters at addressing product and industrial risk issues, providing superior consulting and litigation services. The firm has a strong track record of producing positive results in high pressure situations and setting legal precedents.

Team & differentiation: APG Avocats cultivates close ties with the technical and scientific teams of its clients, which helps account for the firm's impressive success rate in claims and insurance litigation cases. Jean-Marie Gazagnes is a product liability law, industrial risk, economic law and corporate law expert, while Gilbert Parleani provides strategic advice to insurers.



FRANCE

CIVIL LIABILITY & FINANCIAL RISK

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Awkis	Anne-Sophie Pia
Boken	Antoine Beauquier
HMN & Partners	Simon Ndiaye, Eleonora Sorribes, Sarah Xerri-Hanote, Gérard Honig
Ormen Passemard-Orpa Legal	Rémi Passemard, Pascal Ormen
Raffin & Associés	Patricia Le Touarin-Laillet, Matthieu Patrimonio, Guillaume Regnault
EXCELLENT	
Avox	Jean-Marc Perez, Laurent Lucas, Agnès Pérot, Vincent Niderprim
Baro Alto	Pierrick Jupile-Boisverd, Géraldine Brasier Porterie
BFPL Avocats	François Berbinau, Arnault Buisson-Fizellier, Christophe Pech de Laclause
Chatain & Associés	Antoine Chatain, Dominique Ham, Thomas de Boysson
Clyde & Co	Gildas Rostain, David Méheut
Dac Beachcroft France Aarpi	Christophe Wucher-North, Vladimir Rostan d'Ancezune, Alexandre Gadot
HFW	Pauline Arroyo, Iris Vögeding
Kennedys	Aurélia Cadain, Alexis Valençon, Nicolas Bouckaert
Laude Esquier Champey	Richard Esquier
Lawins	Céline Lemoux, Valentin Gervais, Julien Bessermann
LPA-CGR Avocats	Arnaud Molinier
PDGB	Jean-Marie Gueguen, Philippe Julien, Bertrand Jardel
Pech de Laclause Bathmanabane & Associés	Catherine Popineau-Dehaullon, Stéphane Lataste
Pons & Carrère	Frédérique Pons, Nathalie Carrère
Signature Litigation	Emmanuèle Lutfalla
Simmons & Simmons	Quentin Charluteau, Alexandre Regniault
Taylor Wessing	Pierre-Olivier Leblanc, Paul-Albert Iweins, Philippe Glaser, Marc Schuler, Benoît Goulesque-Monaux
HIGHLY RECOMMENDED	
1804 Avocats	Delphine Abecassis, Muriel Amsellem
Argueyrolles Avocat	Guilhem Argueyrolles
Aristée Avocats	Marine Guguen, Sophie de La Brière, Bertrand Baguenard
Arma	Arnaud Péricard, Maximilien Mattéoli
August Debouzy	Benjamin van Gaver, Marie Danis, Astrid Mignon Colombet
Beldev	Michel Bellaïche, Lyne Haigar
Burguburu Blamoutier Charvet Gardel & Associés	Jean-Michel Bonzom, Marie Burguburu, Agnès Goldmic
Cabinet Beaumont	Brigitte Beaumont
De Angelis & Associés	François-Xavier de Angelis, Alain de Angelis, Benoît Bardon
Franklin	Xavier Marchand
Frety Avocats	Antoinette Frety
Grenier Avocats	Patrice Grenier
H&A	Julie Verdon, Catherine Dupuy
K&L Gates	Barthélemy Cousin
Keras Avocats	Gilles Grardel, François-Xavier Lagarde, Laurent Heyte
Leca & Associés	Olivier Leca
Lexance Avocats	Morgane Hanvic, Cécile Tailleped
Mandin-Angrand Avocats	Eric Mandin, Laure Angrand
Meneghetti Avocats	Patrick Meneghetti
Ngo Jung & Partners	Philippe Bernard, Pierre Jung, Matisse Belusa
Reibell Associés	Franck Reibell, Camille Lavallois
Rieuneau Avocats	Sylvain Rieuneau
STAS & Associés	Renaud Semerdjian
Stream	Arnaud Magerand
Tamaris Avocats	Alexandra Cohen-Jonathan
Tarin Lemarié	Guillaume Tarin, Alexis Lemarié
Trillat & Associés	Inès Beltramini, Pascal Trillat
Via Nova Avocats	Joanna Sobczynski, Caroline Gayraud-Marty

LAUDE ESQUIER CHAMPEY: DYNAMIC AND CREATIVE



Richard Esquier

Key figure(s): Richard Esquier
Established: 2008

Track record: The firm acts for businesses in a broad spectrum of sectors, as well as life-insurance companies, in their legal battles, notably with regulatory authorities. The firm recently represented a personal care services company, providing contract analysis and insurance advice related to the taking charge of its operating losses.

Team & differentiation: Led by founding partner Richard Esquier, Laude Esquier Champey has a wealth of experience in insurance and reinsurance matters, banking and finance litigation and criminal law. It excels at defending both non-life insurance insurers and life and other insurance companies before the courts.

GERMANY

INTERNAL INVESTIGATIONS & COMPLIANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Freshfields Bruckhaus Deringer	Norbert Nolte, Moritz Pellmann
Gleiss Lutz	Eike Bicker
EXCELLENT	
Baker McKenzie	Andreas Lohner
Clifford Chance	Peter Dieners, Heiner Hugger
Hengeler Mueller	Sven Henrik Schneider
Hogan Lovells	Sebastian Lach
Linklaters	Kerstin Wilhelm
Noerr	Torsten Fett, Christian Pelz
Pohlmann & Company	Andreas Pohlmann
White & Case	Thomas Helck, Karl-Jög Xylander
HIGHLY RECOMMENDED	
CMS Hasche Sigle	Harald W Potinecke
DLA Piper	Emanuel Ballo, Christian Schoop
Gibson, Dunn & Crutcher	Benno Schwarz
RECOMMENDED	
1 AGS Acker Schmalz	Jan Kappel
Allen & Overy	Jan Erik Windthorst
GSK Stockmann	Eric Mayer
Herbert Smith Freehills	Dirk Seiler
Heuking Kühn Lüer Wojtek	André-M. Szesny
Latham & Watkins	Thomas Grütznier
Oppenhoff	Jürgen Hartung
Reed Smith	Jörn Halling
Simmons & Simmons	Hans-Hermann Aldenhoff
Skadden, Arps, Slate, Meagher & Flom	Jens Koenig, Bernd R. Mayer
2 ADVANT Beiten	Christoph Heinrich
Debevoise & Plimpton	Thomas Schürle
Ebner Stolz	Philipp Külz, Christina Odenthal-Middelhoff
FS-PP Berlin	Niklas Auffermann
Gazeas Nepomuck	Lutz Nepomuck
Heussen	Christoph Hamm, Franz-Clemens Leisch
Ignor & Partner	Björn Krug
Mc Dermott Will & Emery	Rolf Hünermann
Morrison Foerster	Roland Steinmeyer
Orth Kluth	Markus Berndt, Gereon Conrad
PARK Wirtschaftsstrafrecht	Tido Park
Pinsent Masons	Eike W. Grunert
Redeker Sellner Dahs	Bernd Müssig
Rosinus Partner	Mathias Grzesiek, Christian Rosinus
WilmerHale	Jan-S. Wendler



WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Clifford Chance	Heiner Hugger
Freshfields Bruckhaus Deringer	Norbert Nolte
EXCELLENT	
DLA Piper	Christian Schoop, Jürgen Taschke
Feigen Graf	Hanns W. Feigen, Walther Graf, Bernd Gross
Luther	André Große Vorholt
Ufer Scharf	Norbert Scharf, Florian Ufer
VBB	Renate Verjans
Wessing & Partner	Heiko Ahlbrecht, Jürgen Wessing
HIGHLY RECOMMENDED	
Knauer Partnerschaft von Rechtsanwälten	Björn Boerger, Christoph Knauer, Sören Schomburg
Krause & Kollegen	Daniel M. Krause
Noerr	Christian Pelz
White & Case	Nils Clemm, Daniel Zapf
RECOMMENDED	
1 Dierlamm	Katharina Dierlamm
Dr. Dörr & Kollegen	Felix Dörr
Gleiss Lutz	Christian Steinle
Dr. Kai Hart-Hönig	Kai Hart-Hönig
Herbert Smith Freehills	Dirk Seiler
PARK Wirtschaftsstrafrecht	Tido Park
2 ADVANT Beiten	Markus Heil
Allen & Overy	Tim Nikolas Müller
Dentons	Ann-Kristin Cahnbley
Ebner Stolz	Philipp Külz, Christina Odenthal-Middelhoff
FS-PP Berlin	David Albrecht, Niklas Auffermann
Gazeas Nepomuck	Nikolaos Gazeas, Lutz Nepomuck
Gibson, Dunn & Crutcher	Benno Schwartz, Finn Zeidler
HammPartner	Regina Michalke
Hengeler Mueller	Constantin Lauterwein
Heuking Kühn Lüer Wojtek	Susanne Stauder, André M. Szesny, Thomas Wambach
kempf schilling + partner	Hellen Schilling, Christoph Tute
Knierim & Kollegen	Thomas C. Knierim
Meyer-Lohkamp & Pragal	Max Schwerdtfeger
Pinsent Masons	Jochen Pörtge
Prof. Dr. Holger Matt	Holger Matt
Redeker Sellner Dahs	Bernd Müssig
Reichling Corsten	Johannes Corsten, Tilman Reichling
Richter	Thomas Richter
Rosinus Partner	Mathias Grzesiek, Christian Rosinus
ROXIN	Oliver Sahan
TDWE	Udo Wackernagel, Anne Wehnert
Tsambikakis	Michael Tsambikakis
verte	Christian Schmitz

UFER SCHARF: NEW HEAVYWEIGHT IN THE GERMAN CRIMINAL LAW ARENA



Florian Ufer

Key figure(s): Norbert Scharf and Florian Ufer
Established: 2023

Track record: Comprising the pre-existing teams of Florian Ufer (ex: Ufer Knauer) and Norbert Scharf (ex: Grub Brugger), Ufer Scharf is a new firm combining the strengths of two leading German criminal-law firms. Their combined fields of expertise include all areas of white-collar criminal law and criminal defense. Both have long-standing experience advising on complex transnational investigations.

Team & differentiation: Florian Ufer acts as defense counsel across Germany as well as in Europe and the USA, with a growing focus on the French market. He advises in German, English and French and is conversant in Italian and Spanish. In 2017 he founded the international network Global Criminal Law Counsel (GCLS). Ufer Scharf has retained blue-chip clients such as Daimler, Deutsche Bank and Siemens.

INSURANCE LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 BLD Bach Langheid Dallmayr	Carsten Hösker, Björn Seitz
2 Clyde & Co	Eva-Maria Barbosa, Daniel Kassing, Henning Schaloske, Tanja Schramm
DLA Piper	Gunne Baehr, Thomas Gädtke, Ludger Giesberts, Christian Schneider
Noerr	Thomas Heitzer, Helmut Katschthaler, Oliver Sieg
EXCELLENT	
bocklegal	Stefan Bank, Dirk Schmitz
CMS Hasche Sigle	Winfried Schnepf
Fiedler Cryns-Moll Jungel	Björn Fiedler
Heuking Kühn Lüer Wojtek	Stefan Jöster, Martin Karwatzki, Michael Lauterbach, Herbert Palmberger, Rüdiger Schnug
Wilhelm	Mark Wilhelm, Lars Winkler
White & Case	Christian Wirth
HIGHLY RECOMMENDED	
1 Finkbeiner & Druckenbrodt	Alexander Druckenbrodt
Friedrich Graf von Westphalen & Partner	Tobias Lenz, Mike Weitzel
Hengeler Mueller	Carl-Philipp Eberlein, Daniel Wilm
Patzina Lotz	Thorsten Lotz, René Matz
Taylor Wessing	Gunbritt Kammerer-Galahn
Thümmel, Schütze & Partner	Roderich C. Thümmel
2 Allen & Overy	Jan Schröder
Clifford Chance	Thomas Krecek
Dr. Eick & Partner	Michael Burmann, Rainer Hess
Eisenmann Wahle Birk & Weidner	Tilo Wiech
Freshfields Bruckhaus Deringer	Moritz Becker, Wessel Heukamp
Norton Rose Fulbright	Anne Fischer
Oppenhoff	Peter Klappich
RECOMMENDED	
ARQIS	Mirjam Boche, Dimitrios Christopoulos
Glauber & Partner	Britta Hannemann
Gleiss Lutz	Ingo Brinker, Rainer Loges
Hogan Lovells	Christoph Küppers
Linklaters	Wolfgang Krauel, Frederik Winter
Luther	Frau Baboladicks
Mayer Brown	Jan Kraaayvanger
Pinsent Masons	Christian Schmidt, Johanna Weissbach
Remé	Ingo Gercke, Jobst von Werder

ITALY

COMPLIANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
BonelliErede	Alessandro Musella
Clifford Chance	Antonio Golino
Delfino e Associati Willkie Farr & Gallagher	Bruno Cova, Francesca Petronio
DLA Piper	Raffaella Quintana
Orrick, Herrington & Sutcliffe	Alessandro De Nicola
EXCELLENT	
ADVANT Nctm	Raffaele Caldarone, Luca Cavagnaro
Bird & Bird	Stefano Febbi, Rossella Sansone, Raimondo Maggiore, Edoardo Courir
Chiomenti	Francesco D'Alessandro
Cleary Gottlieb Steen & Hamilton	Giuseppe Scassellati-Sforzolini, Pietro Fioruzzi, Marco D'Ostuni
Gianni & Origoni	Federico Busatta
Legance	Andrea Fedi, Marco Penna, Niccolò Bertolini Clerici
Pavia e Ansaldo	Mario Di Giulio, Paola De Pascalis, Filippo Fioretti
HIGHLY RECOMMENDED	
Deloitte Legal	Josephine Romano
FIVELEX	Francesco Di Carlo, Edoardo Guffanti
Hogan Lovells	Francesca Angeloni, Jeffrey Greenbaum
LCA Studio Legale	Maria Sardelli
Pirola Pennuto Zei & Associati	Roberta Di Vieto
RECOMMENDED	
CMS	Emilio Battaglia
Gebbia Bortolotto Penalisti Associati	Maurizio Bortolotto
Herbert Smith Freehills	Enrico Maria Mancuso
Bureau Plattner	Simona Gallo
Masotti Cassella	Mascia Cassella
Studio Legale Padovan	Marco Padovan
Tonucci & Partners	Alberto Fantini

Our analysis

LEGANCE: WELL ESTABLISHED COMPLIANCE CONSULTANCY



Andrea Fedi

Key figure(s): Andrea Fedi, Marco Penna and Niccolò Bertolini Clerici
Established: 2007

Track record: The team offers the services of a well-respected practice which has a particular focus on banking and insurance compliance. Its lawyers' expertise covers corporate liability 231/01 models, due diligence and audit investigations, among others, assisting clients from a number of sectors.

Team & differentiation: The team is coordinated by Andrea Fedi, who handles privacy and anti-bribery matters, Marco Penna, who heads the financial intermediaries regulations department and is an expert in corporate governance, and Niccolò Bertolini Clerici, who leads the white-collar crime department and supervises all criminal law aspects of compliance.

PAVIA E ANSALDO: COMPREHENSIVE ASSISTANCE



Mario Di Giulio

Key figure(s): Mario Di Giulio, Paola De Pascalis and Filippo Fioretti
Established: 1961

Track record: The team has in-depth experience and knowledge of all issues concerning corporate compliance. The lawyers are capable of handling a wide variety of matters spanning antitrust, privacy and criminal law issues. The firm assists both domestic and international clients with their presence in Milan, Rome and Turin, as well as abroad.

Team & differentiation: Mario Di Giulio is the head of the compliance team, and a specialist in finance and corporate law. He is based in Rome, as is Filippo Fioretti, head of the antitrust department. Paola De Pascalis is the firm's criminal lawyer and assists clients with issues related to Legislative Decree 231/2001. Rounding out the team are a number of privacy experts.

