



LEADERS LEAGUE

Intelligence Report & Rankings

2020-2021
EDITION

INVESTIGATIONS, COMPLIANCE & INSURANCE



Top law firms and expert firms
Exclusive interviews with leaders
Insights & analysis



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ARJUN SAJIP
Managing Editor

2020-'21: NO SHORTAGE OF COMPLIANCE ISSUES FOR LAW FIRMS

Unlike most companies, law firms largely thrived during the pandemic: many US firms posted double-digit profit growth, and firms across Europe reported healthy activity throughout 2020. Much of this activity arose in one area more than in most others: compliance.

It is a commonplace to state that all of law, really, is in some way “compliance”: lawyers’ work largely comprises guiding clients through corporate, commercial or contentious matters in a way that is most advantageous to the clients while also complying with the law. But the topics that have most been on compliance lawyers’ minds in recent years – data protection, good corporate governance, anti-corruption – were pushed to the forefront in a year where the rules of inter-party interaction were forcibly rewritten.

The increased carefulness around compliance went hand-in-hand with a robust approach to risk management. Pandemic-related measures gave rise to a host of new challenges, questions and risks, the upshot of which was that most major companies realized the importance of their human capital and optimized for risk accordingly. Law firms and consultancies thrived on identifying potential pitfalls and helping clients respond to them, which in many cases involved structurally adjusting business activities around those risks. Monitoring and communicating about the changing situation was something law firms and clients alike had to be especially sharp on. The 2020 recession was, after all, no ordinary cyclical recession; indeed, the peculiarity of its circumstances was the very thing that kept advisors so busy.

The guide you are about to read recaps some key compliance, risk management and insurance topics, 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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EXECUTIVE

SUMMARY



COMPLIANCE AND INSURANCE: A TURBULENT YEAR

We examine the coronavirus pandemic's impact on compliance in data privacy, environmental safeguarding and the financial sector; assess an unprecedented year for advisory firms – which usually like to avoid the spotlight – coughing up millions of dollars in settlements for alleged wrongdoing; and look ahead to the insurance and risk assessment landscape after Covid-19.

As the crocuses come up for air, the springtime sun begins to warm our faces, and the vaccine rollout continues apace throughout much of the developed world, what feels like the end of an extended 2020 is in sight. Yet regulators are still struggling to get to grips with a digitalization that was only accelerated by the Covid-19 pandemic.

In much of the world, working from home became the norm, and no shortage of compliance issues were raised, particularly around data protection. Naturally, as innovation has continued to burgeon in various fields, authorities are struggling to keep up – but it isn't just innovators that are taking advantage of regulatory lethargy to advance their agendas.

Data vulnerabilities

For the white-collar business sector, the first key challenge was posed by the exodus from offices. Thorny questions about the handling of sensitive data out-

side of the office had to be handled alongside an urgent need to continue working as smoothly as possible, especially given the macroeconomic shrinkage. Many companies had to roll out GDPR training at speed for home workers, but even then, the home-working environment made the barrier between personal and professional far more porous, with devices not always properly secured, and the ever-present possibility of employees accidentally using personal accounts for communication, file-sharing or storage.

Accessing or storing company data at home risked opening compliance seams that many companies struggled to patch, even when remote encryption and the establishment of corporate VPNs (virtual private networks) had become *de rigueur* for IT teams around the world.

Nonetheless, working from home is not companies' only vulnerability, or even the most salient factor in data breaches in general. IBM's 2020 report "The Cost of a

Data Breach" found that when most employees work from home, the average cost of a data breach increased by \$137,000 – relatively small compared to the overall cost of the average data breach, which is around \$4 million globally.

93%

IT teams that delayed cybersecurity projects in the first two months of the pandemic

43%

IT teams that have since delayed or abandoned these projects

Source: Global survey of 1,000 business leaders, Tanium Inc.

Breaches in the energy and finance sectors cost around \$6 million on average, but the costliest data breaches take place in the healthcare sector, where the average breach costs over \$7 million, according to the IBM report. This sector was under the spotlight like never before in 2020. Unlike many of the Asian countries that rapidly harnessed citizens' data for their contact tracing apps, Europe has long taken a more protective stance on personally identifiable information (PII), which in 2020 gave rise to a tension between public safety and personal data privacy that fed into early discussions of test-and-trace apps.

So it was not altogether a surprise when, for example, the UK government felt compelled to break the law in the spring of 2020 by launching its test-and-trace programme without conducting a data protection impact assessment. In the wake of this legal breach, it transpired in July 2020 that UK contact tracers were sharing – via Facebook, WhatsApp and other unregulated channels – the names, contact details and case IDs of those who had tested positive with Covid-19, usually in an appeal to informal support networks that bolstered the severely stretched public healthcare system.

Meanwhile, around Europe and even in the US, companies had to amend data privacy policies to ensure coverage of the disclosure of PII – such as the time and location of purchases, or details about their location via geo-tracking – to governmental agencies for health emergencies. Whether policy writers will keep this as a permanent stipulation remains to be seen; the parameters of when and in what circumstances PII can be shared with the government outside of a pandemic era are yet to be defined.

Opportunism in the wake of the virus

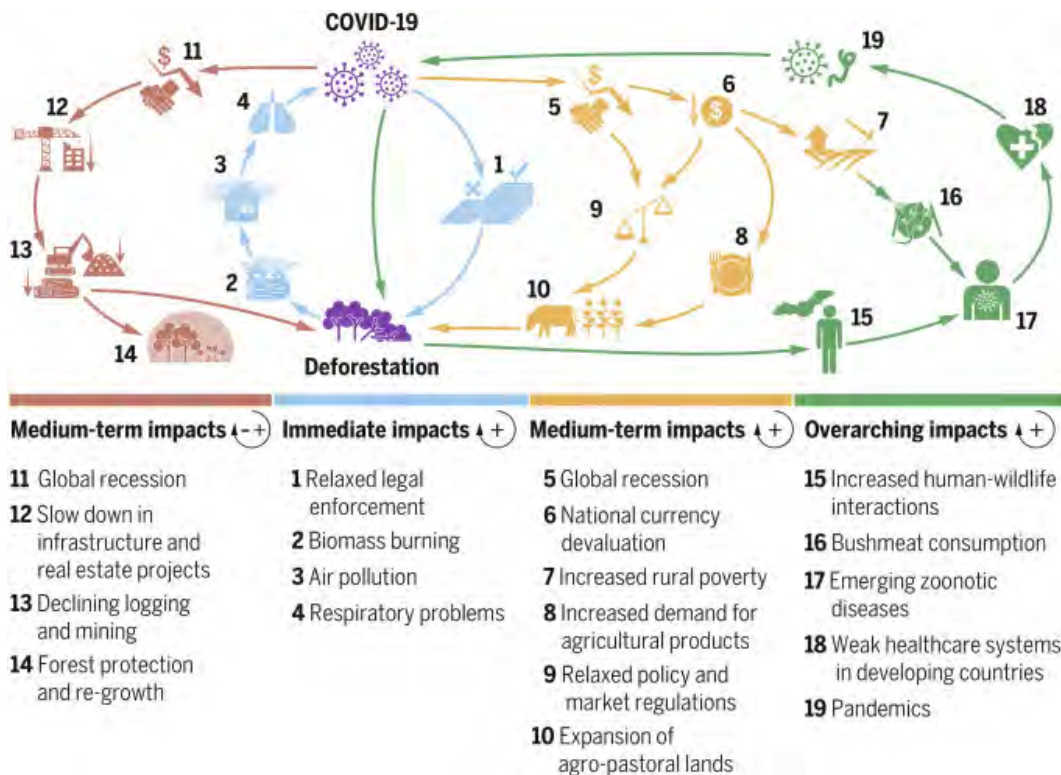
Not all compliance breaches have been well-meaning health authorities or companies doing their best to toe the line in a fluid, challenging situation. As we reported last summer in our article “A Green Revolution: Opportunities and Prospects”:

The coronavirus measures have been a boon for illegal loggers, miners and wildlife traffickers in South America, Africa and southeast Asia, operating at an unimaginable scale. In March, Brazil's environmental enforcement agencies IBAMA and ICMBio scaled back their forest monitoring services for coronavirus-related reasons. In April, deforestation in the Amazon increased by 64%

more than the increase in April 2019. In the first four months of 2020, deforestation increased by 55% more than the same period in 2019. 1,202 square kilometers were razed in the Amazon alone – the equivalent of Japan's Okinawa Island. As well as the direct effect of contributing to global warming by reducing carbon capture, the mass deforestation will also likely lead to a significant increase in forest fires.

There's another thing mass deforestation will help foster. A link between deforestation and the general outbreak of infectious diseases is being posited by a rising number of studies; backsliding compliance in areas that are being razed of trees could have not only environmental consequences but global public health ramifications in the medium term. The situation in Brazil is not likely to improve soon: the country's president, Jair Bolsonaro, has largely delegated environmental safeguarding to the military, which has so far failed to yield any heartening results. In January 2021, his government proposed the smallest budget for environmental protection in at least 13 years, despite not only the massive deforestation but also the devastating forest fires that consumed swathes of the Amazon in 2020.