BUREAU PLATTNER: JENNY AVVOCATI MERGER REINFORCES TEAM

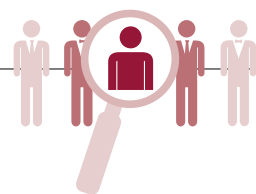


Simona Gallo

Key figure(s): Simona Gallo
Established: 1969

Track record: The firm was founded in Bolzano and joined forces with Petrucci and Partners in 2013, then Pollio & Associati in 2021. In 2023 Jenny Avvocati merged with the firm, adding its distinct experience in domestic and cross-border corporate transactions. The compliance team provides solid assistance in all matters related to corporate compliance.

Team & differentiation: Former Jenny Avvocati partner Simona Gallo has extensive experience in the preparation of compliance programs under Legislative Decree 231/01 and has served variously as an external compliance officer, external data-protection officer and a member of supervisory bodies in several companies.



METHODOLOGY

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.

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



WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Alleva Studio Legale	Guido Carlo Alleva
Isolabella Studio Legale	Luigi Isolabella
Studio Legale Associato Mucciarelli	Francesco Mucciarelli, Marco Calleri
Studio Legale Avv. Giuseppe Iannaccone e Associati	Giuseppe Iannaccone
Studio Legale Avv. Paola Severino	Paola Severino, Maurizio Bellacosa
EXCELLENT	
Astolfo Di Amato e Associati	Astolfo Di Amato, Alessio Di Amato
Cagnola & Associati	Fabio Cagnola
DLA Piper	Raffaella Quintana, Antonio Carino
Studio Legale Bana	Giuseppe Bana
Studio Legale Diodà	Nerio Diodà
Studio Legale Pisano	Roberto Pisano
HIGHLY RECOMMENDED	
1 BonelliErede	Francesco Sbisà
Chiomenti	Francesco D'Alessandro
Clifford Chance	Antonio Golino
Herbert Smith Freehills	Enrico Maria Mancuso
Legance	Niccolò Bertolini Clerici
Perroni & Associati	Giorgio Perroni, Bruno Andò
Studio Giarda	Enrico Giarda, Fabio Giarda
Studio Legale Assumma	Bruno Assumma
Studio Legale Avv. Matteo Mangia	Matteo Mangia
Studio Legale Biffa e Associati	Massimo Biffa
2 Allen & Overy	Francesca Petronio
Chiara Padovani Studio Legale	Chiara Padovani
Dinoia Federico Simbari	Massimo Dinoia, Fabio Federico, Armando Simbari

LCA Studio Legale	Nicolò Pelanda, Matteo Uslenghi
Pistochini Avvocati	Alessandro Pistochini
RP Legal & Tax	Piero Magri
Studio Legale Baccaredda Boy	Carlo Baccaredda Boy
Studio Legale Brusa Spagnolo Tosoni Carelli	Mario Brusa, Sergio Spagnolo, Paolo Tosoni, Mauro Carelli
Studio Legale Giovanni Paolo Accinni e Associati	Giovanni Paolo Accinni

RECOMMENDED

1 Gebbia Bortolotto Penalisti Associati	Mario Gebbia, Maurizio Bortolotto
Orrick, Herrington & Sutcliffe	Jean-Paule Castagno
Pedrazzi Scudieri Avvocati	Francesca Pedrazzi, Luigi Scudieri
Studio Legale Stile	Annalisa Stile

2 De Castiglione Ingraffia Zanchi e Associati	Enrico De Castiglione, Alessandra Zanchi
Dentons	Matteo Vizzardi
Fornari e Associati	Giuseppe Fornari
Hogan Lovells	Francesca Rolla
Portolano Cavallo	Ilaria Curti
Studio Bolognesi	Dario Bolognesi
Studio Corrias Lucente	Giovanna Corrias Lucente
Studio Giordanengo	Guglielmo Giordanengo
Studio Tognozzi	Gianluca Tognozzi

VALUABLE PRACTICE

Aiello Avvocati Associati	Domenico Aiello
Avvocato Alessandro Parrotta	Alessandro Parrotta
LP Avvocati	Roberto Fiore
Servetto Peyra Pavarini e Associati	Tommaso Servetto, Paolo Pavarini
Studio Legale Associato Centonze	Francesco Centonze
Studio Legale Borgna	Giovanni Borgna
Studio Legale OAK	Federico Cerqua, Valeria Francesca Mettica
Studio Legale Orabona	Andrea Orabona



ITALY

INSURANCE: ADVISORY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
ADVANT Nctm	Anthony Perotto
BonelliErede	Stefano Micheli
DLA Piper	David Maria Marino, Bruno Giuffrè
Gianni & Origoni	Emanuele Grippo
Studio Legale Giorgetti	Alessandro Giorgetti
EXCELLENT	
Chiomenti	Vincenzo Troiano, Alessandro Portolano
D'Argenio Polizzi e Associati	Matteo D'Argenio, Andrea Polizzi, Laura Troiano
Legance	Gian Paolo Tagariello
Molinari Agostinelli	Nicolò Juvara
Norton Rose Fulbright	Salvatore Iannitti
PG Legal	Giovanna Aucone
SLCR Law Firm	Claudio Russo
Studio Legale Monti	Alberto Monti
Taurini & Hazan Studio Legale	Maurizio Hazan
Zitiello Associati	Luca Zitiello
HIGHLY RECOMMENDED	
CMS	Laura Opilio, Massimo Dotto
FIVELEX	Francesco Di Carlo, Edoardo Guffanti
Hogan Lovells	Jeffrey Greenbaum, Silvia Lolli
LCA	Maria Grazia Longoni
Macchi Di Cellere Gangemi	Ernesto Pucci
Mondini Bonora Ginevra	Francesco Rusconi
Studio Legale Ferrati	Paolo Ferrati

STUDIO LEGALE D'ARGENIO POLIZZI E ASSOCIATI: DEEP EXPERTISE SERVING TOP-TIER CLIENTS



Matteo Massimo
D'Argenio

Key figure(s): Matteo Massimo D'Argenio, Andrea Polizzi and Laura Troiano
Established: 1998

Track record: The firm acts for insurance companies, financial institutions, leasing companies, SIMs and Italian and international trusts, both in consultancy and disputes. Much sought after for its comprehensive assistance on negotiating contracts, managing intermediaries and handling regulatory issues.

Team & differentiation: Name partner Matteo Massimo D'Argenio provides specialized assistance, thanks to his deep knowledge of banking and commercial law. Name partner Andrea Polizzi also handles all compliance-related matters, while Laura Troiano has a focus on insurance undertakings governance.

PG LEGAL: SUPERIOR NEGOTIATION CAPABILITIES



Giovanna Aucone

Key figure(s): Giovanna Aucone
Established: 1992

Track record: The firm is highly experienced in drafting regulatory documents, structuring complex insurance products and handling compliance cases. It is also esteemed for the quality of its assistance to both insurance companies and insured individuals with regards to structured and sensitive cases.

Team & differentiation: Giovanna Aucone heads a team which boasts a remarkable track record in cases regarding D&O and Financial Lines' policies. The firm has offices in Milan, Rome, Naples and Genova, as well as boasting an office abroad, in Dublin.

INSURANCE LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
DLA Piper	David Maria Marino, Bruno Giuffrè
Norton Rose Fulbright	Cecilia Buresti
Studio Legale Giorgetti	Alessandro Giorgetti
Taurini & Hazan Studio Legale	Maurizio Hazan
EXCELLENT	
ADVANT Nctm	Anthony Perotto
BonelliErede	Angelo Bonetta, Vittorio Allavena
Hogan Lovells	Francesca Rolla
Studio Legale Monti	Alberto Monti
HIGHLY RECOMMENDED	
Chiomenti	Luca Ferrari
D'Argenio Polizzi e Associati	Matteo D'Argenio, Laura Troiano
PG Legal	Giovanna Aucone, Lorenzo Ranieri
SLCR Law Firm	Claudio Russo
Withers	Cristina Pagni
Zitiello Associati	Luca Zitiello
RECOMMENDED	
CMS	Laura Opilio
Legance	Gian Paolo Tagariello
LCA	Maria Grazia Longoni
Mondini Bonora Ginevra	Francesco Rusconi
Studio Legale Ferrati	Paolo Ferrati

STUDIO LEGALE GIORGETTI: HISTORIC BOUTIQUE OF EXPERT LITIGATORS



Roberto Giorgetti

Key figure(s): Roberto Giorgetti and Alessandro Giorgetti
Established: 1922

Track record: Outstanding boutique boasting more than 100 years of experience in insurance matters. The team provides assistance on a range of issues, spanning contract drafting and offering effective representation in courts at all levels, particularly in complex and sensitive cases.

Team & differentiation: Milan-based name partners Roberto and Alessandro Giorgetti are both accomplished in the insurance field, and recognized as expert litigators with impressive track records. They normally represent defendants, except in the aviation field where they act for claimants.

LUXEMBOURG

INVESTIGATIONS & WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Arendt & Medernach	François Kremer, Ari Gudmannsson
Elvinger Hoss Prussen	Elisabeth Omes, Katrien Veranneman, Michel Nickels
Kleyr Grasso	Rosario Grasso
Lutgen + Associés	Marie Marty, André Lutgen, Pierre Hurt, Jeanne Feltgen
EXCELLENT	
BSP	Fabio Trevisan, Laure-Hélène Gaicio-Fievez, Anne Morel
Pouliquen Law Firm	Thierry Pouliquen
Turk & Prum	François Prum
HIGHLY RECOMMENDED	
1 Baker McKenzie	Annie Elfassi
Kaufhold & Reveillaud	Sandra Birtel
Linklaters	Guy Loesch
Lorang Robert Komninos	Lydie Lorang
Loyens & Loeff	Véronique Hoffeld, Henri Dupong
Molitor	Michel Molitor, Paulo Lopes Da Silva
Moyse & Associates	François Moyse
Thewes & Reuter	Pierre Reuter, Marc Thewes
2 Adam & Bleser	Claude Bleser, Julien Konsbruck
Allen & Overy	Thomas Berger
Bonn & Schmitt	Cédric Bellwald, Giulia Jaeger
Brucher, Thieltgen & Partners	Marie Bena, Nicolas Thieltgen
DSM Avocats À La Cour	Marie-Paule Gillen, Alban Colson
PSW Avocats	Philippe Penning
Temime	Gwennaëlle Barral

KAUFHOLD & REVEILLAUD: RISING COMPLIANCE EXPERTISE



Sandra Birtel

Key figure(s): Sandra Birtel
Established: 2022

Track record: Sandra Birtel became one of Kaufhold & Reveillaud's youngest partners when she joined the firm in 2022 to head its white-collar crime and compliance practices. Thanks to her extensive entrepreneurial background Birtel is able to provide comprehensive counsel and litigation services for clients ranging from SMEs to major international clients.

Team & differentiation: Sandra Birtel advises public and private clients on setting up internal compliance procedures and on the risks surrounding compliance regulations. She is editor-in-chief of the European revue YYCyber and Conformity and chair of LuxCor, a non-profit specializing in anti-corruption matters. The author of two books, Birtel co-wrote Luxembourg's Code of Compliance.

INSURANCE LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Arendt & Medernach	Christian Point, Pierre-Michaël de Waersegger, Paul Mousel,
Schiltz & Schiltz	Franz Schiltz, Jean Louis Schiltz
EXCELLENT	
Allen & Overy	Pierre Schleimer, Fabian Beullekens, Paul Péporté
Baker McKenzie	Jean-François Findling, Annie Elfassi, Jean-François Trapp
Clifford Chance	Christian Kremer
Kleyr Grasso	Rosario Grasso, Henry de Ron
Luther	Karine Vilret
Molitor	Jacques Wolter, François Cautaerts, Michel Molitor
Philippe & Partners	Marc Gouden, Pierre Moreau
HIGHLY RECOMMENDED	
Bonn & Schmitt	Alex Schmitt, Chantal Keereman, Jean-Baptiste Meyrier
CMS	Vivian Walry
Elvinger Hoss Prussen	André Hoffmann, Pit Reckinger, Elisabeth Omes
Pinsent Masons	Michel Bulach, Giuseppe Cafiero
Tabery & Wauthier	Gast Neu
Turk & Prum	François Turk

PINSENT MASONS: HIGHLY REGARDED INSURANCE SPECIALISTS



Michel Bulach

Key figure(s): Michel Bulach
Established: 2022

Track record: In July 2022 Wildgen's partners, teams and staff members joined Pinsent Masons to establish a Luxembourg office, the firm's seventh Continental European location. It offers local, regional and international insurance (life and non-life) and reinsurance services to brokers, corporate clients and financial institutions, on top of non-contentious expertise on all aspects of regulatory, life/non-life insurance and reinsurance.

Team & differentiation: The team has two partners, Michel Bulach who heads the Luxembourg office and Giuseppe Cafiero, a recently appointed partner. Both Cafiero and associate Silvia Bracaloni have detailed knowledge of the Luxembourg and Italian insurance markets. The team is an active member of ACA, (the Association of Luxembourg Insurance and Reinsurance Companies).

NETHERLANDS

INSURANCE LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Houthoff	Berry van Wijk, Hans Londonck Sluijk
NautaDutilh	Stijn Franken, Sjoerd Meijer
Norton Rose Fullbright	Jan Duyvensz
Van Doorne	Annemieke Hendrikse, Walter Hendriksen
EXCELLENT	
1 De Brauw Blackstone Westbroek	Dennis Horeman
Kennedy Van der Laan	Chris van Dijk, Erik van Orsouw
2 Dirkzwager Legal & Tax	Harry Kruitwagen, Daan Baas, Joost Bindels, René Wildenburg
Hogan Lovells	Victor de Vlaam
Loyens & Loeff	Kitty Lieverse, Merel van Asch
HIGHLY RECOMMENDED	
Allen & Overy	Katinka Middelkoop, Brechie van der Velden
Bird & Bird	Evelyn Tjon-En-Fa
CMS	Leonard Böhmer, Bas Baks
Cox Ten Bruggencate Advocaten	Joeri Cox, Carlijn ten Bruggencate, Jacco van de Meent
Ekelmans & Meijer	Hanco Arnold
Ploum	Natalie Vloemans, Vincent Terlouw
Stadermann Luiten Advocaten	Wence Rupert
Van Niekerk Cieremans	Eric van Niekerk, Tjitske Cieremans, Patrick van der Vorst
Van Traa Advocaten	Robert Pessers
Wij Advocaten	Suzanne Bordewijk

NORWAY

INSURANCE LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Advokatfirma Kogstad Lunde & Co	Trond Werner Lunde, Terje Marthinsen, Claus Krag Brynildsen
Arntzen de Besche	Sven Iver Steen, Karl Rosén, Alexander Plows
BAHR	Atle Skaldebø-Rød, Jan Jansen
Thommessen	Andreas Meidell, Henrik Hagberg, Trond Hatland
Wiersholm	Olav Fr. Perland, Kjersti Trøbråten
EXCELLENT	
Advokatfirmaet Schjødt	Klaus Henrik Wiese-Hansen, Per Ristvedt
DLA Piper Norway	Hugo-A. B. Munthe-Kaas
SANDS	Christian Kjellby Nettet, Eva Drageset
Simonsen Vogt Wiig	Lars Inge Ørstavik, Christian Bjørtuft Ellingsen, Jan Vablum, Øyvind Vidhammer, Anette Fjeld, Kristoffer Larsen Rognvik
Wikborg Rein	Anders Færden, Herman Steen
HIGHLY RECOMMENDED	
Advokatfirmaet Grette	Jacob S. Bjonness-Jacobsen, Johan Christian Kongsli
Advokatfirmaet Ræder	Jon Andersen, Joar Heide
Advokatfirmaet RIISA	Jørgen Svartebekk
Bull & Co Advokatfirma	Nils Henrik Varmann Jørgensen, Runar Hansen, Klemet Ingvar Gaski
Kvale Advokatfirma	Kristian Lindhartsen, Lilly Kathrin Relling