A WEB OF CAUSALITY AND CONSEQUENCE LINKS VIRAL OUTBREAKS WITH DEFORESTATION



Source: Associação Brasileira de Ciência Ecológica e Conservação

Meanwhile, on the other side of the world, Malaysian palm oil company Sime Darby withdrew from its carbon agreement, arguing that compliance was impossible given the financial conditions precipitated by the pandemic.

Some have argued that generally, economic downturns lead to slowdowns in deforestation: there tends to be a fall in demand for goods associated with deforestation. But there's no getting around the fact that despite the massive reduction in air and road travel thanks to lockdowns around the world, 2020 has not been a good year for the environment. "The one thing we can do," says Mike Barrett, executive director of science and conservation at WWF-UK, "is legislate to get deforestation out of supply chains."

High-level hijinks

Though governments bear some responsibility, the dirty business of deforestation is largely carried out by the impecunious. At the other end of the wealth scale, 2020 may mark a watershed moment in the penalizing of financial sector misdemeanors.

In September, J.P. Morgan agreed to pay over \$920 million to settle claims brought by US authorities regarding market manipulation in the form of "spoofing" by two of the bank's trading desks. ("Spoofing" involves artificially manipulating asset prices by placing a large order to buy a financial asset, thereby artificially inflating the asset's price; selling the asset at the new, inflated price; and then cancelling the original order. The inverse is also classed as spoofing.) The fine, which is the largest penalty the Commodity Futures Trading Commission has ever levied, is the culmination of a criminal investigation that has led to six employees being charged for rigging the price of gold and silver futures from 2008 to 2016.

Even professional service providers have been unable to keep their hands clean from commodity scandals. In January 2021, Freshfields Bruckhaus Deringer, the world's oldest international law firm, agreed to pay €10m to German authorities for its role in a tax fraud that, according to European Parliament estimates, cost European taxpayers up to €55 billion over almost two decades. The case has been rumbling on for years – the firm's global head of tax, Ulf Johannemann, was sent to prison in 2019 – and the firm's voluntary payment, which is not an admis-

LARGEST FINANCE SECTOR FINES IN 2020

COMPANY	VALUE OF FINE (\$)	VALUE OF FINE AS % OF COMPANY'S 2019 GLOBAL REVENUE	REGULATOR	REASON
Westpac	959 million	3.7	Australian Transaction Reports and Analysis Centre	Money-laundering breaches
Wells Fargo	3 billion	2.9	US Department of Justice; Securities and Exchange Commission	Historic account fraud
Western Union	153 million	2.9	Federal Trade Commission	Refunding fraud victims
Skandinaviska Enskilda Banken	107 million	1.4	Swedish Financial Supervisory Authority	Anti-money-laundering shortcomings
J.P. Morgan	920 million	0.6	US Department of Justice; Commodity Futures Trading Commission	Market manipulation
Citi	400 million	0.5	Office of the Comptroller of the Currency	Risk management deficiencies
Deutsche Bank	150 million	0.4	New York Department of Financial Services	Relationship with Jeffrey Epstein
USAA Federal Savings Bank	85 million	0.2	Office of the Comptroller of the Currency	Risk management deficiencies
Capital One	80 million	0.2	Office of the Comptroller of the Currency	Data breach

Data: Fimech Futures

sion of guilt or liability, is an attempt to move on from an uncomfortably public episode.





















Meanwhile, the *Financial Times* reported in early February that McKinsey will be paying almost \$574 million to settle claims, brought by virtually all US states, that the consulting firm's advice to pharmaceutical companies exacerbated the opioids crisis. Like Freshfields, McKinsey has not admitted guilt or liability. But its fine exceeds, by a significant margin, the revenues pulled in by advising on the misdemeanor.

Major global banks are used to paying many millions, even billions, in fines; for them, to an extent, it is the cost of doing business. But advisory firms are simply not accustomed to coughing up eight- or nine-figure settlements. Could this be the

start of a new era of serious accountability for law firms, consulting firms and other professional service providers?

It depends on how you define "accountability". Freshfields paid €10 million – 0.5% of its annual revenue of over £1.8 billion. McKinsey paid \$574 million – 5% of its annual revenue of around \$11 billion. These seem more like slaps on the wrist than serious disincentivizers; in fact both sums were technically voluntary payments, since neither company admitted wrongdoing. In any case, we must hope that such fines are not faced by the advisory sector again – not because firms become smarter at evading them, but because they act with enough integrity that such fines are never necessary.

LOOKING OUT ON THE HORIZON
The Covid-19 Aftermath

Emerging trend	Description	Impact and severity	Time horizon
COVID-19-related litigation	Safety concerns for employees could increase lawsuits against employers, and thus more D&O claims.		 
Growth of digital distribution	Development of digital sales platforms to offset social distancing measures could ease client access going forward.		  
Awareness of insurance	Heightened focus on the need for protection, particularly in life and health lines, could boost demand.		 
New product development	Demand for new or nascent products, such as nondamage business interruption (NDBI), could increase.		  
Reputational damage	Failure to pay BI claims, even if not covered, could present a reputational problem for the industry.	 	
Disrupted recovery	Disruption to the economic recovery or the widespread reintroduction of lockdown measures could disrupt financial markets further and increase claims.	 	

© Standard & Poor's Financial Services

Insurance and risk assessment after Covid-19

The sporting world went quiet on many fronts following the global lockdowns. But one of the early headlines in the sector trumpeted good news for the All England Lawn Tennis Club (AELTC): having paid £1.5m in pandemic insurance premia for the previous 17 years, the AELTC was now set to receive an estimated £114 million payout. Not all tournament organizers were so prescient: the US Open and the Roland-Garros tournament were not insured, and so had to proceed with play.

The AELTC hasn't been able to secure pandemic insurance for 2021, as premia predictably went through the roof in 2020 – but given the UK's rapid vaccine rollout, Wimbledon will likely go ahead in June this year as scheduled. "When I first started in 2012," said AELTC CEO Richard Lewis, "there were some signs that things were not insurable, because of communicable diseases that had taken place like SARS and swine flu. In the immediate

aftermath [of an outbreak] you can't get insurance, but [the market returns] fairly soon after that... In the medium term, just because we've made one claim, it won't affect us in the long term."

The effect of the pandemic on the insurance world has been significant, though hardly devastating. Most pandemic-related losses, such as business interruption and event cancellations, will have been covered by reinsurers; meanwhile, lockdowns led to a significant drop in motor claims, personal injury claims and medical claims. In fact, according to a report by S&P Global, the pandemic's impact on the insurance market has mostly been felt through "asset risks, notably capital markets volatility, and weaker premium growth prospects" rather than any hit to liquidity.

The risks of climate change remain the key consideration for insurers in the medium to long term. Generally, non-insured losses are outpacing insured ones, even in developed nations; according to S&P research, the 20 nations most vulnerable to climate change are in emerging markets,

where insurance coverage is less than half of the global average. Insurers and reinsurers alike have their eye on these regions, whose slow, ad hoc post-Covid recovery throws into relief the extent to which insurance could bolster their resilience to global "black swan" events. The difficulty is that these poorer nations are usually the ones least likely to pay annual insurance premia: their concerns are more immediate, and politicians get warmer reactions for responding to a crisis once it has happened than for paying an "insurance tax" without knowing that a payout will ever be needed.

Covid-19 is an event of such scale and immediacy that even doubters of insurance are now far more likely to see the benefits of pandemic coverage, and perhaps, by extension, coverage for other catastrophes. Countries that have suffered from disasters, such as the US and Japan, have significantly improved their coverage; perhaps less wealthy countries, for which building up large cash reserves is unfeasible, will now do likewise.

Arjun Sajip

The

LEADERS



Leaders League brings you the thoughts of a range of experts in the white-collar crime, compliance and insurance sectors.

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COMPLIANCE

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“A legal decision handed down in one country can have important repercussions elsewhere”



Interview with

ANTON CARNIAUX
Head of Legal & Compliance,
SAMSUNG ELECTRONICS
FRANCE

“A jurist-lawyer duo that works well together can overcome any obstacle”

Formerly a top corporate lawyer, Anton Carniaux has headed the legal and compliance department at Samsung Electronics France since 2013. He provides his thoughts on the issues affecting the profession today and how his role has changed over the years.

LEADERS LEAGUE. How has the role of an in-house counsel changed over the years?

Anton Carniaux. These days, a company's legal department is more frequently consulted by the board prior to a decision being taken, and is in fact treated as a full stakeholder concerning company strategy. The role of an in-house counsel has, therefore, become more strategic and cross-departmental in recent years. The legal department also plays a key role in defining the core values and shaping the ethos of a company.

In addition, the increase in regulation and competition has made our task that much more complex. Our job now requires us to be more responsive, creative and efficient than ever before, and this involves investing more time educating senior management.

I have also witnessed a growing need for proper coordination between the various countries where our group has a presence, nowhere more so than in an integrated economic zone such as the European Union. A legal decision handed down in one country can have important repercussions elsewhere, especially in a climate where national authorities are more willing than ever to cooperate with each other.

What does your day-to-day role consist of?

Generally speaking, our mission is to allow the company to grow confidently, without wondering where the next litigation is going to come from, having their reputation tarnished or having their finances impacted. Of course, this is a rather delicate exercise because there will always be competing needs, but it's up to us to find the right balance between the need to make money and the need to respect regulations.

In concrete terms this means that the legal department must be able to analyze each of the group's activities and goals in order to be in a position to make intelligent, in-

formed suggestions regarding the future direction of the company.

Have your five years' experience as a corporate lawyer helped at all in your current role?

Absolutely! Having been a lawyer, I have acquired certain expertise that makes it easier to work with our legal staff, as I understand how they think and operate. A jurist-lawyer duo that works well together can overcome any obstacle. As regards my corporate law specialization – put simply, it forms the foundation of my activity at Samsung.

Why did you decide to move in-house?

I had arrived at a point in my career where it just seemed like the right thing to do. As for my personal motivation, I wanted to be part of something larger, something I couldn't find at a law firm.

How has the pandemic complicated your role?

The pandemic has forced us to deal with a whole host of issues that would, in normal times, be marginal concerns, such as force majeure and restructuring. These issues are now front and center. We have had to navigate a situation where the risk of some of our partners going bankrupt is very real. More generally, when funds dry up it increases the number of problems a company faces. So we, as legal advisors, are in high demand at the moment.

Which personal achievements at Samsung are you most proud of?

I am particularly proud of the fact that our legal department was able to see off a case brought against Samsung by the French competition authority in 2017. This legal battle took four years and was a big win for us.

Perhaps even more than this, I am proud of the fortitude my teams have shown during the Covid-19 pandemic. ♦

“A hotel is a business – but it can also be a refuge”



Interview with

BESMA BOUMAZA
Group General Counsel, **ACCOR**

“We took the decision early on to make rooms available to vulnerable members of society”

Europe’s largest hospitality company has been severely impacted by the pandemic, which has devastated the global tourism industry. Accor’s group general counsel Besma Boumaza looks back at a year the likes of which she won’t want to see again – but which nonetheless forced adaptation for the better.

LEADERS LEAGUE. From a legal standpoint, how have you managed the Covid-19 crisis?

Besma Boumaza. Accor’s problems are shared by all members of the hospitality industry. Legally speaking, however, three principal issues stand out. The first concerns the relationship with hotel owners under the Accor banner. We needed to lend them immediate support and reassurance when the decision was made to shut hotels. We immediately put our teams to work studying the rules and protocols in each market in order to adapt our response to the constraints each hotel operator was faced with. That’s without even getting to the application of force majeure, which lawyers all over the world had to grapple with.

We have also had to carefully manage our relationship with clients. A large number of reservations had already been made prior to last spring’s lockdowns, both by individuals and for events and conferences, which all had to be cancelled or modified. Here, too, regulations vary from country to country. We helped clients and hotels manage the situation, both taking into account the needs of the establishment, which does not wish to lose revenue, and those of clients who do not want to end up paying for rooms they can’t use. It was a big challenge for us.

Lastly, I would cite the relationship with suppliers. Like many businesses in the current climate we have looked to reduce our expenses by suspending certain services. Accor was lucky enough to have a healthy balance sheet and, thus, no short-term liquidity problems. That said, faced with an uncertain timeframe for a return to normal operations, we were forced to take certain cost-cutting steps.

How did Accor adapt to this new reality?

Obviously, the pandemic has hit the tourism sector very hard. For those establish-

ments that were able to remain open, we had to give guests the peace of mind that we were doing everything possible to ensure their comfort and safety. Working with Veritas, we came up with the ‘All Safe’ certification. However, with our clientele’s needs evolving with the pandemic, we have had to continually evolve, proposing new solutions and services.

We took the decision early on to make rooms available to vulnerable members of society, including victims of domestic violence, people without a place to stay, the homeless, and the sick, including those who’d contracted Covid-19 and needed to go into isolation but for whatever reason could not do it at home.

Concerning our own staff, we set up special, secure work areas for those that could not or did not wish to work from home, in locations close to where they lived, in order to help them avoid having to use public transport. A hotel is a business, but it can also be a refuge, and our properties will surely have other uses in the future.

What challenges will you face going forward?

The number one concern is anticipating what is going to happen in the future, because every new use of our hotels must have a proper legal framework. Here in-house counsel really earn their money because, when it comes to Covid-19, almost everything has legal implications.

After a successful legal career both at law firms and with a major French bank, what do you find most satisfying about your current job?

At Accor, where I have been for the last nine years, what I love most is the sheer range of legal problems that come across my desk and the operational and workforce issues related to them. Every day is different. I believe that the diverse range of experience I have accumulated deal-

ing with different partners has been an asset to the company. Having accrued experience in several sectors, I am able to approach numerous subjects with a critical eye.

Another thing I like about my job is the fact that it involves regular human interaction. I am a firm believer in the power of collective intelligence and am certain that we are much more effective when we are all part of a team, working toward a common goal. I am committed to the common good, which I probably get from having spent years working at the ministry of justice.

I also like having complex problems to solve, finding solutions where there initially appear to be none, when the situation appears dire or even insurmountable. These are the things that excite me on a daily basis.

You've mentioned that Accor's legal department plays an integral part in the corporate life of the company. What exactly does this entail?

To be an effective legal counsel, you have to be yourself. I have learnt over time that counsel must have the courage of their convictions. This is how you win the trust of clients. The days of counsel being a pure legal technician are long gone. One must now take into account company strategy and play an active role in shaping it. Working in-house means you have to be in all the meetings, whether operational, financial or commercial, in order to be able to offer the best advice to your company.

This is especially true at a company such as Accor, since it has become asset-light and is concerned with managing the concerns of hotel owners. Accor's activity is now built on the foundation of brands, contracts and people, and each of these has a strong and distinct legal aspect. The legal department is vital to the success of this activity and brings its knowledge and vision to bear for the betterment of the company as a whole.

Coronavirus aside, what have been the other main challenges or developmen-

tal hurdles for Accor recently, and how has the company handled them?

The first major challenge for us was to create strong communal bonds in our legal community. Accor is present in 110 countries around the world and we have more than 100 lawyers in total working in-house. I pay special attention to this as it allows me to ensure that people working in my team are all pulling in one direction, especially when it comes to the issues we face in our relationship with hotel owners and clients.

Going digital has also been a priority for our teams. When a company is growing, as ours is, staff must cope with increased demands on their time. This is why we began a major programme of digitalization when I was named group general counsel. Nowadays we extensively use contract management software, which allows us to store all contract details in one place, manage them and generate them automatically. This piece of software allows us to spend more time on tasks that have greater added value for the company and be more focused on the business side of the job and less on admin.

You also handle compliance for the group. What does this involve?

Compliance has been a prime concern for legal departments for a number of years now. When I launched our group's compliance programme in 2015, few saw the need for it. Today, I am happy to report that the subject is widely understood and has been enthusiastically embraced. These days, compliance programmes at multinationals are a given, as compliance affects all branches of business: staff must continually ask themselves the question, "what should I do and what am I allowed to do?", all the while keeping in mind that a solution exists. But being in compliance means more than preventing corruption. It includes protection of personal data – a growing preoccupation – and respect for competition regulations.

Compliance has almost become a mindset, and a chief compliance officer's role now covers any and all problems a group may be confronted with. ♦

“As counsel, you win the trust of clients by having the courage of your convictions”

“An effective compliance system must run like oil, not sand, within the gears of a company”



Interview with

MARCELO ZENKNER

Executive Director of Compliance and Governance, **PETROBRAS**

“Integrity Due Diligence and Corporate Anti-Corruption Law sanctions are key to Petrobras’s integrity system”

Since August 2019, Marcelo Zenkner has been the executive director of compliance and governance at Brazilian state-run oil giant Petrobras. For over two decades, he worked as a prosecutor at the Public Prosecutor’s Office of Espírito Santo, and also served as comptroller-general of that state. He discusses with us the importance of compliance and ESG agendas at Petrobras, the main challenges and achievements of his term so far, and Operation Car Wash’s legacy for Brazilian businesses.

LEADERS LEAGUE. In late 2014, Petrobras launched its compliance and governance board in light of the corruption schemes revealed by Operation Car Wash at the company. Over the last six years, what has been the importance of the compliance and governance board at Petrobras?

Marcelo Zenkner. When I arrived at Petrobras at the beginning of 2019, the individuals involved in the crimes revealed by Operation Car Wash were no longer at the company. Today, our internal controls, our ombudsman, our auditorship and our internal investigations and accountability processes are much more robust and effective than they were a few years ago. Our governance system was also totally redrawn, providing us with greater security during our decision-making process. Petrobras was even recently used by Justice Luís Roberto Barroso of the Supreme Federal Court (STF), in an article published at the end of last year, as an example of competence and as being an organization where “the right people are placed in the right positions”. We have turned the page on Operation Car Wash but have extracted valuable lessons that have been essential in implementing a deeply effective compliance and governance system which is able to substantially reduce the risk of fraud and corruption.