PORTUGAL

WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Cuatrecasas	Paulo de Sá e Cunha
Morais Leitão, Galvão Teles, Soares da Silva & Associados	Rui Patrício
Uría Menéndez - Proença de Carvalho	Fernando Aguilar de Carvalho, Francisco Proença de Carvalho
VdA	João Medeiros, Sofia Ribeiro Branco
EXCELLENT	
Abreu Advogados	Ana Rita Duarte de Campos, Pedro Barosa, Francisco Patrício, José Maria Formosinho Sanchez
DLA Piper	Paulo Saragoça da Matta
Rogério Alves & Associados	Rogério Alves
Sérvulo & Associados	José Lobo Moutinho, Cláudia Amorim, Teresa Serra
HIGHLY RECOMMENDED	
CCA Law	Henrique Salinas
CMS Portugal	Miguel Esperança Pina, Nuno Pena, Rita Gouveia, Gonçalo Madeira
PLMJ	Paulo Farinha Alves
SRS Legal	José Carlos Soares Machado, José Jácome
RECOMMENDED	
Carlos Pinto de Abreu e Associados	Carlos Pinto de Abreu
Cerejeira Nomura, Marinho Falcão	Pedro Marinho Falcão
Ecija	Alexandra Mota
Raul Soares da Veiga & Associados	Raul Soares da Veiga
Telles	André Navarro de Noronha, Nuno Cardoso



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SPAIN

COMPLIANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Cuatrecasas	Alfredo Domínguez, Íñigo de Ros
Deloitte Legal	Begoña Fernández Rodríguez
Eversheds Sutherland	María Hernández
Gómez-Acebo & Pombo	Vanessa Fernández Lledó
KPMG	Alain Casanovas
Pérez-Llorca	Adriana De Buerba, Juan Palomino
EXCELLENT	
Baker McKenzie	Cecilia Pastor
Del Rosal, Adame & Segrelles	Bernardo Del Rosal
Garrigues	Sergio González Galán
Hogan Lovells	Ignacio Sánchez
Uría Menéndez	Jaime Alonso
HIGHLY RECOMMENDED	
CMS	Carlos Aguilar
De Pedraza Abogados	Mar de Pedraza
Corporate Defense	Carlos Gómez-Jara
DWF-RCD	Diego Artacho
ECIJA	Alonso Hurtado, César Zarate, Juan Eugenio Tordesillas
Herbert Smith Freehills	Leopoldo González-Echenique
RECOMMENDED	
Fieldfisher Jausas	Rodrigo Martos
Ontier	Berta Aguinaga Barrilero
Lupicinio International Law Firm	Luis Manuel García, Ángel Valdés, Fátima Rodríguez

WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Baker McKenzie	Jesús Santos, María Massó
Bufete Choclán	José Antonio Choclán Montalvo
Cuatrecasas	Joaquín Burkhalter, Alfredo Domínguez, Pablo Villaseca, Josep Riba
Gómez-Acebo & Pombo	Carlos Sáiz Díaz, Vanessa Fernández Lledó
Oliva Ayala Abogados	Ignacio Ayala Gómez
Pérez-Llorca	Adriana de Buerba, Juan Palomino
Sánchez-Junco Abogados	Javier Sánchez-Junco Mans
Uría Menéndez	Jaime Alonso, Ismael Clemente
EXCELLENT	
Corporate Defense	Carlos Gómez-Jara Díez
Del Rosal, Adame & Segrelles	Bernardo Del Rosal
Garrigues	Gabriel Castro Salillas, Helena Prieto González
Martell Abogados	Cristóbal Martell
Morales Abogados Penalistas	Oscar Morales
Mourullo	Gonzalo Rodríguez Mourullo, Gonzalo Rodríguez-Mourullo Otero, Alberto Rodríguez-Mourullo Otero, Pablo Rodríguez-Mourullo Otero
HIGHLY RECOMMENDED	
Bajo & Trallero Abogados	Alfonso Trallero Masó
CMS Albiñana & Suárez de Lezo	Carlos Aguilar
De Pedraza Abogados	Mar De Pedraza
Ius + Aequitas	Eliseo M. Martínez, Carolina González de la Fuente
González Franco Abogados	José Ángel González Franco
Milans del Bosch & ITL	Santiago Milans del Bosch
Molins Defensa Penal	Pau Molins, Luis Jordana de Pozas
Ontier	Berta Aguinaga Barrilero
Simmons & Simmons	Fernando Aizpún
RECOMMENDED	
Clifford Chance	Carlos Zabala
Cortés, Abogados	Daniel Campos Navas
Ecija	César Zárate
Eversheds Sutherland	José Pedro Alberca
Fuster-Fabra Abogados	Juan Ignacio Fuster-Fabra Toapanta, José Carlos Velasco
Jones Day	José Bonilla
Ramón y Cajal	Enrique Molina
Zurbarán	Adolfo Cuéllar, José Manuel García-Quílez
Zegri + de Olivar Abogados	Emilio J. Zegri Boada, Blanca de Olivar



SPAIN

LITIGATION SUPPORT & FORENSICS

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Accuracy	Laura Cózar, Eduard Saura
Deloitte	Alejandro Nuñez Sotoca, Jorge Lledías
Kroll	María Luisa Castrillo, Vicente Estrada, Diego Perul, Carmen Mencía
EY Parthenon	David Samu
FTI Consulting Spain	Manuel Marín, David Aliaga
KPMG Forensic – España	Alberto Rábano, Fernando Cuñado, María Victoria Fernández, Carlos Barceló, Pablo Bernad
Nera Economic Consulting	Oscar Arnedillo
PwC Forensic	Javier López Andreo
EXCELLENT	
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
HIGHLY RECOMMENDED	
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.
RECOMMENDED	
Netvalue Forensic	Lara Alares Anegón
S&A Financial Advisory	Juan José Silva Polo

KPMG FORENSIC – ESPAÑA: PIONEERS IN ADVISORY



Fernando Cuñado

Key figure(s): Fernando Cuñado
Established: 2006

Track record: KPMG Forensic – España assists clients in protecting their businesses and provides assistance in disputes, notably where there is a discrepancy between facts and figures or where certain behavior does not meet expectations and applicable regulations. The Spanish office handles arbitration before chambers such as the ICC, SCC, LCIA, ICSID or UNCITRAL with more than 25 years of experience in the domain.

Team & differentiation: KPMG's focus on detail, robust procedures and the application of well researched techniques helps explain its standing in the market. The team has broad experience in complex, high-volume matters which they solve using advanced technology, which gives them the capacity to process large amounts of information, and solve complex cases in the most efficient and timely way.

SWEDEN

INSURANCE LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Advokatfirman Vinge	Fabian Ekeblad, Per Johan Eckerberg, Viveka Classon
Mannheimer Swartling	Hans Hammarbäck, Azadeh Razani
Norelid Advokatbyrå	Susanna Norelid, Fredrik Seemann
EXCELLENT	
NORDIA Law	Per Sjödin, Johan Strömberg
Setterwalls Advokatbyrå	Åke Fors, Magnus Rydberg, Johannes Ericson
Wistrand	Jörgen Eklund
HIGHLY RECOMMENDED	
Advokatfirman Lindahl	Peter Kullgren, Mats Säterberg
DLA Piper Sweden	Arthur Csatho
Hammarskiöld	Peder Hammarskiöld, Sandra Kaznova
RECOMMENDED	
Advokatfirman Cederquist	Erik Wernberg
Baker McKenzie	Christofer Isaksson
Delphi	Rolf Karlsson, Tobias Hamrin
Kompass Advokat	Anna Lööv
Magnusson	Caroline Landerfors
Next Advokater	Matthias Schmitt
Westerberg & Partners	Stefan Bessman
White & Case Sweden	Anders Reldén

SWITZERLAND

INSURANCE LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Gbf Attorneys-At-Law	Lars Gerspacher, Clemens von Zedtwitz
Schellenberg Wittmer	Alexander von Ziegler
EXCELLENT	
Bär & Karrer	Peter Hsu, Andreas Länzlinger
Baudacci Nigg Stenberg	Hans Nigg, Erik Stenberg
Homburger	Felix Dasser
Lenz & Staehelin	Olivier Stahler, Lukas Morscher
Mbh Attorneys At Law	Ulrike Mönnich, Christopher Bell
Nater Dallafior	Roberto Dallafior, Benjamin Schumacher
Pestalozzi	Lukas Rusch
Prager Dreifuss	Christoph Graber
Vischer	Daniele Favalli
Wartmann Merker	Giovanna Montanaro
HIGHLY RECOMMENDED	
Baker McKenzie	Joachim Frick
CMS von Erlach Partners	André Lebrecht, Jodok Wicki
Eversheds Sutherland	Barbara Klett
Kellerhals Carrard	Christoph Frey, Pascal Grolimund
PBM Avocats	Christian Grosjean, Yves Mabillard, Renato Cajas
Thouvenin Rechtsanwälte	Simon Hohler
Waeber Avocats	Emilie Conti Morel, Eric Mangué
Walder Wyss	Daniel Staffelbach

BÄR & KARRER: COMPLEX INSURANCE CASES WITH A CROSS-BORDER DIMENSION



Peter Hsu

Key figure(s): Peter Hsu
Established: 1969

Track record: With offices in five Swiss cities, Bär & Karrer is a full-service law firm handling complex, international insurance cases. Recently, the firm acted as legal advisor to Quaestor Coach, an independent private equity group, in its transaction with Investarit, a Zurich-based international wealth management boutique.

Team & differentiation: Closely intertwined with banking and finance, the insurance team at Bär & Karrer includes 15+ partners who focus on transactions, regulatory work, capital markets, and fintech. Zurich-based Peter Hsu heads the insurance practice and advises both national and foreign banks and insurers in M&A and corporate law.

INSURANCE: REGULATORY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Bär & Karrer	Peter Hsu, Eric Stupp, Markus Schott, Daniel Flühmann
Gbf Attorneys-At-Law	Lars Gerspacher, Clemens von Zedtwitz
Homburger	Hansjürg Appenzeller
Lenz & Staehelin	Olivier Stahler, Lukas Morscher
Schellenberg Wittmer	Alexander von Ziegler, Olivier Favre
EXCELLENT	
FlyingLawyers	Sophie Winkler
Mbh Attorneys At Law	Christopher Bell, Oliver Dean William
Pestalozzi	Christoph Lang, Beat Schwarz, Andrea Huber
Vischer	Daniele Favalli, Adrian Dörig
HIGHLY RECOMMENDED	
Baker McKenzie	Joachim Frick
Baudacci Nigg Stenberg	Markus Hämmerli
CMS von Erlach Partners	André Lebrecht
Eversheds Sutherland	Barbara Klett
Kellerhals Carrard	Luca Bianchi
Prager Dreifuss	Christoph Graber
Swiss Insurance Law	Melissa Gautschi
Thouvenin Rechtsanwälte	Martin Bürkle
Walder Wyss	Daniel Staffelbach



WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Bär & Karrer	Andrew Garbarski, Saverio Lembo, Vera Naegeli
Lalive	Marc Henzelin, Simone Nadelhofer, Alexander Troller, Sandrine Giroud, Matthias Gstoehl, Daniel Lucien Bühler
2 Homburger	Flavio Romero, Katrin Ivell, Claudio Bazzani, Roman Richers, Stephan Groth
Lenz & Staehelin	Miguel Oural, Dominique Müller, Daniel Tunik, Hikmat Maleh
Niederer Kraft Frey	Daniel Eisele, Tamir Livschitz, Juerg Bloch, Myriam Fehr-Alaoui, Lukas Beeler
Schellenberg Wittmer	Peter Burckhardt, Paul Gully-Hart, Louis Burrus, Clara Poglia, Roland Ryser, Benjamin Borsodi
EXCELLENT	
Erni Caputo	Lorenz Erni, Francesca Caputo
MANGEAT	Fanny Margairaz, Grégoire Mangeat
Monfrini Bitton Klein	David Bitton
Pestalozzi	Michael Kramer, Nicolas Herren, Christophe Emonet
Poncet Turrettini	Carlo Lombardini, Alain Macaluso
RVMH avocats	Patrick Hunziker, Albert Righini, Guillaume Vodoz, Pierre-Damien Eggly, Elisa Bianchetti
Walder Wyss	Micha Bühler, Rodolphe Gautier, Michael Cartier, Oliver Kunz
HIGHLY RECOMMENDED	
@lex avocats	Alec Reymond
Baumgartner Mächler Attorneys	Hans Baumgartner, Enrico Moretti, Dr. Marc Engler, Dr. Thomas Sprenger
Bianchischwald	Jean-Marc Carnicé
Brun & Forrer	Andreas Forrer, Simon Brun
Canonica Valticos De Preux + Associés	Pierre de Preux, Guerric Canonica
Charles Russell Speechlys	Bruno Ledrappier, Pierre Bydzovsky
CMS von Erlach Partners	Christian Lüscher, Bernhard Lötscher, Daniel Kinzer
Degni & Vecchio	Sandro Vecchio, Pierluca Degni
Harari Avocats	Maurice Harari
Quinn Emanuel Urquart & Sullivan	Thomas Werlen
Resolution Legal Partners	Pascal de Preux
Taormina Law Ag	Andrea Taormina, Nadine Wantz
RECOMMENDED	
Archipel	Lezgin Polater
Bonnard Lawson	Aylin Güney King
Cognitor Rechtsanwälte	Tanya Knodel, Beda Meyer Loehrer, John Glenck
Ducrest Heggli Avocats	Jean-François Ducrest
Grobet Thorens Hohl-Chirazi	Catherine Hohl-Chirazi
Hohler Tröhler Heim Rechtsanwälte	Christoph Hohler
Keppeler Avocats	Pascal Maurer, Mitra Sohrabi
Münch Singh Rechtsanwälte	Gregor Münch, Vijay Singh
Nater Dallafior	Patrik Salzmann, Roberto Dallafior
PBM Avocats	Rodrigue Sperisen, Dalmat Pira, Christian Jouby, Sara Perez
Quadra Attorneys	Adrian Kammerer
Reiser Avocats	Sonja Maeder Morvant
Spira + Associés	Isabelle Bühler Galladé
Thouvenin Rechtsanwälte	Rolf Schuler
Umbricht Attorneys	Stefan Wehrenberg, Benjamin Leupi-Landtwing
Wartmann Merker	Peter Reichart
Wenger Vieli	Michael Mráz

MANGEAT: BOUTIQUE OFFERING BIG FIRM SERVICES



Grégoire Mangeat

Key figure(s): Grégoire Mangeat
Established: 2016

Track record: Recently promoted to partner, Fanny Margairaz works alongside managing partner, Grégoire Mangeat, on cases related to money laundering, bribery, securities violations, and fraud. Most recently, the team advised a private individual who was a victim of cybercrimes which cost over 13 million CHF.

Team & differentiation: Heading the white-collar crime practice, partners Grégoire and Fanny lead a team of six in Geneva. Grégoire is the former chairman of the Geneva Bar Association and Fanny holds a Master of Advanced Studies in Economic Crime Investigation.

RESOLUTION LEGAL PARTNERS: TAILORED WHITE-COLLAR CRIME LEGAL ADVICE



Pascal de Preux

Key figure(s): Pascal de Preux
Established: 2017

Track record: Located in Lausanne, Resolution LP offers tailored solutions to clients in fields such as civil and commercial litigation, with a particular focus on white-collar crime. The team manages cases concerning computer-related criminal law, economic sanctions, international legal assistance and acts of terrorism.

Team & differentiation: Pascal de Preux assists individuals and legal entities before Swiss criminal authorities regarding corruption, money laundering, financial felonies, tax criminal law, and internal investigations. He recently obtained his CAS in Economic Criminal Law at the University of Lucerne.