In 2019, after over two decades practicing at the Public Prosecutor’s Office of Espírito Santo (MPE/ES), you took over as the executive director of compliance and governance at Petrobras. What have been your greatest challenges and achievements in this role?

Petrobras is an enormous company with thousands of employees performing a wide variety of roles. For example, our

compliance and Governance team alone is by itself quantitatively larger than the MPE/ES. Thus, ensuring our message reaches the four corners of the company and providing training to all Petrobras employees is a huge challenge in itself. Moreover, although we have internally turned the page on Operation Car Wash, it is also challenging to work towards rehabilitating our reputation before external observers, in Brazil and abroad. It is essential to show our suppliers and investors that, from now on, the business environment at Petrobras is based on absolute integrity.

On this subject, I believe that numerous achievements have been secured during my term. We sought to prioritize prevention over repression in our compliance system. This posture avoids both a culture of punitivism as well as an oversized department, as the strengthening of internal controls is the most efficient way of avoiding the occurrence of kickbacks and fraud. We have implemented a cutting-edge corporate accountability system in Brazil, aligned with the best international practices and which includes concepts such as disciplinary rehabilitation and the signing of compliance commitments. We now place great value on the good faith of our employees and, even when imposing sanctions, we now treat those who commit honest mistakes (in which the individual had the intention of doing the right thing but breached a formality) totally differently from those who commit acts with intent or knowledge of wrongdoing.

This is why, presently, for our compliance and governance board the number of punishments, the quantity of employees on administrative leave or the list of cancelled contracts due to the actions of our compliance system are not used as indicators to measure the success of our work.

In December 2020, Brazil's leading stock exchange, B3, published its Corporate Sustainability Index for 2021, which saw Petrobras return to the index after a decade-long absence. What does this achievement represent for the company? And what is the importance of an ESG (Environmental, Social and Governance) agenda at Petrobras today?

The company's return to B3's Corporate Sustainability Index reflects the enormous effort which Petrobras has been making in recent years on the ESG front. We are committed to offering accessible, low-cost and safe energy while generating a smaller carbon footprint. To achieve this, Petrobras created, within the Institutional Relations and Sustainability board at the end of 2020, an executive climate change committee, which is now responsible for leading all company activities related to carbon management, reducing atmospheric emissions, energy efficiency and climate change.

Best corporate governance practices are a pillar with which to support our businesses. Through a sustained effort, we have implemented an effective, ethical and transparent governance model with measures that go beyond what is required by legislation. The company, for example, has greatly strengthened its bylaws, adopting the best practices with regards to nominations for executive management positions, including establishing stricter requirements than what is foreseen in the Bylaws of State-owned Companies (Federal Law No. 13.303/2016). Thus, for example, to occupy a position in our administrative council, the nominated candidate cannot have occupied politically commissioned roles or positions within political parties in the last three years.

The company has also always remained attentive to corporate social responsibility – an element I consider inseparable from any corporate integrity program – and has recently stood out for several of its initiatives to mitigate the effects of the coronavirus pandemic in Brazil.

How has Petrobras' compliance and governance board been strengthened during your mandate? Could you provide us with a few examples?

My mandate finishes on March 20 and I am leaving the company with a feeling of mission accomplished. I always say that an effective compliance system must run like oil and not like sand within the gears

of a company. My mission was to simultaneously provide security and speed to our decision-making process, a balance that is extremely hard to strike. I truly believe in the evolution of internal controls via the assimilation of a culture of integrity: if employees understand that acting honestly is encouraged and valued within a company, all systems begin to function with greater speed and security.

Externalizing an ethical business model also contributes towards this objective, as this only attracts partner companies that identify with these values. This is why integrity due diligence and the imposing of corporate anti-corruption law sanctions are so important to Petrobras's integrity system. It is also for this reason that companies interested in doing business with us must adhere to the Petrobras Program of Corruption Prevention (PPPC), as well as commit to complying with all existing anti-corruption laws, in addition to integrity policies, procedures and norms. Our contacts additionally foresee, from the beginning of bidding processes, widely known and accepted compliance clauses, in Brazil and abroad. This entire framework of measures has allowed Petrobras to return not only to the portfolios of very important international investment funds, such as Norway's sovereign wealth fund (Government Pension Fund Global) and KLP (Kommunal Landspensjonskasse), but also to the World Economic Forum's Partnering Against Corruption Initiative (PACI).

In early February, after nearly seven years of activity, the dissolution of Operation Car Wash's task force in Curitiba was announced. From a corporate compliance and anti-corruption perspective, what is Operation Car Wash's legacy for Brazil?

Operation Car Wash contributed towards Petrobras's evolution and rehabilitation into a strong and healthy company with high standards of compliance and governance. Internally, we all recognize and value the work performed by the Operation Car Wash task force, which was decisive in ensuring Brazilian companies improved their internal controls and began to adopt the most modern integrity systems in the world, not only for the sake of reputation and credibility, but also to promote and provide security to the business environment in Brazil. What we must do from now on is work to ensure that similar scandals never happen again. ♦

“We have turned the page on Operation Car Wash but extracted valuable lessons from it”

“Integrity is a much broader concept than compliance”



Interview with

MARIA XIMENA GARCIA ROCHE
Integrity & Compliance Manager,
CAMARGO CORRÊA INFRA

“Integrity precedes any action and transcends the company’s boundaries”

After being caught up in Brazil’s far-reaching Lava Jato scandal, Camargo Corrêa needed to focus far greater efforts on compliance and corporate responsibility. Maria Ximena Garcia Roche, the integrity and compliance manager at Camargo Corrêa’s construction division, walked us through these efforts.

LEADERS LEAGUE. Marcelo Cordaro took over as CEO of Camargo Corrêa Infra (CCINFRA) in February 2020. How has this affected CCINFRA’s direction, especially from a compliance/anti-corruption perspective?

Maria Ximena Garcia Roche. Marcelo Cordaro has vast experience as a corporate consultant and executive in diverse industries, including infrastructure. His vision is fully aligned with CCINFRA’s values – transparency, integrity, integration, excellence and respect – and mission. Therefore his guidance as CEO gives continuity to the company’s direction and strategy. With regards to compliance and integrity, he reinforces on a daily basis, throughout his activities as CEO, the importance of CCINFRA’s Integrity System and the company’s commitment to performing its activities with the highest ethical standards.

In 2017, Camargo Corrêa created Construções e Comércio Camargo Corrêa (CCCC) to oversee all projects subject to the Lava Jato anti-corruption probe, while projects not under investigation went to CCINFRA. How has this split worked out, and do the compliance procedures and protocols differ between CCCC and CCINFRA?

The split has worked out very well. CCINFRA was created in October 2017 as a wholly owned subsidiary of CCCC, with the objective of being the new vehicle in the infrastructure sector. This reorganization resulted in the segregation of previous projects belonging to CCCC from projects pertaining to CCINFRA – maintaining full transparency.

CCINFRA has a strong corporate governance structure, comprised of four executive boards (reporting directly to the CEO) and six board committees. With regards to protocols and procedures, CCINFRA preserves full autonomy in establishing its own protocols and procedures (technical, operational and compliance-related) in order to conduct its activities, thereby differing from those of CCCC.

Could you outline CCINFRA’s efforts to avoid a scandal like Lava Jato in future?

CCINFRA has a robust Integrity System that permeates throughout the company as a whole, reflecting the company’s commitment to doing the right thing and leaving a positive legacy. Integrity is part of the DNA of each professional at CCINFRA. The Integrity & Compliance department is independent and reports directly to the CEO, and we are committed to working not only on compliance with legislation, rules and procedures, but also on integrity. Integrity is a much wider concept that precedes any action and transcends the company’s boundaries. We strongly believe that the combination of these elements can prevent corruption, fraud and deviations from ethical conduct.

Many major Brazilian companies are under the spotlight for their troubling record on social and environmental responsibility. What measures has CCINFRA put in place to address social and environmental issues?

Over its eight decades of history, CCCC has been known for its commitment to society and the environment. CCINFRA’s strategy is related to sustainable development and social responsibility, seeking not only the development of our business, but also leaving a positive legacy for the future. We carefully get to know the places where we’ll perform our work, in order to anticipate risks and problems and promote social integration, so as to develop and manage a sustainable project with integrated solutions and support for the vulnerable community.

Moreover, due to our commitment to having a sustainable business throughout time, CCINFRA believes that a strong ESG proposition will create even more value to our business. Therefore, we are taking into account ESG principles, among other criteria, in order to review our current protocols and procedures. ♦

“At Atos, there is a hierarchy of responsibility, not a hierarchy of opinion”



Interview with

ALEXANDRE MENAIS
Secretary General, **ATOS**

“We were the first French company to have a blockchain-enabled voting application”

Alexandre Menais is the secretary general of Atos, a leading international IT services company. He casts a look back over his decade with the company and discusses its goals and values.

LEADERS LEAGUE. What issues has your legal department been faced with over the past several months?