INTERNAL INVESTIGATIONS & COMPLIANCE

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2	
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Enquire Attorneys-At-Law	Claudia Fritsche
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Walder Wyss	Rodolphe Gautier, Michael Cartier, Oliver Kunz, Pascale Köster
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CMS von Erlach Partners	Bernhard Lötscher
Degni & Vecchio	Sandro Vecchio, Pierluca Degni
Monfrini Bitton Klein	Yves Klein, David Bitton
Pestalozzi	Christophe Emonet
Quinn Emanuel Urquart & Sullivan	Thomas Werlen
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UK

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HFW	Christopher Cardona, Andrew Bandurka, Christopher Foster
RPC	Simon Laird, Victoria Sherratt
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Clausen Miller	John Startin, Jonathan Hall
DAC Beachcroft	Nick Young, Chris Wilkes, Liam O'Connell, Julian Miller
DLA Piper	Leon Taylor
DWF	David Abbott
Herbert Smith Freehills	Paul Lewis
Norton Rose Fulbright	Adrian Mecz
RECOMMENDED	
1 Browne Jacobson	Colin Peck, Francis Mackie
Cooley	Richard Hopley, David Kendall
Hogan Lovells	Nick Atkins, Jamie Rogers
Ince	Ben Ogden, Fionna Gavin
Pinsent Masons	Colin Read
Simmons & Simmons	James Pollock
Stephenson Harwood	Alex Davis
2 Carter Perry Bailey	Stephen Carter
Eversheds Sutherland	Simon Brooks
Keoghs	Richard Houseago, Ruth Lawrence
Keystone Law	Jason Kallis
Mayer Brown	Jim Oulton
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1 Allen & Overy	Joanna Page
Clifford Chance	Philip Hill
Mishcon de Reya	Richard Leedham, Sonia Campbell
2	
Edwin Coe	Michael Witton, Roger Franklin, Nicola Maher
Fladgate	Garbhan Shanks
K&L Gates	Sarah Turpin
HIGHLY RECOMMENDED	
Addleshaw Goddard	Richard Wise
Burges Salmon	Matthew Walker
HFW	Christopher Cardona, Jonathan Bruce, Nigel Wick
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UK

INVESTIGATIONS & WHITE-COLLAR CRIME: CORPORATES

Best Law Firms

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Herbert Smith Freehills	Susannah Cogman
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Slaughter and May	Jonathan Cotton, Ewan Brown
EXCELLENT	
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Baker McKenzie	Charles Thomson, Joanna Ludlam, Sunny Mann, Jonathan Peddie
Clifford Chance	Luke Tolaini, Carlos Conceicao
CMS	Omar Qureshi, Eoin O'Shea
Linklaters	Satindar Dogra
Macfarlanes	Neill Blundell
Ropes & Gray	Amanda Raad, Judith Seddon
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Willkie Farr & Gallagher	Peter Burrell
HIGHLY RECOMMENDED	
1 Addleshaw Goddard	Nichola Peters
Greenberg Traurig	Mohammed Khamisa
Hogan Lovells	Crispin Rapinet
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Norton Rose Fulbright	Neil O'May
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WilmerHale	Stephen Pollard
2 Arnold & Porter	Kathleen Harris
Bryan Cave Leighton Paisner	Mukul Chawla
Cadwalader, Wickersham & Taft	Mark Beardsworth, Kevin Roberts
Clyde & Co	John Whittaker, Fergal Cathie
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DLA Piper	Sam Millar, Tony Katz
Fieldfisher	Tony Lewis
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Kingsley Napley	Louise Hodges, Caroline Day, Alun Milford
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Morgan, Lewis & Bockius	Chris Warren-Smith, Melanie Ryan
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Brown Rudnick	Anupreet Amole
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Taylor Wessing	David De Ferrars, Tim Strong
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White & Case	Jonah Anderson, Anneka Randhawa

INVESTIGATIONS & WHITE-COLLAR CRIME: INDIVIDUALS

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Peters & Peters Solicitors	Michael O'Kane, Neil Swift
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Bivonas	Antony Brown, Cindy Dorrington, Stephen Sharp
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PCB Byrne	Sara Teasdale, Michael Potts
WilmerHale	Stephen Pollard
HIGHLY RECOMMENDED	
1 Blackfords	Gary Bloxsome, Daniel Cundy
Howard Kennedy	Ian Ryan
Paul Hastings	Jonathan Pickworth
2 Bindmans	Katie Wheatley
Cadwalader, Wickersham & Taft	Mark Beardsworth, Kevin Roberts
Dechert	Roger Burlingame
Herbert Smith Freehills	Susannah Cogman
Simmons & Simmons	Stephen Gentle, Nick Benwell
Stephenson Harwood	Sean Jeffrey
RECOMMENDED	
1 Allen & Overy	Eve Giles
Arnold & Porter	Kathleen Harris
IBB Solicitors	John Milner
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2 Bark & Co	Giles Bark-Jones
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Fox Williams	James Carlton, Peter Wright
Hodge Jones & Allen	Ruth Harris
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Russell-Cooke	Jae Carwardine
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ASIA

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WHITE-COLLAR CRIME

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Kochhar & Co.	Rohit Kochhar, Krishna Singh
Shardul Amarchand Mangaldas & Co.	Pallavi Shroff
Trilegal	Shankh Sengupta
EXCELLENT	
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DSK Legal	Vikrant Negi
IndusLaw	Avik Biswas
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Majmudar & Partners	Neerav Merchant
Manilal Kher Ambalal & Co.	Faisal Sayyed
Veritas Legal	Rahul Dwarkadas
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INSURANCE

Best Law Firms

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Shardul Amarchand Mangaldas & Co.	Shailaja Lall
Tuli & Co.	Neeraj Tuli
EXCELLENT	
CSL Chambers	Sumeet Lall
Cyril Amarcand Mangaldas	Indranath Bishnu
Khaitan & Co.	Anuj Shah
Majmudar & Partners	Akil Hirani
Phoenix Legal	Saket Shukla
HIGHLY RECOMMENDED	
AZB & Partners	Ashwath Rau, Rajendra Barot
Mulla & Mulla & Craigie Blunt & Caroe	Shardul Thacker
Trilegal	Tine Abraham, Ashwyn Misra

**EXPERT
INSIGHTS
2022-'23**

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Criminal risk and compliance under a different perspective



Interview with
PAOLA DE PASCALIS
 Of Counsel, **PAVIA E ANSALDO**

“Risk and criminal liability is also gradually assuming an increasingly supranational and, in particular, European dimension”

Paola De Pascalis outlines the main criminal risks associated to running a company nowadays as well as the most effective ways to prevent them, and discusses the main developments in compliance.

LEADERS LEAGUE: What are the greatest criminal risks associated with running a company today?

Paola De Pascalis: The criminal risks an entrepreneur or manager may incur are certainly many and, given the increasing complexity of business and new technology, as well as associated legislation, its characteristics change over time. For example, the manifestations of crime, on the one hand, and the instruments of its detection and repression, on the other, are greatly influenced by the advances of technology. If the methods and forms of the offence change, the models of criminalisation of conduct and the areas of criminal law also evolve, depending on the legislative policy. In recent years, the type of criminal risk has been diversifying (since the provision of legal person liability onwards), going beyond the strict responsibility for the specific crime. For example, the application of the measure of prevention of judicial administration, pursuant to art. 34 of the Anti-Mafia Code: the prerequisite is not the commission of a crime but the mere culpable facilitation - due to the inadequacy of compliance systems and organizational schemes - illegal conduct of others, such as contractual counterparties. The consequences of the application of these measures are extremely significant for companies and individuals.

Should criminal risk also be assessed from a transnational perspective?

Although we are a long way from a genuine codification of criminal and procedural subjects common to all European countries, risk and criminal liability is also gradually assuming an increasingly supranational and, in particular, European dimension. On the one hand, this is because of the moral and political authority of international conventions (parallel to the development of sources of soft law) that have often been the engine of reforms and evolutions. On the other hand, case - law of supranational judicial bodies - whose ef-

fectiveness has gradually been increasing, also in reason of the recent provision for a remedy against judicial decisions taken in violation of the European Convention on Human Rights - ensures, also at the judicial level, the adaptation of the Italian legal system to the conventional one. Last, but not least, is the third pillar of the European Union. Even if its bodies don't have their own criminal law powers, they may - nevertheless - draw up common minimum rules on the definition of criminal offences and sanctions in relation to certain criminal phenomena, with transnational dimension or in areas where national criminal law provisions need to be harmonised in order to ensure the implementation of EU policies (the I.C. directive PIF of 2017, with its relevance on our internal discipline in the matter 231/01, for example). In particular, as an expression of enhanced judicial cooperation, since June 1st 2021 the European Public Prosecutor's Office (EPPO) is operational, and has jurisdiction over offences affecting the financial interests of the EU (as defined by Directive EU 2017/1371) and is articulated on two levels, central and national. According to the data, however, the activity of the European Public Prosecutor's Office is growing - despite difficulties due to the need to coordinate between 22 legal realities that require constant work, both operational and interpretative - and the role of Italy, in terms of investigations being carried out, is a priority.

What do you think are the main elements senior management needs to look out for in preventing such risks?

Like all risks, criminal ones can and must be managed and prevented. In particular, in complex organizations, this means controlling the work - in order to prevent any illegal acts - of internal subjects, but also - as much as possible - those of external third parties that interact with the company. To achieve this goal, it's necessary to have efficient and adequate organization of the activities, the processes and the

resources that guarantee transparency and induce correct behavior and observance of the law by all. For this virtuous effect to be produced, organizational models must suit the objectives, conforming to the reality of society, sustainable by the same so as to be effectively implemented. Therefore, an integrated approach to compliance and risk management is needed that allows perfect coordination between all the existing prevention and control tools, in particular with the various management systems. For example, the uniformity of systems of detection and risk assessment make for more effective coordination.

What have been the most significant recent developments in the world of compliance?

“Compliance” is a concept in continuous development, one with dynamic interrelation with other disciplines and areas of law. It is difficult to pick out a single aspect of innovation. There are increased expectations in regard to whistleblowing and its application. Imported from the tradition of common law countries, it has generated much uncertainty, both interpretative - because of the meager Italian discipline - and applicational. Today, whistleblowing has been consecrated at European level by Directive 2019/1937, issued with the aim of standardizing the various national approaches to whistleblowing, especially with regard to more effective protection of whistleblowers. The obligation to establish internal reporting channels when a company reaches a certain number of employees entails a significant extension of the scope of the application, hitherto limited in Italy to specific sectors and entirely voluntary. The impact of the Directive on the Italian legal system is still to be as-

sessed because the Council of Ministers only approved - on December 9th - the relevant legislative decree in its preliminary examination. Also noteworthy is the development of a tech perspective in compliance management, both through the use of tools and specific technologies (such as Big Data, machine learning, cloud computing and blockchain) to support the company's activities in automating processes - making it easier and faster to control - and in verifying that internal regulations and activities are "compliant" with current legislation (for example, in real-time monitoring of monetary and financial transactions, automatic verification of regulatory updates, identity and access management, and automated reporting). Finally, there is the tendency of compliance to constitute the yardstick for risk assessment and management - also related to the contractual counterpart - and there is progressive connection with ESG issues. Think, for example, about the proposal for a Directive adopted by the European Commission on the due diligence of companies for the purpose of sustainability: the control of the entire value chain to avoid negative impacts, actual or potential, the environmental protection. The respect for human rights activities are governed by company policies and procedures that identify and eliminate negative impacts and prevent potential ones. In the logic and spirit of the Directive, supply chain companies must, in turn, ensure adequate operating standards to prevent negative impacts in terms of sustainability. However the verification of the entire chain ends up also being a formidable instrument of internal control with respect to the risk facing enterprises, in all its forms, including the criminal. ♦



The best defense against forgery is constant vigilance



Interview with
SANDRA BIRTEL
 Franco-Luxembourg lawyer,
KAUFHOLD & REVEILLAUD

"Compliance officers need to react immediately when a fraudulent document is discovered"

Franco-Luxembourg lawyer Sandra Birtel recently launched a white-collar and compliance practice covering both countries at Kaufhold & Reveillaud, emphasizing the importance of paying attention to forgery, which represent a significant and growing proportion of contentious matters.

LEADERS LEAGUE: Can you describe what constitutes a forgery?

Sandra Birtel: Every year in France, 11,500 convictions for document fraud offences are recorded. This fraud is described by TRACFIN as “a central tool of money laundering”. Whether its usurpation of false identity documents, false invoices or over-invoicing, Luxembourg case law also confirms forged documents meet the following four conditions:

- to be in the presence of a protected writing
- to note an alteration of the truth
- to have a fraudulent intention
- to have caused a prejudice or a possible prejudice

Why is it an important point of attention for compliance experts?

The use of forgery is a scourge that requires the attention of compliance officers for two reasons: To meet the obligations of vigilance and of declaration of the European Directives in terms of LCB-FT, the use of forgery being a primary offence.

Training in this subject is necessary in order to prevent related-risk and boost awareness of anti-forgery measures already in widespread use, such as the micro-perforations present in French identity documents.

What steps can be taken to ensure a forgery is more easily detected?

Digital tools exist that can help detect forgeries, such as the use of software which can detect anomalies in the shape of coins, or programs which can be installed in some photocopiers, but the best defense is constant vigilance, such as comparing the client's signature with the signature on the ID document or checking the morphology of a document.

In terms of monitoring transactions and receiving invoices, there are also keys here, such as the mandatory mentions on invoices or VAT rates. Some sectors

are exposed to these risks, such as IT services, which can be used for over-invoicing. When in doubt, it is necessary to ask for corroborating paperwork and information, such as contracts, mission retro-planning, and mission follow-up documentation, etc.

For example, a case was reported on the resale of a computer software developed internally, which became the property of another company, and then resold 120 times more expensive to the creating company with the sole purpose of committing an abuse of corporate assets.

What advice would you give to compliance officers who wish to have a more well-rounded understanding of forgery risks?

In addition to exercising vigilance with regard to a company's clientele, detection of forgeries is crucial because they can detrimentally impact your company's reputation. Indeed, according to French and Luxembourg laws, forgery and use of forgeries are primary offences linked to money laundering.

The 6th AML/CFT Directive also considers forgery as a criminal activity that can lead to money laundering. Compliance, which is in full mutation, is increasingly linked to these subjects, and to private intelligence agents with the necessary legal and investigative skills.

What forgery risk-related developments do you foresee growing in importance in the short-term?

With the difficulty of opening a bank account, especially in Luxembourg, the ever-increasing demands of financial players, and the economic and political instability affecting even European countries, this risk is not about to decrease. It is extremely necessary for professionals to be particularly attentive, highly trained, and react immediately to a fraudulent document. ♦



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2023 will continue to see increased pressure on authorities to set in place stronger regulations around cryptocurrencies



Interview with
FRANCES MCLEOD
 Founding Partner, **FORENSIC RISK ALLIANCE**

Founding partner, Frances McLeod, from Forensic Risk Alliance, speaks to Leaders League about global investigations trends, ESG and outlooks, the impact of the Russian invasion of Ukraine, and the volatility of the cryptocurrency market.

LEADERS LEAGUE: You are the Founding Partner of Forensic Risk Alliance which was created in 1999 and assists global corporations as well as law firms in the US and Europe in their international corruption and fraud investigations. In your expert opinion, what is the role of a Forensic Accountant in today's world?

Frances McLeod: To be truly effective, you must be able to seamlessly integrate and willingly collaborate with both in-house and outside counsel and become a member of the team. This is key to developing and executing a strategy that will not only be accepted but also successful. In addition, it is necessary to be comfortable with change and adapt easily to new processes. In today's line of work, priorities are constantly shifting, and it is part of our job to remain nimble and recognize the impact of these changes on investigative processes. Cultural experience combined with commercial awareness is a wonderful skill to have as a forensic accountant – being able to navigate different jurisdictions effectively yet sensitively is something that cannot be taught. Arguably, the greatest role of a forensic accountant today, with the increasingly complex data sets now involved in most investigations, is to be able to take large amounts of information and distill the key analysis in the way that the client needs it.

How have environmental, social, and corporate governance (ESG) standards impacted businesses and their way of functioning? What is the future of ESG and how should corporations prepare themselves?

ESG, particularly environmental reporting and fraud, continues to emerge as a key area for our clients across all sectors and jurisdictions. Climate change is now at the forefront of public life, and what businesses say about themselves must stand

up to scrutiny. This is a complex area – we're seeing environmental reporting standards align across some jurisdictions but there are real areas of divergence of approach. We're working with clients to develop compliance programs that level up to the highest standards relevant for them, and ensure they're rigorously tested. Consistent and accurate reporting to investors, executives, and clients is imperative. We're starting to see more investigations announced from a variety of authorities in many regions, not just the US. This pace will only increase.

“We're starting to see more (ESG) investigations announced from a variety of authorities in many regions, not just the US”

How has the Russian invasion of Ukraine affected your consulting firm and what future impacts should companies be prepared for?

Russia's ongoing invasion of Ukraine has exposed the way that companies operate in and near conflict zones, as well as how they deal with parties in countries engaged in armed conflict, which are increasingly facing serious legal risks. Economic sanctions quickly emerged as the primary strategy for countries looking to curb Putin's government's acts of war in Ukraine. With no end in sight for the war, they are now a long-term, and perhaps permanent, fixture impacting all aspects of our lives. The exceptional breadth, depth, and number of sanctions against Russia rolled out at pace has presented significant challenges for businesses, organizations, and governments alike. From the court of public opinion to the laws of the land, only time will tell what the full impact will be.