Alexandre Menais. Many of them have, naturally, been linked to the pandemic. The health and safety of our staff being our number one concern, we have had to adapt our practices to protect them and ensure that they have the necessary tools to continue doing their jobs as effectively as possible, wherever in the world they are located. Atos operates in 74 countries and the various Covid-related lockdowns and travel restrictions have compelled us to reinvent our way of interacting with staff. Furthermore, Atos offers its digital solutions to companies in all sectors of the economy. Therefore we had to assess the consequences of the current crisis on our commercial partners. This was a big adjustment for the team, but despite some complex situations, we were able to overcome the problems facing us and are once again now free to concentrate on the opportunities that lie ahead. In light of the crisis, we have leaned into the digital transformation and significantly revised the operational structure within Atos.

You were with a law firm for over a decade before moving in-house. Why did you decide to make the switch?

It was the logical next step in my career. I wanted to work more closely on operational matters and expand my range of expertise. It's my job as general secretary to provide detailed, regular breakdowns of

the issues affecting our business, so that the CEO and board of directors can make highly informed choices. The managerial aspects of my job are critical.

You also handle compliance. Tell us about your role here.

In order for a compliance programme to be effective, it needs to dovetail with the day-to-day activities of the company – not to mention its staff, be they in Singapore or Buenos Aires. The compliance experts we employ are here to establish workable compliance policies and then apply them at a global and local level.

We must never forget that the people on the front line of the fight against corruption are our staff members. They need to be trained and updated on appropriate behavior; in this regard, it's crucial that management always provide a good example. At Atos, there is a hierarchy of responsibility, not a hierarchy of opinion.

What are Atos' ambitions for 2021?

We have launched many digital initiatives of late, notably one regarding legal design. Atos may be one of the only legal departments to have a dedicated designer on the payroll. Having this asset allows us to take an entirely user-centric approach.

We also want to lead the way in the use of new applications. We were the first French company to have a blockchain-enabled voting application, which was created in-house by our legal department in tandem with our digital transformation teams. ♦



“EU criminal law is in a permanent process of evolution”



Interview with

STEFAN BRAUM

Luxembourg representative,
**EUROPEAN CRIMINAL LAW
ACADEMIC NETWORK (ECLAN)**

“EU policy makers, Luxembourgish institutions and corporate players maintain very strong links”

Having spent time working at a large law firm, Stefan Braum is now a professor of criminal law at the University of Luxembourg. As the current Luxembourg representative of the European Criminal Law Academic Network (ECLAN), he shares his views about criminal law in Europe.

LEADERS LEAGUE. You are the Luxembourg representative of the European Criminal Law Academic Network (ECLAN). What is the organization's purpose?

Stefan Braum. ECLAN was founded with the goal of facilitating contacts among academics and practitioners specialising in EU criminal law. ECLAN frequently organizes conferences and PhD seminars, which allow researchers to stay up to date with the latest developments in a fast-developing area of law. Moreover, it supports publication of collective works, as well as the New Journal of European Criminal Law, which is arguably the leading journal in the field.

What is the current practical scope of EU criminal law?

The scope of EU criminal law can be traced in Articles 82 and 83 of the Treaty on the Functioning of the European Union (TFEU). These allow for legal approximation in matters related to rights in criminal proceedings and serious crimes with a cross-border dimension. It has been obvious for years that the threat posed by terrorist attacks and organised crime cannot be adequately addressed by each individual member state, especially because the very existence of borders allows such forms of criminality to adapt and grow unhindered. Striking the right balance between the protection of fundamental rights and this security-driven goal is currently the greatest challenge for EU criminal law.

How has ECLAN helped criminal law in the EU to evolve?

ECLAN's initiatives have been decisive in connecting academic researchers with practitioners and civil servants from EU institutions. This is particularly important because legal theory and practice need to progress in parallel.

The research projects and studies ECLAN promotes have been accompanying the steps undertaken in the development of

EU criminal law and often aim at assessing the implementation of various EU legal instruments (such as the Framework Decision on the European Arrest Warrant [EAW]), thus identifying potential room for future improvement.

Lastly, the support ECLAN provides to PhD candidates by means of yearly seminars is meant to provide inspiration for their research work and ensure that the next generation of academics will be fully equipped to provide original contributions in the field.

Why do you emphasise the importance of an interdisciplinary orientation when approaching criminal law?

One could provide a number of examples that illustrate the necessity of an interdisciplinary approach. First of all, this applies in the field of economic legislation, with the question being whether criminal law can develop a regulatory effect, and, if so, whether this is fulfilled in practice. In addition, a comparative approach among different EU legal systems is paramount for a proper understanding of criminal legal culture and its evolution.

The rapid progression that is now registered in terms of digitisation and AI systems also renders an interdisciplinary approach necessary. In my view, research questions in this field can be fully addressed when the criminal law perspective is combined with a philosophical and/or sociological outlook.

How, practically, can Luxembourg's criminal code be strengthened to better combat white-collar crime?

To this day, the Luxembourgish legislator has made great efforts to properly address money laundering and white-collar crimes. The fourth and fifth Anti-Money Laundering Directives have been thoroughly implemented and many efforts have been made in the direction of wider exchanges of information related to tax offences.

Nonetheless, there is still room for more

transparency with the aim to combat tax evasion in Europe, as well as better coordination in matters related to money laundering through virtual currencies and regulation of blockchain technology. The critical reports in *Le Monde* clearly show that Luxembourg is in an ongoing process of implementing anti-money-laundering legislation and exchanging information in tax matters. This is a complex task, as private actors – banks and financial service providers in general – have to cooperate with law enforcement authorities. Luxembourg is working to create a sustainable compliance culture. This cannot be done overnight.

How would you describe the relations between EU policy makers, Luxembourgish institutions and the various corporate players in the field of criminal law in Luxembourg?

These actors currently maintain very strong links; this is undoubtedly facilitated by Luxembourg's key role as the seat of the EU's judicial authorities – namely the Court of Justice and, mostly recently, the European Public Prosecutor's Office (EPPO) – and a major financial centre. This reality is also reflected in the curriculum of most Masters programmes at the University of Luxembourg, where many courses are taught by high-ranking EU officials and leading experts from the banking and financial sectors. This is a priority for our University – we want to offer our students the possibility to study law in a context that combines academic viewpoints with the practical aspects of each field.

What are the main strengths and weaknesses of EU criminal law nowadays?

EU criminal law is a field that has seen impressive development over the last decade. For instance, the introduction of the EAW and its effective implementation by EU member states has greatly facilitated the prosecution of crime in the EU, and the establishment of the EPPO

is anticipated to further protect the EU's financial interests across the participating member states.

But there is still room for improvement, most importantly with regard to the level of protection of fundamental rights and the respect of the rule of law amongst member states. For instance, concerns over the independence of the judiciary in Poland have not subsided, even after the relevant judgments issued by the Court of Justice, and the Commission continues to take action in this respect. What lies in the future is still unclear. Rule-of-law principles are very fragile, as can be seen in all western democracies.

Who are the biggest “influencers” in European criminal law at the moment?

EU criminal law is in a permanent process of evolution – in other words, a law ‘in actio’. Indeed, one could mention several institutions that could either assume a more active role in the future, or find themselves evolving in new and, most certainly, welcome ways. Frontex [the European Border and Coast Guard Agency] would fall in the first category, and should develop a more vigorous role in the future. Furthermore, it is paramount that the action undertaken by the EPPO be limited by fundamental rights considerations.

On the other hand, the recent case law of the Court of Justice indicates that while it once saw itself as the driving force of European integration directed towards finality, it can now be perceived as something more, namely the guardian of fundamental rights and principles of the rule of law in Europe. Lastly, I believe that data protection officers could assume a central role in safeguarding EU citizens' privacy, provided that they can act independently. This multifaceted dynamic reflects the general notion that EU criminal law is developing as a network, by means of a continuous dialogue between European and national courts, which can and should be reinforced in the future. ♦

“Luxembourg has made efforts to address money laundering and white-collar crime”

The Adolphe Bridge, Luxembourg City



“There is a lack of harmonized global regulation for the technologies underlying virtual assets”



Interview with

BIBA HOMSY

Founder and Director, **OPENVASP**

“In the world of virtual assets, you need to constantly rethink the basics to know what you have in your hand”

Founder of the Luxembourg Blockchain Association, former head of the Swiss Regulatory Group of the Crypto Valley in Zug, and current director of OpenVASP, an anti-money-laundering governance association for transaction monitoring, Biba Homsy is a recognized European expert in compliance and fraud involving virtual assets. She tells us about the misuse of virtual assets today, and the current compliance and regulatory environment in the EU.

LEADERS LEAGUE. Could you summarise the current reality of virtual assets?

Biba Homsy. By contrast with fiat currencies such as the dollar, the euro and the pound sterling, the expression “virtual asset” refers, according to the Financial Action Task Force on Money Laundering (FATF), to any digital representation of value that can be digitally traded, transferred or used for payment. It does not include the digital representation of fiat currencies. Virtual assets are not only limited to cryptocurrency but encompass a digital representation of any type of asset as opposed to currency, such as crypto-assets, tokens, digital coins, blockchain-based assets, or DLT-registered securities.

The high-wire exercise is to focus on whether the term is used as a means of payment, a part of a collective scheme, an obligation towards an entity, an underlying asset, a property, or a proceed. Most of these virtual assets will use an underlying blockchain technology, or some other distributed ledger technology (DLT). In the world of virtual assets, you need to constantly rethink the basics to ascertain what you have in your hand.