How does Forensic Risk Alliance offer more than just forensic accounting consultancy and advice? What differentiates you from competitors in the market?

A commitment to excellence and a commitment to evolution. We have seen several enforcement waves and compliance challenges emerge over the past 23 years and we have been able to pivot to address them on behalf of our clients. We are trusted advisers to our clients, and people whom they actually enjoy working with. Many of our clients have worked with us for over two decades and over that time we have built strong client relationships acting as a partner, valued adviser, and thought leader. We have consistently fostered a culture of openness and inclusion, which translates into people being their genuine selves at work. I believe that this allows our people to be better consultants.

Diversity, equity, and inclusion (DEI) in the industry are very important. What have you seen in terms of progress and what do you hope to see continue?

Since founding FRA over 20 years ago with my other two co-founders, we have always ensured that these core values have been embedded into the firm through our work to promote ethical business practices and root-out corruption and fraud around the globe. It has been incredibly rewarding to see the one-firm collaborative culture, which was one of our most important tenets when we founded the firm, and it continues to be embraced across our global team. I am also very proud to have built a firm that is nearly half women, with many strong women leaders. I am dedicated to the role I can play in bringing about positive change in the communities in which I live and the industry in which I work. Our industry has made progress around these values in recent years, however, there is still a long way to go. A new role I have seen in our industry is that of DEI Officer arguably signaling a positive move in firms proactively committing to doing more within this space. The 200+ members of the FRA family are deeply committed to being allies in the fight for justice and equity and will continue to do what we can in helping to build a more diverse, equitable, and inclusive future.

The cryptocurrency market and its prices have crashed throughout 2022 due to a variety of reasons including sharp market volatility and scams. What are some trends you expect to see going into 2023 and how will this potentially affect you and/or your clients?

Cryptocurrencies have been around for over a decade yet have only recently been accepted as more mainstream forms of investment and finance. The exponential growth in the use of cryptocurrencies has led to several countries formally accepting them as legitimate forms of payment. Recent price volatilities and nascent regulatory oversight however has enabled cryptocurrencies to become the latest vessel for fraudulent activity and deception. We are now seeing a wide range of schemes perpetrated through the use of cryptocurrencies, including traditional frauds such as bribery, embezzlement, money laundering, pump-and-dump schemes, and Ponzi schemes. 2023 will continue to see increased pressure on authorities to set in place stronger regulations around cryptocurrencies and digital assets. Practitioners should remain aware of the trends and regulatory developments in these areas and be proactive in developing the tools and techniques required to conduct investigations. Many of the necessary investigative techniques will be familiar to experienced practitioners, although often requiring a slight nuance to adapt to the nature of the allegations subject to investigation.

What advice would you give to young professionals who hope to work in the industry?

Our industry offers an incredible variety of international work. No project, no client, and no issue are the same and they all present their own nuances and challenges. I particularly enjoy the dynamic of successful, collaborative relationships where the value added is measurable – even when there have been tensions in getting to the right result. If you are willing to listen and learn from the experts and immerse yourself fully into client relationships and projects, you will have a very successful and fulfilling career as I have had and am still having. ♦

“The exceptional breadth, depth, and number of sanctions against Russia rolled out at pace has presented significant challenges for businesses, organizations, and governments alike”

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



Interview with
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, sophisticated, 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 – España 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:
 - (i) 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.
 - (ii) The second example has to do with the experience of an industry-based approach (subject matter experts).
 - (iii) 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 – España in 2023?

Fernando Cuñado: My first reaction is that it will be even better than the last 25 years. We have made steady progress, growing 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:

- 1) Forensic services now have a very well-established place in the market. However, although there is less need than before to build awareness, we must never stop building trust.
- 2) 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.
- 3) 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. ♦



Interview with

ALBERTO RÁBANO

Partner,

KPMG FORENSIC – ESPAÑA



Interview with

FERNANDO CUÑADO

Partner,

KPMG FORENSIC – ESPAÑA

"We are celebrating KPMG Forensic's 25th anniversary since it began its activity in the Spanish market"

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Claudio Ramírez

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

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Freddy Chirinos



Victor 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

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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

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Sotelo**



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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 consultors 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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Mónica Medina

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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 un-expected events and dynamic 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. It 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 has supported multiple high-profile cases in the country, in the mining and energy sectors, and in the infrastructure and financial industries. Most cases have involved an important technological component. FTI has actively worked with both internal and external counsel in international arbitration venues, mainly providing expert witnesses and in overall fact finding. FTI is also supporting clients with services related to conflict footprint and overall ESG-related work.

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



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BUSINESS & PRACTICES

Forensic and litigation consulting

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Geopolitical Risk Analysis and ESG

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- Analysis of political and social environments
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POSITIONING

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- 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.

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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


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POSITIONING

Control Risks is a specialist risk consultancy committed to helping clients create secure, compliant and resilient organizations.

We bring a keen understanding of the varied and complex environments in which our clients conduct business, enabling us to provide a realistic approach to preventing, responding to and resolving critical issues and crises. From cross-border investigations, high-profile monitorships, complex litigation and disputes, investigative due diligence, and compliance and risk mitigation strategies to our incorporation of cutting-edge technology and data analysis, we're proud to be trusted advisers for our clients and their legal counsel.

With 3,000 professionals in 35 offices around the world, Control Risks is equipped to handle all aspects of internal investigations with an impressive partner list comprising former law enforcement and intelligence officers, fraud examiners, forensic accountants, cybersecurity experts, business strategists and compliance professionals. Whether it involves corruption or a cyber breach, we approach the most challenging investigations in a seamless, cross-border and efficient fashion by leveraging our forensics collections, eDiscovery, data analytics, language skills and bespoke capabilities. To underpin this work, we have a cutting-edge, Tier 4 data processing and hosting capability and high-security data center in São Paulo.

The team in Brazil has led Control Risks' efforts on some of the largest and most complex regulatory, fraud and anti-competition investigations in the region and often supports external counsel and clients in high profile litigation and arbitration matters. Control Risks is also heavily engaged in the debate on anti-corruption in the region and collaborates with non-profit Americas Society on the Capacity to Combat Corruption (CCC) Index, a tool that evaluates the ability of Latin American states to combat corruption.

BUSINESS

- Ethics and Compliance Consulting
- Due Diligence
- Investigations Support (fraud, corruption, anti-trust, money-laundering...)
- Sanctions and Trade Compliance
- Regulatory Risk Monitoring
- Monitorships and Monitor Support
- Third Party Risk Management
- Digital Forensics and Data Analytics
- eDiscovery and eDisclosure
- Asset Tracing and Recovery
- Litigation and Dispute Support
- IP Theft Investigations
- ESG Risk Support and Due Diligence
- Investment & M&A Support
- Business Continuity and Crisis Response
- Business Intelligence
- Political and Country Risk Analysis
- Cyber and Online Threat Intelligence
- Embedded Consulting Services

CONTACTS

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Hélio Sussekind



Andréa Uchôa



Carla de Azevedo



Lúcia Martins



Naila Oliveira

POSITIONING

Danthi was founded in 2010 and is an agency specializing in integrated communication which is focused on the private sector and prioritizes personalized service and a close proximity to its clients. The company has a team of partners with extensive experience in communications consultancy and a long track record of reputation crisis management in large Brazilian and international companies.

It has offices in Rio de Janeiro and São Paulo and attends over 130 clients from different sectors. It has around 90 employees with experience of working for Brazil's main communication outlets, thereby ensuring a strong relationship with the media. Its executive team draws up and implements strategies for the consolidation of a positive agenda and to preserve its clients' image, using the widest range of communication tools.

OFFICES

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BUSINESS

PRODUCTS & SERVICES

- Media Relations
- Digital communication
- Online and offline monitoring
- Strategic communication planning
- Communication training
- Crisis management
- PR litigation
- Community communication
- Internal communication
- Communication aligned with listed companies' IR
- Content production
- Reputation research
- Investor relations
- Advocacy
- Netnography
- Branded Content

COMPETITIVE DIFFERENTIALS AND ADVANTAGES

- Integrated Communication
- Executive team
- Experience in various sectors
- Experience in the private sector, with knowledge of the public sector
- Qualified networking
- Specialists in the clients' fields
- Executive service provision
- Pro-activity and availability
- Ethics in all stages of the process

CONTACTS

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Lúcia Martins, Executive Partner: lucia.martins@danthi.com.br
Naila Oliveira, Executive Partner: naila@danthi.com.br

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Fernando Fleider



Heloisa Macari



Daniela Aggio

POSITIONING

Protiviti is a global firm with 85 offices in 25 countries and more than 7,000 professionals serving 60% of the FORTUNE 1000® companies. It operates through a network of subsidiaries and independent member firms, and in Brazil is represented by ICTS, a business consulting firm that combines its extensive experience and specialized services in forensic, risk & compliance, ESG, cybersecurity, privacy and internal audit.

BUSINESS

- Business Research
- Forensic technology
- Data privacy
- Cybersecurity
- Risk management
- Compliance
- Internal Audit
- Business performance

OFFICES

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Jean-Baptiste de Courcel



Giovanni Foti



Léontine Koens-Betz



Frédéric Loeper



Eduard Saura



Christophe Schmit

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.

Fraud & Corruption

Our dedicated forensic team, including technology and accounting experts, conduct independent investigations into fraudulent activities, white-collar crime and corruption schemes. Our experts are familiar with relevant laws such as evidence handling, FCPA, UK Bribery Act and Sapin II.

We perform forensic analysis of electronic evidence, examine company books and records, review contracts and conduct interviews. We use the utmost discretion, keep our investigation and findings strictly confidential and cooperate with legal authorities if required.

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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Odel Antun

Alvaro Souza

POSITIONING

Antun Advogados Associados is a highly specialized firm representing companies and executives in the field of criminal law, based on the experience of two decades of its senior partner, Odel Antun.

The team has represented clients in some of the most emblematic criminal cases in recent years, including the major federal law enforcement operations that have been prevalent in Brazil. In addition, they have unique expertise in serving companies and financial institutions, in the field of White-Collar Crime either in the defense of individuals related to them, or in representing their interests as victims, from initial investigative procedures to the res judicata.

Highly complex cases, with great strategic value, are often entrusted to the firm, such as defenses before Parliamentary Inquiry Commissions (CPIs), or matters of general interest, such as arguing before the Brazilian Supreme Court, as an amicus curiae on behalf of the tax payers, when the Court ruled about the criminalization, even if there is no tax fraud, of the sheer non-payment of ICMS – the most relevant state tax in Brazil.

The growing application of criminal instruments in the regulation of several economic sectors, the adoption of new investigative practices and changes in legislation have raised Criminal Law to a strategic position for companies. To meet this demand, the firm counts on an extremely efficient structure based on the personalized service provided by its partners.

Founded in late 2019, the firm quickly became widely recognized in the market, having been listed among the leading specialists in criminal law in Brazil by the international rankings Leaders League and Best Lawyers, and also recognized as one of the most admired firms in the country according to Análise Advocacia, the top Brazilian law firm ranking, which also highlights partner Odel Antun.

BUSINESS

- Environmental Crime
- Tax Crime
- Crimes against the economic order
- Crimes against the financial system and the stock market
- Money Laundering Crimes
- Active and passive Corruption Crimes
- Criminal compliance
- Crimes against consumer relations
- Corporate Crimes
- Bankruptcy crimes
- Crimes against intellectual property
- Crimes of unfair competition
- Crimes against the public faith
- Crimes in the context of bidding procedures
- Crimes committed by electronic means (Cybercrimes)
- Crimes of embezzlement and larceny and other frauds
- Crimes against Honor
- Crimes against labor rights
- Crimes against Public Health
- Crimes against the Public Administration
- Abuse of Authority Crimes
- Traffic Crimes
- Crimes of Domestic and Family Violence against Women
- Crimes related to medical responsibility
- Crimes against life / Jury Court
- Crimes against sexual dignity
- CPI - Parliamentary Commission of Inquiry
- Issuance of legal opinions
- Specific hiring for oral arguments
- Acting in Superior Courts

CONTACTS

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**Carlos Eduardo
Machado**

Rafael Duque Estrada

Mario Polinelli

Nastassja Chalub

POSITIONING

Founded over thirty years ago, Carlos Eduardo Machado Advogados is one of the most renowned law firms in Rio de Janeiro. Its involvement in many of the most relevant cases in the last decades permitted the firm to participate with distinction in all the changes Brazilian criminal law went through, including the ascension of corporate criminal law.

The firm's strategic and pragmatic practice is always guided by technical excellence and high ethical values, especially the paramount respect for confidentiality. Every situation presented by its clients, whether individuals or corporations, is treated with uttermost seriousness.

The quality of the services provided is a result of its qualified legal team and the ample legal knowledge of its founding partner, Carlos Eduardo Machado, who directly participates in every case and decision entrusted to the firm.

BUSINESS

Carlos Eduardo Machado Advogados is a law firm focused on corporate criminal law. Responsible for the defense of numerous individuals and corporations in high-profile criminal proceedings, the firm also provides preventive, consultancy, and compliance services. Its expertise is in quickly mapping the existing risks in the situations presented by clients and implementing effective measures to achieve the best results and minimize damages.

CONTACTS

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LAW FIRMS

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**Cláudio Figueiredo
Costa**



Raphael Gaudio

POSITIONING

Cláudio Figueiredo Costa Advocacia Criminal (CFC Advocacia Criminal) is a law firm specialized in criminal law that aims to offer customized legal services for each client.

The firm was launched in the beginning of 2017, by the criminal lawyer Cláudio Figueiredo Costa, who has more than 27 years of experience in criminal law (he was partner of the firm Nilo Batista Advogados) and has acted in several emblematic matters.

The large experience of the name partner allied with the dynamics of a motivated team, in a law firm focused on criminal law, results in a differentiated service to the client, meeting all their needs.

CFC Advocacia Criminal has extensive expertise in dealing with any matter related to criminal law, such as white-collar crimes, offenses against public administration, environmental crimes, criminal compliance and plea bargaining.

The firm is recognized by Leaders League as a “Recommended Firm” in White Collar Crime area in Brazil (2020).

BUSINESS

CFC Advocacia Criminal has extensive expertise in dealing with any matter related to criminal law, such as:

- White-collar crimes
- Offenses against public administration
- Public procurement felonies
- Criminal compliance
- Environmental crimes
- Plea bargaining

CONTACTS

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Rogéria Dotti



Julio Brotto



Alexandre Knopfholz



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.

OFFICES

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CONTACTS

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Julio Brotto, post-graduate in Civil Advocacy by FGV, Coordinator of the Administrative and Civil Law departments

Alexandre Knopfholz, Master in Corporate Law and Citizenship by Unicuritiba, Coordinator of the Criminal Law department

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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Pedro Ivo Gricoli Iokoi



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Caio Nogueira
Domingues da Fonseca



Gustavo Jonasson de
Conti Medeiros



Luiz Roberto Salles
Souza



José Raul Gavião de
Almeida

POSITIONING

Iokoi Advogados is a traditional White-Collar Crime boutique based in Brazil. For fourteen years, IOKOI ADVOGADOS has stood out for carefully providing legal services in the Corporate Criminal field, for preparing the best defense strategies for its clients, and for defending high complexity cases. Since its foundation, in 2006, the firm set out to provide its clients with bespoke services, focusing on results and resource maximization.

Service innovation and a team composed of 24 highly-qualified lawyers are some of the firm's unique selling points. It strives to understand and deliver solutions to the new needs of national and multinational companies legal departments that compose their portfolio.

Located in São Paulo, the law firm has a modern structure and smart working methodology, which is reflected in the technical quality of the advice provided and results achieved.

As a major differential, the firm provides its clients with a 24/7 service channel and a network of more than 250 certified lawyers at their disposal. These are unique advantages that no other law firm offers in Brazil. The team personally follows up cases throughout Brazil.

Three pillars underlie the firm's existence: efficiency, nurturing a relationship of trust and partnership with its clients, and talent training and retention. With respect to its staff, the firm has an in-house program to include the team members in the best specialization and graduate programs in the country. Thus, we are increasingly growing as a strong and trustworthy law firm, operating both nationally and internationally, with the best qualified lawyers covering corporate crime in Brazil.

Aiming to increase its participation in high-profile cases, appeal and constitutional courts advocacy, the firm now counts with professor Luiz Roberto Salles Souza, a former State Attorney who retired after 31 years in São Paulo Public Attorneys Office, and José Raul Gavião de Almeida, who retired as a judge of São Paulo State Court, where he served for more than 23 of his 37 years career in the public service.

BUSINESS

- White-collar crime
- Business crime
- Labor law

OFFICES

BRAZIL

- São Paulo


CONTACTS

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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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Valeska Teixeira Zanin
Martins

Cristiano Zanin Martins

POSITIONING

Zanin Martins is one of Brazil's leading White Collar Crimes and "bet-the-company cases" litigation firms, providing legal and technical services of the highest quality in a wide range of issues regarding Civil, Business and Criminal Litigation and related areas.

The firm's multidisciplinary attorneys are also recognized for successfully associating all available forensic expertise and tools such as audits, investigation, communication strategies and use of legal digital tools. The Firm's team deals with such matters as consultants as well as representing national and international clients in complex and decisive litigation disputes and arbitration cases.

The Firm is recognized by setting historic precedents, and is specialized in neutralizing lawfare, an illegitimate form of using the Law adopted by some national and international authorities for political, geopolitical, economic, and military purposes.

The Firm's team also can provide business legal advice in the most diverse areas, renowned by a strong litigation team, providing legal services to clients from all segments.

BUSINESS

- Complex and Decisive Judicial and Extrajudicial Disputes;
- Litigation, Mediation and Arbitration;
- Strategies for complex and multidisciplinary legal cases;
- Governmental Investigations and agreements as consequences thereof (including agreements reviews);
- "Bet-the-company cases" (disputes involving the survival of the company);
- Cross border litigation;
- White Collar Crimes;
- Lawfare neutralization;
- Crisis management;
- Corporate Law;
- Entertainment and Media;
- International Rights Courts.


CONTACTS

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**Andrés Bustos
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**Diego Nilo
Arce**



**Monserrat Sanzana
Cortez**



**Micaela Méndez
Silva**



**Claudia Bustos
Díaz**



**Magali Herrera
Sciaini**

POSITIONING

At BG BustosGómez abogados we are a firm of excellence, whose purpose is to provide Advice on criminal matters with the highest standards of quality, dedication, and commitment, providing a personalized treatment service and be more cost-efficient

We offer legal services, both as plaintiff and defense attorney, in matters Related to Criminal Law in general, some examples being the following:

- Theft
- Lesions
- Scams
- Homicide
- Threats
- Misappropriation
- Crime of corruption between private parties
- Sexual abuse
- Statutory rape
- Reproduction of child pornographic material
- Rape
- Emilia Law and drunk driving
- Unfair administration
- Punishable insolvency (bankruptcy)
- Crimes against intellectual and industrial property
- Corruption Tax fraud Tax Crimes Customs offences
- Crimes against the market
- Crimes of receipt and money laundering
- Crimes against the environment Insider trading offences
- Crimes against free competition

Advice to legal entities:

Prevention of criminal risks in the company, Corporate Criminal Defense Administrative sanctioning law, Criminal liability of the company Law 20.393 , Compliance Advisory Criminal, Compliance Advice and nternal investigations

BUSINESS

- Criminal Law
- White Collar
Crime

SOCIAL MEDIA

- Instagram: @bustosgomezabogados
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LAW FIRMS

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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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**Gonzalo Insunza
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**Matías Insunza
Tagle**



**Felipe Sologuren
Insua**



**Diego Balart
Salvat**

POSITIONING

Insunza Abogados is a legal boutique specialized in advising their clients in litigation issues of high complexity, by carrying out the design and implementation of procedural legal strategies, in order to resolve conflicts through extrajudicial negotiations and also by means of litigation proceedings before the courts of law.

The main objective of the personalized attention provided by our team is to comprehend the conflict that arises from litigation matters from an integral perspective, developing with the clients to whom we provide advice, a relation in which our professional competence goes together with a human perspective by offering a permanent, close and warm communication.

The association with our clients is based on high professional ethics, in our long tradition and in the commitment of our attorneys who, apart from the personal dedication mentioned above, have been distinguished and highlighted in their participation in trials of the greatest complexity and transcendence that have been known in our country.

Our role as specialized lawyers has led us to be recommended by a diverse group of lawyers, in Chile and abroad, when their customers face conflicts of high complexity, what fills us with pride and satisfaction, and forces us to keep moving in that direction.

The professional activity of Insunza Abogados is also complemented with the teaching activities of one of his partners, Matias Insunza T., both in undergraduate and postgraduate courses at the Law School of the Universidad de Chile, as a teacher of Procedural Law.

In 2019, Matías Insunza Tagle was elected as a member of council of the Chilean Bar association, a position that he currently maintains.

In addition, the firm has been recognized for the third year in a row on Leaders League rankings as highly recommended in White Collar Crime, as well as major strategists in dispute resolution matters.

BUSINESS

- Procedural Strategies
- Defenses and Criminal Accusations
- Economic Criminal Litigation
- Ordinary and Special Trials
- Constitutional Actions
- Arbitration and Agreements

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**Octavio Kehr
Castillo**



**Omar Abuid
Abusleme**



**Juan César Kehr
Castillo**

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

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**Ernesto Olivares
Rodríguez**



**Víctor Alé
Martínez**



**Walterio Miranda
Henríquez**



**Nora Vera
Arellano**

POSITIONING

Olivares Rodríguez y Compañía has been especially centered on White Collar Crime and related offences. Besides, for several years we have advised and represented companies in criminal proceedings associated with electrical activity, forming various multidisciplinary teams with specialists in the field (engineers, technicians, etc). Likewise, we have intervened in administrative procedures related to economic and electrical matters, directed by sectoral organizations.

Our professional practice also extends to the academic field, both in the publication of scientific columns and articles and in the participation in law conferences.

We believe that conflict prevention can become the best defense of interests in any dispute. To do this, we identify risks, analyze them and propose the most reasonable and effective measures. Eventually, internal investigation processes can be directed, guided or complemented for possible actions in the face of judicial contingencies.

BUSINESS

- Criminal Law
- Litigation & Dispute Resolution

SECTORS

- Energy
- Environmental

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Roberto Ríos



Stefanie Ramdohr



Alonso García

POSITIONING

RRG Abogados was born from the initiative of its partners Roberto Ríos, Stefanie Ramdohr and Alonso García, who after 10 years leading the insurance team of RTA Abogados, decided to form a new law firm specialized in matters of interest of the insurance industry. We are a group of consolidated professionals in the Chilean legal market and of recognised prestige both nationally and abroad in the matters of our specialty.

Our experience embraces litigation, arbitration and advisory services in diverse matters such as policy studies, regulatory and corporate law, losses related to fire insurance, loss of physical damage, damages due to stoppage, civil liability, in general all branches of general or damage insurance and related to diverse industrial sectors such as agro-industry, mining, energy, transportation, construction, among others.

Our experience also extends to the branches of credit, guarantee, fidelity and life insurance. We also have outstanding experience in regulatory matters and consumer rights.

BUSINESS

- Insurance & Reinsurance
- Litigation
- Arbitration
- Regulatory & Corporate
- Studies and Legal Opinion Reports

CONTACTS

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Abelardo De La Espriella



Daniel Peñaredonda



Karen Juris



Carlos Sánchez



Diana Bravo

POSITIONING

DE LA ESPRIELLA Lawyers Enterprise® Consultorías y Servicios Especializados is one of the most renowned law firms in Colombia with more than twenty years of experience.

Under the direction of a successful leader, such as Mr Abelardo De La Espriella and the guide of his partners Daniel Peñarredonda, Kare Juris, Carlos Sanchez and Diana Bravo; it has been possible to position a complete and competent portfolio of services in consultancy and legal representation with a highly qualified interdisciplinary team. The client's causes are our causes too and we take an integral approach in order to exceed their expectations, thus, we have achieved legal successes of greatest impact for public opinion being one of the main players in the exercise of law in Colombia.

The firm's prestige is a consequence of the competitive advantages that allow us to stand out, among which we must highlight the qualified experience of its managers, the orientation to success in each case, the Bureau Veritas ISO 9001 quality certification, the ethical and deontological commitment, the multidisciplinary advice and the national and international services network.

To respond to its client's requirements, the firm has operation centres in Bogotá, Barranquilla, Medellín and Miami, and also with strategic alliances throughout the national territory and abroad.

BUSINESS

- Criminal Law
- Public Law
- Private Law
- Mining Law
- Environmental Law
- Urbanistic Law
- Labor Law
- Electoral Law
- Entertainment Law
- New Technologies law
- Intellectual Property law
- Sports Law
- Public Affairs
- International trade law.
- Immigration law
- Health Law

OFFICES

- Barranquilla
- Bogotá
- Medellín
- Miami

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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

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**Fabio Humar
Jaramillo**

POSITIONING

Fabio Humar Abogados has extensive experience in representing both national and international clients before different authorities in criminal and administrative investigations. It also acts for companies in analysis, management and implementation of legal/political risk management systems.

The team advises in the public sector, and thus has brought what it has learned to private litigation, offering the client solutions that have been successfully tested in government and state settings. It also acts in matters related to fiscal investigations (Comptroller General's Office) and disciplinary investigations (Attorney General's Office and Superior Council of Judicature), as well as in criminal implications related to antitrust and public tender law matters.

Founding partner Fabio Humar specializes in public and criminal law, with litigation experience in the United States. Former District Attorney, Humar has a background in the Financial Crimes Unit, Money Laundering, and Economic Order, as well as the Copyright Unit and Individual Liberties Unit. The accuracy and detailed work delivered are the result of academic excellence in postgraduate studies in criminal law, constitutional law, administrative law, and economic law; as well as continuing education in different subjects related to criminal law. Fellow in the Department of State and Partners of America, working with the Special Investigations Unit of Boston's Office of the Attorney General.

The Team led by Fabio Humar has worked in the public sector, in different positions. Either as Prosecutors, judges, or attorneys. Such background allows the law firm to be in tune with the reality of justice in the country, and hence offer solutions based on evidence and the operation of the Colombian legal system.

The firm does not hesitate to offer innovative and ethical solutions for clients, in the midst of a legal and justice administration system which, in many cases,

In recent years the firm has managed to lead victim defense and representation proceedings with levels close to 95% of success, always looking for the most agile, efficient and client-oriented solution.

BUSINESS

- Criminal Law
- Compliance
- Litigation
- Antitrust

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Gilbert Parleani



Jean-Marie Gazagnes

POSITIONING

APG is an independent business law firm specializing in complex litigation and regulatory and corporate advisory services. We accompany leading national and international groups and innovative companies on a daily basis in search of operational and imaginative solutions.

Since our inception, our success has been based on commitment, excellence, and humanity, and on listening to our clients.

For thirty years, we have been advising our clients on their strategic projects with a holistic view of legal issues. Our approach is not limited to representation before the courts: we also work with our clients on a daily basis to advise them on the structuring of their operations, to anticipate their issues, and allow them to prevail.

Thanks to our know-how, leading French and international groups trust us to defend their interests when the uncertainties are great and the implications are significant.

APG is an adaptable and responsive platform for complex or serial litigation, offering its clients a well-rounded, multidisciplinary, and talented team.

The experience acquired by our high-level litigation practice allows us in our consulting business to strengthen the legal security of our clients' operations through a fine assessment of risks.

The technical excellence of the firm is enriched by our close ties with the University, and by the creation of a network of responsive experts, both in France and across Europe.

BUSINESS

- Competition & Distribution
- Banking & Insurance: regulatory and professional liability
- Litigation & Arbitration: corporate and commercial litigation
- Product liability & industrial risks
- Employment
- White collar & Compliance
- Corporate

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Florian Endrös



Muriel Mazaud



Marguerite de Vaublanc



Myriam Bennaïm



Céline Lustin-Le Core



Anke Sprengel

POSITIONING

EBA Endrös-Baum Associés deals with the questions, problems, projects and visions of international companies with interests in France and in Germany, providing services in a prompt, efficient, purposeful and pragmatic manner, at reasonable costs. Our Franco-German based firm intervenes both as a counselling and litigation firm before French and German jurisdictions as well as before the ICC and other Arbitrations Courts, in the practice areas of industrial risk, plant construction, industrial product liability and safety, health products (pharmaceutical products and medical devices), and the related insurance law.

International companies operating in cross-border business between French, German and English speaking countries often encounter legal and communication difficulties. These may arise from linguistic or cultural differences, or sometimes from substantial differences in law. Detailed knowledge of the foreign legal system and an understanding of linguistic and cultural differences are necessary for efficient dealings with cross border counterparts. This applies also to intra-company communication between parent and subsidiary.

Practice areas

EBA gives advice and assistance mostly to international companies and insurance companies, in the field of industry and health in different languages (mostly German, French, and English). EBA intervenes in all industry related businesses as supply contracts, plant construction, products safety and product liability regarding industrial products as well as pharmaceutical products and medical devices.

EBA accompanies its clients throughout their life cycle by providing contract coordination as well as claim and litigation handling including alternative dispute resolution (arbitration, mediation and settlement) from the stage of entering into contracts with either public or private entities, through to subcontracts, including all questions of insurance and liability coverage, to the potential claim and litigation handling in cooperation with the insurance. The firm initially based in Paris has developed a strong team based in Munich. EBA Endrös-Baum Associés also practises on a high level in German litigation conforming to German law and gives advice and assistance for companies seeking to develop or to create industrial or insurance business in Germany.

Furthermore, EBA Endrös-Baum Associés has opened a branch office in Marseille 2019 and another one in Lyon in 2020.

EBA Endrös-Baum Associés has longstanding experience in expertise proceedings involving French court-appointed experts and European party-appointed experts. To ensure advice on a top-level, EBA Endrös-Baum Associés works in close cooperation with highly specialised law-firms in business areas not covered by the firm, such as tax law.

BUSINESS

General Business Law:

- Industrial risk
- Construction law and provision of industrial equipment
- Product liability
- Insurance law

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Aymeric François, Lawyer

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“Our clients are industrial groups and insurance companies with interests in France and Germany”



Interview with

FLORIAN ENDRÖS
Founding Partner,
EBA ENDRÖS-BAUM ASSOCIÉS

Leaders League. EBA Endrös+ Associés is a Franco-German law firm. Where does this union originate from?

The firm was initially created in 1997, its Franco-German orientation being a natural consequence of the fact that I had a double university degree from France and Germany and practiced as a lawyer admitted in both countries.

As a German national, I deliberately chose France, and more particularly Paris, as a location for the firm, this choice reflecting my commitment to the European idea.

I was one of the first Erasmus students, which explains my strongly-marked European orientation and my motivation to contribute to the communication between the various legal systems. Later, in 2007, I initiated a spin-off from the initial firm, thus creating, together with three partners, Muriel Mazaud, Marguerite de Vaublanc and Myriam Bennaim, the firm in its current form, with the purpose of modernising it and turning it into a resolutely consistent, agile and responsive international structure.

Since 2007, and in order to underline the cross-border competence of our firm, Céline Lustin-Le Core reinforces our team as a bilingual partner in Paris.

Anke Sprengel is qualified to practice under German and French law and became a partner

in 2018. She is in charge of litigation before German Courts and is currently developing this activity in Germany with the aim of enlarging the German litigation team. Furthermore she also supports the team in Paris regarding litigation before French Courts

On which areas has the firm based its growth?

Our firm is dedicated to industry, its practice areas covering all aspects related to this field, such as product safety and liability, construction of energy plants, contract negotiation and management of contractual risks, insurance law, particularly dealing with cross-border issues.

Could you describe your client base?

Our clients are international or national industrial groups and insurance companies with interests in France and Germany. We assist our clients on issues such as contract negotiations or regulatory questions, as well as in litigation matters, notably appraisal proceedings and support them to conduct business transactions and legal proceedings as free of legal risks as possible or in full knowledge of the risks involved.

How does the firm address its clients' needs in the context of globalisation?

The challenges of globalisation have accelerated the firm's modernisation process, particularly with respect to organisational and IT management and data protection. We constantly strive to optimise our working practices within different linguistic contexts (French, German, English, i.a.), while pursuing our efforts to facilitate our clients' comprehension, foster communication and advance negotiations. Due to this constant commitment, we have been able to obtain multiple awards, notably in the category "cross-border", becoming more and more international.