Distributed ledger technology has a proven track record of more than 10 years and is used in many areas: the financial sector, energy trading, supply chains, anti-counterfeiting, healthcare, and online voting, to name a few.

What are the criminal uses of virtual assets?

The technologies underlying virtual assets, such as blockchain, hashgraphs or directed acyclic graphs, are game-changers. We see a lack of harmonised regulation across the globe for this technology. When combined with additional technologies such as deep analytics or AI, they allow for speed, global reach and anonymity that can be open to abuse.

The WannaCry attack is a good example of

combination of several technologies for criminal uses. First, computers are infected with a virus allied with a ransom demand to decrypt the files. The ransom payment is directed to a bitcoin wallet; then bitcoin are converted via multiple transactions into other virtual assets, some with pseudo-anonymity, some with full anonymity, to end up in another bitcoin wallet held by a service provider, to ultimately be converted into fiat currencies.

What legal tools are available to fight against criminal activities in this area?

The G20 and the FATF have called several times for action to be taken by countries in terms of anti-money laundering (AML) and counter-terrorism. On June 21 2019, FATF issued guidance whereby countries were strongly recommended to implement a mandatory compliance framework for Virtual Asset Service Providers (VASPs), which refers to a professional, regardless of whether it is a natural or legal person, conducting specific activities or operations related to virtual assets.

FATF has strong and urgent expectations for countries to implement requirements for VASPs in their domestic legislation, such as ensuring a strong compliance and control framework in place, identification of clients and their ultimate beneficial owners. Transactions must follow the so-called Travel Rule or reporting of any suspicious activity and transactions.

While some countries, such as the USA and Switzerland, have already implemented these recommendations, for other countries it raises complexities in aligning with their current laws and regulations, such as the EU’s AMLD5 (Fifth Anti-Money Laundering Directive). Such recommendations are confined to the AML and counter-terrorism spaces; VASPs may also fall under other legislation such as market abuse regulation or cyber-security regulation. ♦



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INSURANCE

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“We value law firms’ specialization; their solutions must connect to the realities of specific businesses”



Interview with

RAFAEL RAMÍREZ CRUZ
Head of Legal, **AXA SPAIN**

“Our Opensurance programme allows us to learn about new insurance initiatives and integrate them into our products and processes”

Rafael Ramírez Cruz is the head of AXA Spain’s legal department. He tells us about the challenges of the pandemic and the GDPR, what he looks for in external counsel, future challenges for the insurance sector, and how AXA uses technology to deliver value.

LEADERS LEAGUE. How has the insurance sector been affected by Covid-19? What long-term impacts do you foresee?

Rafael Ramírez Cruz. Like all sectors, the insurance industry has been affected by the crisis caused by Covid-19. This situation is not reflected in most of the sector’s policies and has generated many questions among policyholders. Similarly, companies have included additional services to help deal with the consequences of the pandemic.

Some products as life or health insurance may see an upsurge in demand in the long term.

Before becoming AXA Spain’s legal director in July 2019, you were responsible for data privacy, among other things. What kinds of measures did the insurance industry put in place to safeguard data?

As an industry based on the processing of personal data, the GDPR [General Data Protection Regulation] has been a challenge for insurers.

A privacy impact assessment has been incorporated into the design of every process and product. It is important to analyze in detail any use of data, seeking the necessary legitimacy for the use of the data and the minimization of the use of data. We also have increased the analysis of our external suppliers in order to secure our customers’ data.

Another challenge we have faced is the need to inform data owners, in a clear and understandable way, of the purposes for which their personal data will be used, the rights they have, the legitimizing bases, and so on.

What areas of legal work keep you especially busy, and for what kind of work do you rely on external law firms?

Adapting to increasingly demanding regulations is the area that keeps us the busiest. In recent years the regulatory requirements have grown dramatically. The client must be better informed about what they are going to purchase, and this is a challenge in terms of clear and concise documentation to be deliv-

ered. Likewise, distribution regulations have been a challenge and we have had to review various entity procedures.

External firms help us by giving us a second opinion on complicated issues. Their global vision allows us to be enriched by the experience they have in working for different insurance companies.

What do you look for in external legal counsel?

I especially value their specialization in the specific subject we want to outsource. It is also important that they provide solutions connected to the reality of the specific business. The solutions they propose must be realistic and innovative at the same time.

I also appreciate the availability of tools that allow us to follow a project or judicial procedure in a simple way and with up-to-date information.

What challenges do you foresee for the insurance sector in general, and how does AXA plan to overcome them?

Our clients’ needs are changing, and we must be agile in offering them solutions that meet those needs. It is also important that we adapt to the new realities in terms of product purchasing, taking advantage of all the benefits that new technologies provide us.

How does AXA use technology to increase efficiencies and deliver value to clients, both internally and from an insurtech product perspective?

The use of technologies such as chatbots has allowed us to get to know our customers better and offer them solutions that are more tailored to their needs. The automation of processes allows us to provide much faster solutions to customers and without human error.

In relation to insurtech, AXA is particularly active through AXA Opensurance, an initiative that allows us to learn about new insurance initiatives and integrate them into our products and processes. ♦

RANKINGS

2021



32 NORTH AMERICA

33 CANADA

- 33 White-Collar Crime
- 34 Insurance (Advisory)
- 34 Insurance (Litigation)

36 MEXICO

- 36 Compliance & Fraud
- 37 White-Collar Crime

38 USA

- 38 White-Collar Crime
- 39 Forensics & Investigations
- 39 Insurance: Advisory
- 40 Insurance Litigation: Acting For Insurers
- 40 Insurance Litigation: Acting For Policyholders
- 41 Insurance Litigation: Product Liability

42 SOUTH AMERICA

43 ARGENTINA

- 43 Compliance & Fraud
- 44 White-Collar Crime
- 44 Insurance Litigation

46 BRAZIL

- 46 Forensics & Complex Investigations
- 48 White-Collar Crime
- 50 Compliance
- 51 Antitrust Investigations
- 52 Insurance & Reinsurance

53 CHILE

- 53 Strategic Communication & Crisis Management
- 54 White-Collar Crime
- 55 Insurance Litigation
- 56 Compliance & Fraud
- 56 Competition Law Compliance

57 COLOMBIA

- 57 Compliance & Fraud
- 58 Insurance Litigation
- 59 White-Collar Crime

60 ECUADOR

- 60 White-Collar Crime
- 60 Compliance & Fraud

61 PERU

- 61 Compliance & Fraud
- 62 White-Collar Crime
- 64 Insurance Litigation
- 65 Compliance & Fraud
- 65 Strategic Communication & Crisis Management

66 URUGUAY

- 66 Compliance & Fraud
- 66 Strategic Communication & Crisis Management
- 67 White-Collar Crime

68 EUROPE

69 BELGIUM

- 69 White-Collar Crime
- 70 Insurance Law

72 FRANCE

- 72 Compliance
- 74 International & Internal Investigations
- 76 Financial Fraud
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- 78 Claims & Insurance Litigation
- 81 Insurance & Liability Litigation: Aviation
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- 83 Insurance & Liability Litigation: Shipping
- 84 Insurance

85 GERMANY

- 85 Compliance & White-Collar Crime
- 87 Insurance Litigation

88 ITALY

- 88 Compliance
- 89 White-Collar Crime
- 90 Insurance Litigation

91 LUXEMBOURG

- 91 Compliance & White-Collar Crime
- 92 Insurance Law

93 NETHERLANDS

- 93 Insurance

94 PORTUGAL

- 94 Compliance & White-Collar Crime

95 SPAIN

- 95 Compliance
- 96 Investigations & White Collar Crime
- 97 Litigation Support & Forensics

98 SWITZERLAND

- 98 Insurance
- 99 Investigations & White-Collar Crime

100 UK

- 100 Insurance Litigation: Acting For Policyholders
- 101 Insurance Litigation: Acting For Insurers
- 102 Investigations & White-Collar Crime: Acting For Corporates
- 103 Investigations & White-Collar Crime: Acting For Individuals

104 ASIA

105 INDIA

- 105 White-Collar Crime
- 106 Insurance



NORTH AMERICA

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WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Bennett Jones	Jim Patterson, Munaf Mohamed, Lincoln Caylor
Blake, Cassels & Graydon	Mark Morrison, Sean Boyle
McCarthy Tétrault	Andrew Matheson
EXCELLENT	
Davies Ward Phillips & Vineberg	Léon H. Moubayed, John Bodrug, Sandra Forbes, Guy Du Pont
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, Milos Barutciski
Gowling WLG	Glen Jennings
McMillan	Guy Pinsonnault
Stockwoods	Brian Gover



INSURANCE (ADVISORY)

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Blake, Cassels & Graydon	Paul Belanger, Dawn Jetten
Stikeman Elliott	Stuart Carruthers
Torys	Blair Keefe, Jill McCutcheon
EXCELLENT	
1 Fasken	Robert McDowell, Koker Christensen
2 Cassels Brock & Blackwell	Gordon Goodman
McCarthy Tétrault	Nancy Carroll
HIGHLY RECOMMENDED	
Borden Ladner Gervais	Donna Spagnolo, Prema Thiele
Gowling WLG	Filomena Frisina, Peter Koch, Michael Garellek
McMillan	Gerald Badali