Is an intercultural approach a key factor in the way you distinguish your firm's services?

A lawyer's activity is, in a way, concentrated on a strictly national framework, considering that they are of course required to have thorough knowledge of his national law in order to be able to advise his clients from abroad. However, assisting clients from foreign countries also consists in offering them a comprehension of the differences between their own legal system and the French one, anticipating their expectations and working approaches, which can be

quite different from what one is used to encounter within a French or German context.

It is therefore essential for a law firm seeking to establish itself and expand internationally to not only bank on legal know-how but also on communication and responsiveness.

What is your vision of the evolution of your activity?

For several years now, we have been witnessing the gradual de-industrialisation in France and the glaring lack of investment in industrial enterprises with high potential, which would be worth investing in.

Despite these unfavourable conditions, we can pride ourselves in working with French and European industrial groups asserting themselves on the French market and exporting their success in Europe, as well as with European groups resisting the negative trend and increasing their activity in France.

We work in very a specific area, in which our clients' needs are multifaceted and subject to permanent changes. Also, our clientele has less and less time to delve into the cases in detail, yet each and every one of their decisions has to be intelligible, documented, and above all auditable. Thus, it is important that our clients have the possibility to be permanently informed.

Anticipating the new constraints of our clients, that is, the requirement and need for immediate communication in today's rapidly changing working world, is part of the innovative culture of EBA. Next to our Paris office, we have substantially developed our office in Munich with a highly skilled and experienced team around Marguerite de Vaublanc, in order to allow French companies to increase their activity in Germany and to face complex litigation. In addition, we have created a branch office in Marseille in 2019, extending our activity to the South of France, and another branch office in Lyon, in 2020.

While remaining committed to the European idea and consolidating its established networks and partnerships, notably in Italy and Eastern Europe, our firm is also exploring new horizons, seeking to establish new network partnerships in order to be able to offer our clients worldwide turn-key services. ♦

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Jean Tamalet



Amy Madigan



Aurélie Chazottes



Princessa Fouda



Elisabeth Quart



Apolline Barré



Jean-Claude Dukarski

POSITIONING

Special Matters and Government Investigations

Our Special Matters team is dedicated to advising entities and individuals across borders and sectors who are facing the reality or threat of a government investigation. Clients turn to us because of our reputation for conducting thorough and reliable internal investigations, for using the investigative record effectively to persuade the government to appropriately decline prosecution or enforcement action against our clients where possible, and for discreetly resolving government investigations on favorable terms. When quick and discreet resolution is not possible, we are prepared to defend our clients in court – where we have a successful track record advocating and litigating against the government and other authorities on behalf of our clients.

Most importantly, clients value our transparency, candor, and ability to build relationships in order to protect and advance our clients' interests. We can successfully and seamlessly navigate the complexities of dealing with enforcement agencies all over the world, including in France where we have a team of 8 specialists driven by one of the top French market leaders.

In the U.S., a key component of our success is leveraging the experience of our more than 175 former government officials firm-wide, including the recent former CIA Director, who is a key member of our team. Collectively, we have handled investigations before 73 of the 93 U.S. Attorney's Offices and every litigating division of the Justice Department. We likewise have represented clients in investigations conducted by all 12 of the SEC's offices and all of the SEC's specialized enforcement units.

The Paris team is fully integrated into the global Special Matters and Government Investigations practice, whose philosophy and composition reflect King & Spalding's deep investigations and sensitive matters culture. The team is composed of six lawyers (a partner, two counsel, a mid-level associate, two associates, and a law clerk) and an in-house consultant, and an expert in financial criminal investigation who served as financial investigator during more than 30 years (Gendarmerie Nationale Département Délinquance Économique et Financière). Experienced in assisting large groups and executives, our lawyers regularly intervene in sensitive, complex, and high-stakes cases (internal governance issues, external growth, financial, strategic, geopolitical or media issues, etc.)."

A large number of leading French and foreign-based concerns, including those in Africa, regularly rely on our 20-years-experienced Paris-based investigations team for assistance in conducting internal investigations, negotiating with the French National Prosecutor's Office or the financial sections of the public prosecutor's office, and in designing criminal defense strategies. As such, the team carries out internal investigations/audits in order to identify the reality and extent of facts which may constitute an offense. This expertise is essential in the process of assessing the risks that such facts may involve and identifying the corrective measures to be implemented to prevent any repetition.

Our global team of lawyers have devoted their entire careers to white-collar criminal and civil defense in high-stakes matters with industry-wide impact. We have conducted cross-border investigations in more than 160 countries involving every continent, and thus have extensive experience before foreign regulatory authorities.

BUSINESS

- Corporate internal investigations
- Government investigations
- Administrative investigations
- White-collar crime defense
- Crisis management
- Business intelligence

OFFICES

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Dr. Florian Ufer



Dr. Norbert Scharf



Dr. Erik Buhlmann



Dr. Andreas Weitzell

POSITIONING

Our law firm specializes in the defence of white-collar and tax crimes.

Criminal defence is our passion, which we devote ourselves in all the different stages of criminal proceedings.

Criminal defence is more than just one of the many specialties of law. It particularly demands the personality of the classical lawyer in all his individual abilities: competent, experienced, discreet, reliable, self-reliant and self-initiating, analytical, tactical and last but not least assertive.

Criminal defense is not just a profession, but means energetic struggle for justice and truth, with authorities in the preliminary proceedings or in the presence of the main hearing in court, one of the few showdown situations in our society.

Ufer Scharf Rechtsanwälte has extensive experience and know-how to successfully advise clients in both preventive situations and as defence counsel. The firm has represented executives and companies in a large number of criminal law cases and has successfully supported internal investigations in international corporations.

We defend and advise our clients throughout Germany, Europe and the USA. Our competence in international criminal law including investigations by the European Public Prosecutor's Office (EPPO) and US authorities (SEC, DOJ) as well as in legal assistance proceedings and proceedings before the European Court completes our expertise. Due to our long-standing international cooperation with renowned foreign criminal defense attorneys, we have access to an extensive network of international colleagues with whom we have already cooperated successfully in many cross-border cases.

The range of activities we cover includes:

- Criminal defence of individual managers
- Defence of companies
- Compliance advice
- Internal investigations
- Filing criminal complaints
- Legal opinions

We meet the high demands resulting from the rapid development of this field of law through constant participation in the scientific discussion, through lectures and publications.

BUSINESS

- White-collar criminal law
- Criminal tax law
- International and European criminal law
- Company defense in fine proceedings
- Insolvency criminal law
- Capital markets criminal law
- Medical criminal law
- Internal investigations
- Forfeiture and asset recovery

CONTACTS

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Simona Gallo

POSITIONING

bureau Plattner is a firm of tax advisors, auditors and lawyers with a long history. Our Firm was founded in Bolzano in 1969 and then in 2013 we joined forces with the firm Petrucci & Partners. In 2021, the boutique Pollio & Associati, founded by Marcello Pollio, added its specialist expertise in business restructuring and insolvency procedures to our firm. In 2023, Jenny Avvocati, a long-standing boutique, specialized in corporate law and international transactions, joined our firm. Today we are present in Italy in Bolzano (South Tyrol), Milan, Genoa and Merano (South Tyrol) with 180 team members. In Germany, we have a representative office in Munich.

The firm' expertise extends to privacy and data protection law, competition law and - in relation to contractual and corporate governance issues - safety at work.

Clients belong to several sectors, such as large-scale distribution, construction, sharing economy.

- Assistance in the drafting as well as in the updating of compliance programmes pursuant to Legislative Decree no. 231/01
- Assistance to surveillance bodies appointed pursuant to Legislative Decree no. 231/01
- Consultancy on privacy and data protection
- Assistance in the performance of duties imposed by data protection law
- Outsourced function of data protection officer consultancy on the protection of health and safety at work and in framing the organisational structures managing the duties and responsibilities pursuant to Legislative Decree 81/2008 corporate antitrust compliance

BUSINESS

- Tax
- Legal
- Audit
- Corporate Finance
- Accounting
- Payroll
- Insolvency & Restructuring

OFFICES

- BOLZANO
- MILAN
- GENOA
- MERANO
- MUNICH

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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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Niccolò Bertolini Clerici

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.

White Collar Crimes

The White Collar Crimes Department aims to respond to the need for specialised assistance in the field of criminal law by Italian and foreign companies in relation to economic and financial issues, the Department is characterised by an organisational method and approach consistent with the other practice areas of the firm.

The White Collar Crimes team is led by Partner **Niccolò Bertolini Clerici** who, during his professional career, has provided judicial assistance not only to Italian companies and businesses, but also to leading private and public foreign companies and institutions in the typical areas of criminal economic law.

The team has developed specific in-depth expertise in the field of **criminal market protection**, having provided assistance in cases involving **insider trading** and **market manipulation** against Directors, Statutory Auditors and controlling shareholders of companies listed on the MTA of Borsa Italiana, or against officials of Italian financial institutions.

The team also has extensive experience in **crimes against the Public Administration** and against assets related to areas of specialisation such as, in particular, that of renewable energy and "derivative" instruments.

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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

CONTACTS

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Join Leaders League for the second edition of our landmark event that celebrates and recognizes the best law firms in Brazil.



BRAZIL'S LEGAL SUMMIT

- ◆ Plenary
- ◆ 2 conferences

- ◆ Awards celebrating the best practice areas in the market

- ◆ Networking

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LEADERS LEAGUE

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Paola De Pascalis

Mario Di Giulio

Filippo Fioretti

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.

Compliance

The Compliance department at Pavia e Ansaldo consists of a multidisciplinary team of highly specialized professionals within a context of close integration of expertise providing assistance aimed at defining and developing an efficient and effective corporate governance, with particular respect to the following fields:

- State aid and public tenders
- Regulatory compliance
- Corporate criminal law
- Regulated sectors: assistance to companies operating in regulated sectors (telecommunications, energy/utilities, pharmaceuticals, defence, transport, safety, environment, aviation) on regulatory and compliance issues.
- Product liability: assistance in implementing the procedures in order to make products compliant with labelling, tagging and advertising regulations in the field of food products, fashion and consumers' goods.
- Compliance programmes and specific training courses with the aim to implement and manage the business models aimed at minimising the risks of legal action due to anticompetitive behaviour.

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

Paola De Pascalis, Of Counsel
Mario Di Giulio, Partner
Filippo Fioretti, Partner



Paola De Pascalis

Mario Di Giulio

Filippo Fioretti

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

ITALY

- Milan
- Rome
- Turin

RUSSIA

- Moscow

JAPAN

- Tokyo

SPAIN

- Barcelona

CONTACTS

Paola De Pascalis, Of Counsel

Mario Di Giulio, Partner

Filippo Fioretti, Partner

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

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Alessandro P. Giorgetti



Loredana F. Picca



Filomena Calicchio

POSITIONING

Insurance and reinsurance law

Since its foundation, this is the field in which Studio Legale Giorgetti has recorded the most significant growth, both for the importance of the clients and the complexity of the handled cases, specializing in providing assistance and advice to insurers, reinsurers, Self-Assureds, Captives, brokers, claims handlers and loss adjusters.

The law firm activity includes verification of the requirements needed to carry out insurance and reinsurance business and to obtain all relevant authorizations, as well as legal advice for the development and updating of insurance products. As far as handling claims activity is concerned, Studio Legale Giorgetti can also be supported by technical consultants, surveyors and loss adjusters with proven national and international experience.

In addition to the traditional lines of business, Studio Legale Giorgetti successfully handles more sophisticated and innovative types of insurance, such as Alternative Risk Transfer and emerging issues (like cyber risks), products liability, recall and tampering, brand protection insurance.

The firm is also specialized in reinsurance, representing Lloyd's syndicates and local companies and collaborating with some of the most important reinsurers operating in Italy.

Arbitration, adr, litigation

Studio Legale Giorgetti owes much of its reputation to the activity carried out in this area, which has achieved breakthrough results, also at international level.

An adequate training in this area is therefore considered essential in the training process of any practitioner aspiring to be part of the Firm.

The lawyers working at Studio Legale Giorgetti, in fact, are able to manage the most complex disputes before the Courts of all jurisdictions, at national and international level.

To defend its customers, Studio Legale Giorgetti can also count on a network of highly specialized correspondents and consultants, covering the territories of Italy, Europe and the main non-European countries. Moreover, the Firm offers to its customers a wide experience in national and international arbitration, Alternative Dispute Resolution and mediation, especially for particularly complex cases.

BUSINESS

- Insurance and Reinsurance
- Arbitration
- ADR and Litigation



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Michel Bulach



Giuseppe Cafiero

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.

Insurance and Reinsurance

Pinsent Masons Luxembourg provides full insurance and reinsurance services across a global client base. Our Insurance and Reinsurance team assists local and international market players including brokers, insurers, reinsurers, investors, corporate clients and financial institutions. Our lawyers have significant experience handling both contentious and non-contentious work, assisting clients on insurance and reinsurance litigation, regulation and transactions. The team's assistance for insurance and reinsurance industry clients focuses on:

- Regulatory approvals and matters
- Contracts and policies
- Portfolio transfers and business restructuring
- Freedom to provide services and freedom of establishment
- Insurance distribution and intermediaries
- Captive reinsurance
- Commercial reinsurance
- Life insurance
- Non-life insurance
- Professional liability insurance
- Specialty Lines
- Surety insurance
- Insurance funds
- Pension schemes

The Insurance and Reinsurance team also draws upon the banking & finance, corporate, data, employment and tax expertise of the firm, allowing it to act as a one-stop-shop to meet all clients' needs.

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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**José Antonio Chávez
Vargas**



**Brian Minutti
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**Alejandro Carreño
Charabati**

POSITIONING

Our Firm was born in 2010, focusing on corporate financing, capital markets, private capital, mergers, acquisitions and energy and infrastructure practices. Our lawyers' experience, added to the high degree of specialization, places us among the leading law firms in our country, within the Chambers and Partners, Legal 500 and Legal 250 classifications, as well as several prestigious publications. Since its foundation, our Firm's partners have been concerned about innovating not only in their practices, but also in institutional and technological solutions that allow us to offer excellent services to our clients. At the end of November 2018, we changed our company name to Chávez Vargas Minutti Abogados S.C.

We made our new anti-corruption, international funds and Fintech practices known, which have multi-disciplinary teams, all of whom are experts in each field.

We provide comprehensive services that offer competitive advantages, reduced transaction times and cost optimization to our clients.

Our team consists exclusively of qualified and specialized lawyers. In this manner, our clients do not absorb learning curves.

We are committed to a constant thorough update of our practices. This means that our lawyers have skills and experience in administrative, operative and financial matters, which provides them with an in-depth understanding of the nature of our clients' needs.

We develop efficient and tailor-made legal structures, which streamline the strengths and mitigate the weaknesses of each transaction.

BUSINESS

- Corporate Financing
- Capital Markets
- Private Capital
- Energy and Infrastructure
- Anti-Corruption
- Compliance
- Fintech
- International Funds

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García**



**Daniela Ortega
Sosa**

POSITIONING

LEC specializes in complex litigation, corporate governance and compliance. The firm's team is made up of litigation experts with extensive experience in the Supreme Court of Mexico, in constitutional, administrative and criminal litigation, as well as practitioners from top law firms specializing in corporate governance, compliance, corporate investigations, anti-money laundering and anticorruption work.

Luis Dantón has significant local and international experience and is admitted to practice law both in Mexico and in New York. He advises multinational and local companies on major investigations, anti-corruption and compliance issues that usually involve various legal jurisdictions.

His expertise includes both the preventive aspects, such as helping clients to assess, develop and improve their compliance programs and corporate governance, as well as crisis response aspects, including high-stakes investigations and the representation of clients before enforcement agencies and courts, including the administrative and criminal litigation aspects. In addition, he has in-depth knowledge of M&A, particularly in legal and anti-corruption (FCPA) due diligence, and is experienced in banking and finance, including anti-money laundering.

He is also a certified compliance and ethics professional (CCEP) and certified compliance and ethics professional international (CCEP-I) by the Compliance Certification Board (CCB) of the Society of Corporate Compliance and Ethics (SCCE).

BUSINESS

- Criminal Litigation
- Compliance
- Investigations
- Corporate Governance
- Constitutional Litigation
- Administrative Litigation
- Financing & Projects


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**Eduardo Arturo Rojas
Saldaña**



**Carla Antonieta
Benedetti Ortega**



**Juan Jiménez
Mayor**



**Liliana Calderón
Jacinto**

POSITIONING

Benites Vargas Ugaz, a law firm in Peru with more than 30 years of specialized experience in Litigation, Criminal, Civil, Labor and Constitutional with high ethical standards and social commitment, made up of top-level lawyers, in all practice areas. legal, which allows us to review cases and transactions from different angles, in order to propose comprehensive solutions that take into account all possible risks and contingencies.

Today the firm continues to have a clear commitment to consolidate itself in its most prominent areas of litigation, public law, corporate, labour law and also highlighting its Compliance proposal, where we have positioned ourselves as pioneers, not only for its implementation beyond the legal and the addition of new partners and senior consultants, but for having crossed borders and providing service in countries like Colombia, Chile, Nicaragua, Honduras and Spain.

BUSINESS

- Compliance
- Labor & Social Security
- Criminal Law
- Public Law
- Litigation & Arbitration
- Civil Law
- Contracts
- Real Estate
- Infrastructure & Construction
- Corporate
- Capital Markets
- Tax & Agrifood
- Banking & Finance
- Constitutional
- Energy
- M&A
- Environment
- Mining
- Telecoms
- Cultural Heritage
- Competition, Consumer Protection and Intellectual Property
- Data Protection
- Probono

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Dino Carlos Caro Coria



**Luis Miguel Reyna
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**Luis Fernando Iberico
Castañeda**



**Ana Cecilia Hurtado
Huaila**

POSITIONING

Caro & Asociados is a boutique law firm specialized in Economic and Business Criminal Law, as well as Compliance. Our firm is best known for its high rate of success in the defense of companies and their administrators in criminal investigation proceedings and trials held in criminal court. As a matter of fact, none of our clients have ever been convicted, let alone found guilty, despite the high complexity of the subject matters involved and the important public media coverage the cases at stake.

Caro & Asociados is a boutique law firm specialized in Economic and Business Criminal Law, as well as Compliance. Our firm is best known for its high rate of success in the defense of companies and their administrators in criminal investigation proceedings and trials held in criminal court. As a matter of fact, none of our clients have ever been convicted, let alone found guilty, despite the high complexity of the subject matters involved and the important public media coverage the cases at stake.

We started our activities eighteen years ago with the aim to improve practice standards and customer satisfaction levels. Our wide experience explains our high success rate. We believe in business integrity, which has made it possible for us to become the first firm in Peru to be certified with ISO 37001:2016 Anti-bribery management system certification, by BASC - PERU.

In addition, last year, we were once again the first law firm in Peru to achieve ISO 37301:2021 certification – Compliance Management System, by the Business Alliance for Secure Commerce (BASC PERU), which recognizes us as a firm that shows its commitment to compliance by implementing a regulatory compliance management system.

We also highlight our Dispute Resolution department, which has been growing with important achievements, comprising a holistic counsel with a new approach in the different disciplines, seeking a solid, serious and effective counsel through the conduct of the stages prior to the resolution of the conflict and implementing the corporate defense, as well as the counsel and direction of the judicial process whether it be of civil, commercial, administrative or constitutional nature; or in arbitration proceedings.

Caro & Asociados, with its objective of guaranteeing a complete and integral service that meets the standards of excellence and the levels of satisfaction of its clients, as part of the constant programs of continuous improvement, has implemented the Legal Forensic area, comprising the multi- and interdisciplinary expert advice. Our area has a special added value: professional secrecy, which is a guarantee of the lawyer-client relationship, a privilege that involves all of our collaborators in the firm, including forensic experts and advisors.

The firm has leading attorneys in the field of criminal law, who are engaged in providing a service aligned with our clients' interests, with both a high level of specialized knowledge and remarkable professional ethics.

BUSINESS

- Criminal Law
- White collar crime
- Criminal defense
- Litigation
- Compliance
- Legal Tech
- Legal Consultancy
- Dispute resolution
- Legal Forensic



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 Top Advisors Directory
LAW FIRMS

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CMB

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Jorge Massa



Christian Bello

POSITIONING

CMB – Cortez, Massa & Bello Abogados is the culmination of a project that began in 1996, when Luis Felipe Cortez and Jorge Massa decided to take on the challenge of creating a criminal law boutique (one of the first in the Peruvian legal market), with two unique characteristics: it would provide a highly specialized service and have personalized customer service. With the same approach to professional practice, Christian Bello joined in 2006. Alongside a valuable team, they made it possible for CMB – Cortez, Massa & Bello Abogados to become the reference point in matters of criminal law and economic criminal law in the country it is today.

CMB – Cortez, Massa & Bello Abogados has more than 25 years' experience in criminal litigation across the country. The practice includes the defense and procedural sponsorship of the Congress of the Republic, the General Comptroller of the Republic, the National Police of Peru, the Public Prosecutor's Office, the Judiciary, the Constitutional Court and the Inter-American Human Rights System, in all its instances. It also extends to those processes of an extra-criminal nature, such as the constitutional actions of habeas corpus and amparo, which demand specialized knowledge and defense based on criminal law.

Likewise, CMB – Cortez, Massa & Bello Abogados is a pioneer firm in preventive criminal counseling and currently a leader in the design and implementation of criminal compliance programs, having successfully developed numerous programs for the most important national and foreign companies. We have a highly specialized and multidisciplinary work team -according to the needs of the client- with a practical experience consolidated in the execution of this service throughout these years.

BUSINESS

- Criminal litigation
- Criminal compliance
- Consulting

CONTACTS

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**Arsenio Oré
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**Fredy Valenzuela
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Aliaga**



**Edward García
Navarro**



**Walter Palomino
Ramírez**



**Cecilia Madrid
Valerio**



**José Rivera
Villanueva**

POSITIONING

We are a Law Firm focused on professional excellence in criminal advice and sponsorship, mainly for corporate clients. Our legal team is led by our founding partner, Dr. Arsenio Oré Guardia, a lawyer with more than 50 years of impeccable professional experience, and is made up of more than 13 legal professionals, including lawyers and assistants. Throughout all these years, we have managed to position ourselves as one of the most outstanding Criminal Law Firms in the country.

Our professional activity is developed, especially, in the field of economic criminal law and business.

One of our fundamental objectives is to obtain excellence in sponsorship, consultancy, research and in the general treatment of our clients. Added to our organizational vision are the principles that govern our activity, such as loyalty, honesty, responsibility, efficiency and commitment.

Both our commitment to excellence in criminal litigation and our academic profile, typical of the constant specialization undertaken by our lawyers, allow us to have an important portfolio of clients, mainly corporate. Hence, we are honored to have the confidence of large communication, mining and banking companies, both national and foreign.

BUSINESS

- Criminal Law

CONTACTS

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Enrique Ferrando



Scilia Flores



Mauricio Martinez



Malgorzata Judkiewicz



Gabriel Loli



Silvia Otárola



Fernando Allasi

POSITIONING

Established in 1980, Osterling Abogados is a leading full-service Peruvian firm, widely acknowledged in both domestic and cross-border markets. For nearly four decades, we have been delivering legal services in line with a client-centred philosophy that combines proven expertise and an innovative approach, which allows us to offer optimal, timely and effective advice and solutions.

We provide comprehensive counselling on Corporate and M&A, Dispute Resolution (including litigation and arbitration), (Re)Insurance, Public Law, Labour and Employment, Tax, IP, Construction and Real Estate, Compliance, New Technologies and Data Protection, among other areas of practice.

As a strategic partner, Osterling Abogados is alongside its clients across all stages of their business cycle, whether it is in helping prevent potential risks to affect their operations, implementing new business strategies, or successfully tackling either daily or unforeseen legal challenges.

When it comes to dispute resolution, our team will work for securing the most favourable outcomes at the earliest possible stages of the conflict, or even once litigation or arbitration has commenced. Our practitioners are acknowledged within the strongest players in the Peruvian market, with a high success ratio at all litigation and arbitration scenarios. As a part of the bench, we also count on with top-tier arbitrators and legal experts who are appointed in both domestic and international arbitration procedures on a regular basis.

Acting on behalf of our clients, we combine the focus on their goals and best interests with in-depth knowledge of the complexities of the local courts, and our problem-solving skills to come out with a tailored strategy for overcoming the dispute with the least cost on time, money and dissatisfaction. We are solid litigators, but also thoughtful strategists and skilled negotiators.

From risk assessment before filing a lawsuit to pursuing out-of-court settlements, and from defending a claim with an administrative court to handling the most-complex litigious and arbitral procedures, Osterling Abogados will provide the safest solution at every stage of the legal dispute you are faced with.

BUSINESS

- Domestic Arbitration
- International Arbitration
- (Re) Insurance
- Civil and Commercial Litigation
- Labour and Employment
- Tax
- Construction and Infrastructure
- Bankruptcy and Restructuring
- Intellectual Property
- Public Law
- Corporate
- Mergers & Acquisitions
- Real Estate
- Compliance

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Ysabel Espinoza



Stephany Lanegra



Ronny Santillán



Walter Bedriñana



Mary Bohorquez



Nicole Jurado



Romina Tosso



María Fernanda Molet

POSITIONING

SANTIVÁÑEZ ANTÚNEZ ABOGADOS is a boutique firm specializing in highly complex litigation and controversy; formed by a select staff of professionals, with high personal qualities, which has the appropriate structure to provide highly specialized services in the practice we practice; promising efficiency in the result providing proximity, presence, immediacy and maximum quality.

We are litigating experts. This is only possible with the collaboration of professionals whose training and experience is linked to the areas we develop; Therefore, our firm's lawyers have specialized studies in universities whose academic programs are characterized by providing special training in the subjects we practice, in addition to assuming each assignment with the rigor and passion that only those who love what they can expose make.

The evaluation of contingencies prior to a litigation process is not alien to our service. This allows us to evaluate each case so that the recurrence to any instance is absolutely necessary to guarantee the full exercise of the rights of our clients.

BUSINESS

- Disputes in Concessions and Administrative Procedures
- Disputes and Civil Litigation
- Criminal Disputes and Litigation
- Constitutional Disputes and Litigation
- Administrative Disputes and Litigation
- Arbitration Disputes
- Corporate Compliance
- National & International Arbitration
- Construction Contract Consultancy
- Disciplinary Law and Special Regimes
- Labor & Migratory Law
- Tax Law
- M&A
- Joint Venture
- Restructuring
- Banking & Finance

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Fernando Silva



Tatiana Bastidas



Jorge Moreno



Hugo Jimenez



Néstor Burgos

POSITIONING

We are a legal boutique specializing in criminal litigation, constitutional litigation and corporate compliance. We have more than 20 years of experience in the Peruvian legal market. We pride ourselves on getting the results our clients expect in almost all the cases we try on different courts.

We help our clients make the best and most beneficial decisions and, when needed, we represent them both before court or arbitration tribunal. We act as conciliator in order to avoid an unnecessary process or if requested by our client, to actively defend their interests.

We have full commitment, confidentiality and availability to our clients since we are aware of the sensitivity and implications of the matters we attend to.

We work at national level, in courts were required for any case or litigation that needs to be conducted in any province or region of the country.

We defend the personal and asset interests of natural and legal persons. We advise and accompany our clients during police, prosecution or legal investigations, for situations of grievance, investigated, prosecuted or third party civilly liable.

The client who decides to file a complaint will have our support to assess the relevance and success possibilities as such. We prepare the settlement or complaint documents. We follow-up on the process until the identification of the parties responsible, the litigation of the investigation and the court conviction.

We specialize in Business Crime, Anticorruption investigation and Crimes in general.

BUSINESS

- Criminal Litigation
- Constitutional Litigation
- Corporate Compliance

CONTACTS

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Vanessa Valverde



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Hugo Marticorena



Camila Ugaz



Óscar Lozada



Rocío Díaz

POSITIONING

We are a boutique specialized in Corporate Criminal Law and Criminal Compliance. We have high service standards where the customer is the true center of activities.

Our partners have extensive experience providing advice and exercising criminal defense of important national and foreign companies. We carry out sophisticated work, in constant interaction with the client and in permanent multidisciplinary feedback. The Firm, as a whole, has the capacity and values that ensure the achievement of the objectives set.

VMM's specialization allows us to provide strategic and professional solutions of the highest level in the face of any crime or criminal contingency that originates from or is linked to business activity.

In this way, we closely sponsor the interests of companies in the various criminal proceedings and/or contingencies that may arise, always safeguarding their rights.

Likewise, as part of the litigation service, we include permanent communication with our clients, in such a way that they are always informed about the status and progress of the criminal case. In essence: our clients know that their problems are our problems.

BUSINESS

- Criminal Law Litigation
- White-Collar Crime Litigation
- Criminal Compliance
- Consulting

CONTACTS

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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.

We conduct independent investigations on behalf of corporate boards and supervisory authorities to assess civil or criminal liability and to determine their regulatory impact on our clients and advise our clients on their implications.

We assess the potential liability of directors and officers, alleged violations of domestic and foreign supervisory regulations, as well as alleged violations of domestic and foreign anti-corruption laws (such as the U.S. Foreign Corrupt Practices Act, FCPA). We are the only Swiss law firm listed by Chambers & Partners as one of the leading firms Europe-wide for corporate investigations.

Our team specializing in crossborder 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.

OFFICES

- Zurich
- Zug
- Lugano
- Geneva
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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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POSITIONING

Companies and businesses around the world are coming under increasing scrutiny from regulators and prosecutors. They are subject to more stringent compliance requirements and regulation than ever before and the opportunities afforded by high-growth markets bring with them the risk of falling foul of anti-bribery and corruption legislation. Maintaining a first class reputation is crucial.

Our extended experience means we understand the objectives and priorities of regulators and prosecutors in various jurisdictions around the globe. This enables us to efficiently guide clients in reviewing and strengthening their compliance policies and practices, codes of conduct and whistleblowing programs, so as to anticipate and manage the risks facing their businesses. Our combined expertise across a broad range of specialist areas enables our clients to navigate through any type of investigation, achieving strategically and commercially pragmatic results. Our investigation teams help clients manage the risks posed by investigations from antitrust, anti-corruption, financial services and other regulators and prosecution authorities.

We have one of Switzerland's leading investigations practices. We regularly advise clients on major investigations in Switzerland and around the world and have played a significant role in many of the most important inquiries and regulatory investigations of the past years. We have particular experience of complex, multi-jurisdictional investigations involving multiple regulators, including advising on the proceedings which often arise out of such investigations. On multi-jurisdictional cases, we work closely with and draw on cutting-edge experience of our international network of law firms.

We handle the full spectrum of statutory, regulatory and disciplinary investigations by regulatory or professional bodies and government agencies.

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
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Andrés Ojeda

POSITIONING

Andrés Ojeda Abogados is made up of a dynamic group of young lawyers with solid expertise and a tailor-made approach to client service. They pride themselves on staying up-to-date with changes in the law, which allows the firm to offer the best solutions for each case. Founding partner Andrés Ojeda is appreciated in the market for his expert handling of complex white-collar cases.

The firm has participated in some of the most sensitive, high-profile criminal cases in Uruguay. The firm is very active in cases concerning money laundering, fraud, illicit enrichment and corruption, mainly in the commercial and financial sectors. The client roster includes major national and international companies from a wide range of industries. The firm also handles insurance law cases.

BUSINESS

- White Collar Crime
- Criminal Law
- Insurance Law

CONTACTS

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Jorge Barrera



Mariana Melgar

POSITIONING

Jorge Barrera & Asociados law firm was founded by Dr. Jorge Barrera in 1994 as a Specialized Study in Criminal Law, Insurance Law and Civil Liability.

This has been the starting point of its professionalization in these areas of law, which has allowed him to contemplate the interests of its clients and be up to the new scenarios and demands of effectiveness presented by the XXI Century.

From its origins it has experienced a sustained growth in its structure and resources, currently having highly qualified professionals and a client portfolio that feels respected and contemplated in its demand for services.

Jorge Barrera & Asociados has lawyers with high experience in defending the rights and interests of their clients; and also has a remarkable experience in the field of transactions and alternative solutions of conflicts, with a high percentage of judgments avoided, which represents lower costs and more agility in the defenses the firm has in charge.

BUSINESS

- White Collar
- Dispute Resolution
- Litigation
- Criminal Law
- Insurance Law
- Civil Liability

OFFICES

- Montevideo
- Punta del Este

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