INSURANCE (LITIGATION)

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Blake, Cassels & Graydon	David Tupper, Paul Belanger, Dawn Jetten
Clyde & Co	John Nicholl
EXCELLENT	
Borden Ladner Gervais	Larry Elliot
HIGHLY RECOMMENDED	
Blaney McMurtry	Tim Farrell
Gowling WLG	Filomena Frisina, David Bishop
Lenczner Slaght Royce Smith Griffin	Glenn Smith, Nina Bombier
Stikeman Elliott	Peter Cullen, Laurent Fortier
Torys	John Terry, David Outerbridge
RECOMMENDED	
McCarthy Tétrault	Ariel DeJong, William Scott
Thomas Gold Pettingill	Thomas Donnelly, Ian Gold, Alexander Pettingill



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MEXICO

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COMPLIANCE & FRAUD

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
EXCELLENT	
Greenberg Traurig	Hugo López Coll
Jones Day	Guillermo Larrea
LEC, Litigio Estratégico y Compliance	Luis Dantón Martínez, Daniela Ortega, José Antonio Coto
OCA Law firm	Luis Ortiz
Von Wobeser Y Sierra	Diego Sierra
HIGHLY RECOMMENDED	
Baker McKenzie	Jonathan Edward Adams
Bello, Gallardo, Bonequi y García, S.C.	Miguel Gallardo
Creeel García-Cuéllar Aiza y Enríquez	Leonel Pereznieto
Gonzalez Calvillo	Luis Mancera de Arrigunaga, Juan Carlos Peraza
Martín, Isla & Pickering Abogados	Ricardo Martín
Sanchez Devanny	Daniel Maldonado, Humberto Morales Barrón



WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
EXCELLENT	
Nassar, Nassar y Asociados	José Luís Nassar Daw
Zinser, Esponda y Gómez Mont	Fernando Gómez Mónt Urueta, Alan Punsky
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
Macdonel, Uribe y Esquivel Abogados	Eliser Garcia Macdonel
Rafael Anzures Abogado	Rafael Anzures



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USA

WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
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
Sullivan & Cromwell	Nicolas Bourtin
EXCELLENT	
Covington & Burling	Nancy Kestenbaum, Mythili Raman
Davis Polk & Wardwell	Angela Burgess, Neil MacBride
King & Spalding	Wick Sollers, Mark Jensen
Kirkland & Ellis	Mark Filip, Henry DePippo
WilmerHale	Stephen Jonas, Howard Shapiro, Ronald Machen, Anjan Sahni
Williams & Connolly	David Zinn, Tobin Romero
HIGHLY RECOMMENDED	
Dechert	David Kelley, David Kistenbroker
Latham & Watkins	Douglas Greenburg, Benjamin Naftalis, Nathan Seltzer
Paul Hastings	Gary Giampetruzzi, Kenneth Breen, 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
RECOMMENDED	
Freshfields Bruckhaus Deringer	Aaron Marcu, Adam Siegel
Hogan Lovells US	Peter Spivack
Jones Day	Karen Hewitt, Theodore Chung
Miller & Chevalier Chartered	Addy Schmidt, Andrew Wise
Orrick, Herrington & Sutcliffe	Walter Brown, Robert Stern
Ropes & Gray	James Dowden, Michael McGovern, Laura Hoey
VALUABLE PRACTICE	
Arnold & Porter	Amy Jeffress, Marcus Asner, John Nassikas, Michael Rogoff
Cravath, Swaine & Moore	David Stuart, John Buretta, Benjamin Gruenstein, Rachel Skaistis
Diaz, Reus & Targ	Robert Targ, Michael Diaz, Marta Colomar-Garcia
Jenner & Block	Anthony Barkow, Katya Jestin, Reid Schar
Perkins Coie	Rowan Gaither, Lee Richards, David Massey, Shari Brandt
Simpson Thacher & Bartlett	Stephen Cutler
Stephens & Johnson	Reid Weingarten, Brian Heberlig, Jason Weinstein, Chris Niewoehner



FORENSICS & INVESTIGATIONS

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Alvarez & Marsal	Larry Iwanski
Deloitte Risk & Financial Advisory	Don Fancher
FTI Consulting	Edward Westerman, Brian Ong
PwC	Dyan Decker
2	
Ankura	Martin Wilczynski, Jason Flemmons
Berkeley Research Group	Frank Holder
Charles River Associates	Peter Nolan, Robert Brunner
EY	Brian Loughman
Nardello & Co.	Mark Califano, Tara MacMillan
StoneTurn	Allen Applbaum
EXCELLENT	
AlixPartners	Meaghan Schmidt, Brad Mroski
BDO USA	Timothy Mohr
Duff & Phelps	Richard Plansky
KPMG	Amanda Rigby, Matthew McFillin
HIGHLY RECOMMENDED	
Cornerstone Research	Elaine Harwood
Forensic Risk Alliance	Frances McLeod
K2 Integrity	Brian Cairl
RSM	Jeff Harfenist
HIGHLY RECOMMENDED	
Baker Tilly	Jonathan Marks
Mazars	Michael Kupka

INSURANCE: ADVISORY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Debevoise & Plimpton	Nicholas Potter, John Vasily
Willkie Farr & Gallagher	Alexander Dye, John Schwolsky
EXCELLENT	
Sidley Austin	Jonathan Freedman, Perry Shwachmann, Michael Goldman
Skadden, Arps, Slate, Meagher & Flom	Todd Freed
HIGHLY RECOMMENDED	
Eversheds Sutherland (US)	John Pruitt, Cynthia Shoss
Mayer Brown	Stephen Rooney, David Alberts, Lawrence Hamilton, Kara Baysinger
Sullivan & Cromwell	Marion Leydier, Stephen Kotran
RECOMMENDED	
Clifford Chance	Gary Boss, Nicholas Williams
DLA Piper	Prakash (PK) Paran, Michael Murphy
Simpson Thacher & Bartlett	Gary Horowitz, Lee Meyerson



INSURANCE LITIGATION: ACTING FOR INSURERS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Simpson Thacher & Bartlett	Mary Beth Forshaw, Bryce Friedman
2 Cahill Gordon & Reindel	Joel Kurtzber, Thorn Rosenthal
Clyde & Co	Eileen King Bower, Michael Knoerzer, Paul Koeffff
Dentons	Shari Klevens, Keith Moskowitz, Sonia Martin
O'Melveny & Myers	Tancred Schiavoni, Richard Goetz
Steptoe & Johnson	Harry Lee, Frank Winston Jr.
EXCELLENT	
Choate Hall & Stewart	Robert Kole, David Attisani, J.P. Jaillet
Cozen O'Connor	Joseph Ziemianski, Melissa Brill
Crowell & Moring	Mark Plevin, Laura Foggan, Clifford Hendler
Duane Morris	Brian Kelly, Max Stern
Sidley Austin	Ellen Dunn, William Sneed
HIGHLY RECOMMENDED	
Chaffetz Lindsey	Peter Chaffetz, Cecilia Moss, Steven Schwartz, Charles Scibetta
McDermott Will & Emery	Margaret Warner, Ryan Smethurst, Mark Collins
Phelps Dunbar	Pablo Gonzalez, Matthew Litsky
Quinn Emanuel Urquhart & Sullivan	Michael Carlinsky, Jane Byrne
Wiley Rein	Kimberly Melvin, Daniel Standish

INSURANCE LITIGATION: ACTING FOR POLICYHOLDERS

Best Law Firms

In each tier, the firms are ordered alphabetically

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



INSURANCE LITIGATION: PRODUCT LIABILITY

Best Law Firms

In each tier, the firms are ordered alphabetically

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



SOUTH AMERICA

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ARGENTINA

COMPLIANCE & FRAUD

Best Law Firms

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FIRM	KEY FIGURES
EXCELLENT	
Beccar Varela	Manuel Beccar Varela, Maximiliano D'Auro, Francisco Savalia, Florencia Rosati
Bruchou Fernandez Madero & Lombardi	Guillermo Jorge, Fernando Basch
Mitrani Caballero & Ruiz Moreno	Cristian Mitrani, Mariela Melhem
HIGHLY RECOMMENDED	
Allende & Brea	David Gurfinkel
Baker McKenzie	Maria Vanina Caniza
Marval O' Farrell & Mairal	Gustavo Morales Oliver, María Lorena Schiariti
Munilla Lacasa, Salaber & de Palacios	Vicente de Palacios, Ramiro Salaber, Hernán Munilla Lacasa
RECOMMENDED	
Bomchil	Florencia Pagani, Francisco Gutierrez
Estudio Bunge – Bunge, Smith & Luchía Puig	Diego Cesar Bunge, Carlos Nogueira, Adriana Senatore
MBP Partners	Ignacio Meggiolaro, Martina Caunedo



WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
EXCELLENT	
Baker McKenzie	Fernando Goldaracena
Beccar Varela	Manuel Beccar Varela
Durrieu Abogados	Guillermo Arias, Juan Martín López Quesada, Justo Lo Prete
Munilla Lacasa, Salaber & de Palacios	Hernán Munilla Lacasa, Ramiro Salaber, Vicente de Palacios
Ortíz Almonacid & Asociados	Luciano Ortiz Almonacid
HIGHLY RECOMMENDED	
Bruchou Fernandez Madero & Lombardi	Guillermo Jorge
Carrió & Garay Abogados	Alejandro Carrió
Estudio de los Doctores Roca & Sarrabayrouse	Miguel A. Sarrabayrouse
Velasco, Durrieu & Asociados	Roberto Durrieu
Vergara & Asociados	Gonzalo Manuel Vergara

INSURANCE LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
EXCELLENT	
Allende & Brea	Martín Argañaraz
Beccar Varela	Daniel Seoane
Bullo Abogados	Carlos Alberto Estebenet
Marval O'Farrell & Mairal	Pablo Cerejido
HIGHLY RECOMMENDED	
Bomchil	Néstor J. Belgrano
Kennedys	Alberto Bunge
Lopez Saavedra & Villarroel	Domingo López Saavedra
Nicholson y Cano Abogados	Maria Fraguas, Juan Carlos Etchebehere
Petersen & Asociados	Patricio Petersen
Pérez Alati Grondona, Benítez & Arntsen	Lautaro Ferro, Guillermo Quiñoa
Zapiola Guerrico & Asociados	Martín Zapiola Guerrico
RECOMMENDED	
Armando, Esnaola & Vidal Raffo	Federico Vidal Raffo
Brons & Salas	Pablo Daniel Brusco, Eduardo Represas
Estudio Bunge – Bunge, Smith & Luchía Puig	Donaldo Smith , Gregorio Sánchez
Manzano, Lopez Saavedra & Ramirez Calvo	Martín Manzano Cornejo, Hernan Lopez Saavedra
Martínez de Hoz & Rueda (MHR)	Maximiliano Batista



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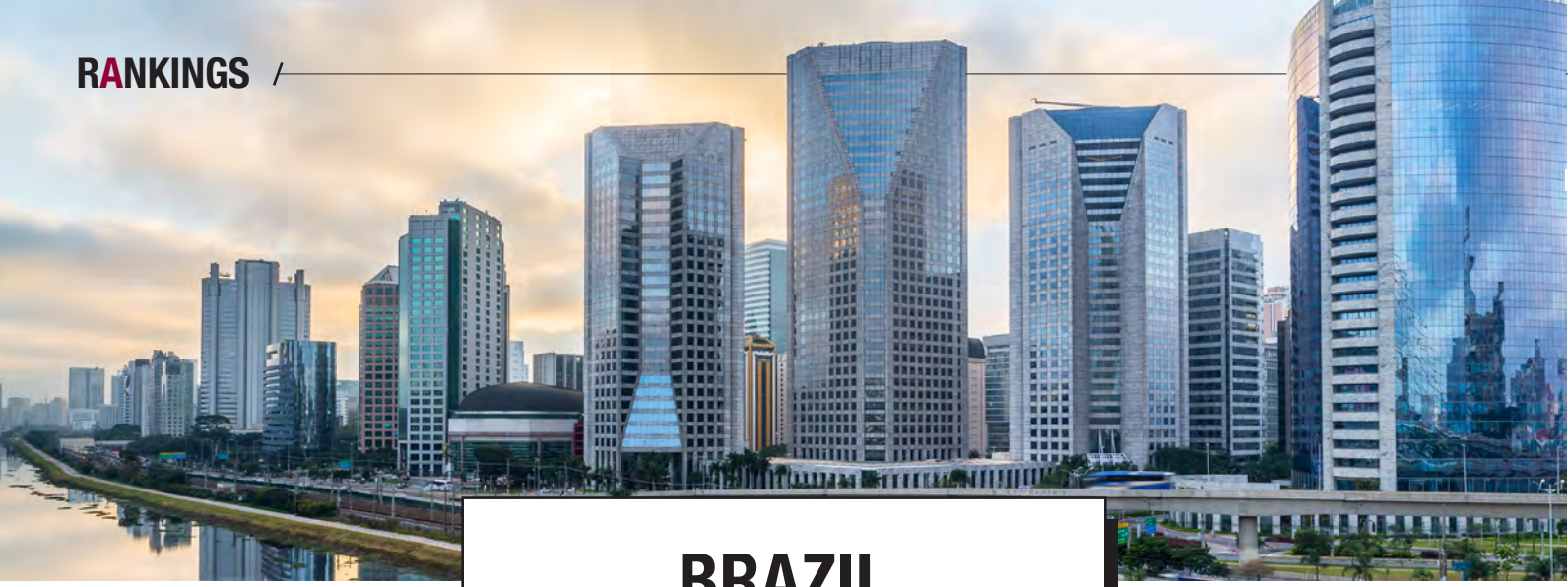
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BRAZIL

FORENSICS & COMPLEX INVESTIGATIONS

Best Litigation Support & Expert Witnesses

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 EY	Marlon Jabbur, Cesar Atilio
2 FTI Consulting	Thiago Coscarelli
KPMG	Marcelo Alcides Gomes
PwC	Leonardo Lopes, Francisco Macedo
EXCELLENT	
Alvarez & Marsal	Diego Pio, Sergio Moro
Control Risks	Geert Aalbers
Deloitte	José Paulo Rocha
HIGHLY RECOMMENDED	
ICTS Protiviti	Antonio Gesteira, Daniela Aggio
BDO	Carlos Dias
Grant Thornton	Vitor Pedrozo
Kroll	Fernanda Barroso Carneiro, Ian Cook



CONTROL RISKS: GLOBAL RISKS AND STRATEGIC ADVISORS



Geert Aalbers

Key figure: Geert Aalbers
Established: 1975

Track record: Renowned forensics and complex investigations practice appreciated for its excellent capabilities handling cases involving fraud, corruption and conflict of interest matters. Highly valued for its boundless knowledge of FCPA provisions and Brazilian anti-corruption legislation. The company's diverse client portfolio includes multinational corporations, law firms and NGOs.

Team & differentiation: Control Risks has 34 offices worldwide and a highly qualified team which includes lawyers, investigators, political scientists and technologists. From its São Paulo office, renowned senior partner Geert Aalbers heads the company's Brazil and Southern Cone business and has over 20 years of experience managing complex investigations involving fraud, corruption and other ethical breaches.

FTI CONSULTING: FIRST-RATE RISK MITIGATORS



Thiago Coscarelli

Key figure: Thiago Coscarelli
Established: 1982

Track record: Leading international business advisory firm which expertly assists domestic and foreign organizations with risk mitigation and the management of sensitive internal investigations. Frequently called upon by major clients involved in high stakes litigation and arbitration proceedings for its first-rate forensic accounting, dispute advisory and litigation support services.

Team & differentiation: Headquartered in Washington DC and with offices in a total of 28 countries on six continents, FTI Consulting relies on over 6,250 professionals worldwide to support its market-leading clientele. The São Paulo-based forensic & litigation consulting team is captained by senior consultant Thiago Coscarelli who specializes in internal fraud and competitive intelligence mandates.

ICTS PROTIVITI: ADMIRER FORENSICS & INVESTIGATIONS CONSULTANCY

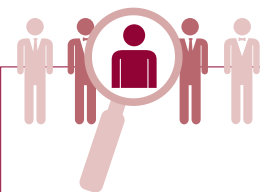


Daniela Aggio

Key figures: Antonio Gesteira, Daniela Aggio
Established: 2007

Track record: Highly regarded global forensics and complex investigations firm often retained by Fortune 500 companies for its notable expertise in consulting, auditing, and risk management cases. Highlighted for its track record assisting with fraud prevention, security management and complex internal investigations. Also noted for its knowledge of the finance and technology sectors.

Team & differentiation: Established in Brazil in 2007, ICTS Protiviti has offices in São Paulo, Alphaville, Rio de Janeiro and Belo Horizonte and a robust team of over 300 professionals which capably assist over 600 local and global clients. With an impressive international reach, ICTS Protiviti has 75 offices in 25 countries which allows it to seamlessly advise major corporations across the five continents.



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 FIGURES
LEADING	
1 Almeida Castro, Castro e Turbay Advogados Associados	Antônio Carlos de Almeida Castro
Bottini & Tamasauskas Advogados	Pierpaolo Bottini, Igor Sant'Anna Tamasauskas
Dias e Carvalho Filho Advogados	José Carlos Dias, Theodomiro Dias Neto
Marcelo Leonardo Advogados Associados	Marcelo Leonardo
Moraes Pitombo Advogados	Antônio Sérgio Altieri de Moraes Pitombo
Oliveira Lima & Dall'Acqua Advogados	José Luis Oliveira Lima
Toron, Torihara e Cunha Advogados	Alberto Zacharias Toron
Vilardi Advogados	Celso Sanchez Vilardi
2 Advocacia Mariz de Oliveira	Antonio Cláudio Mariz de Oliveira
Batochio Advogados	José Roberto Batochio
Bulhões & Bulhões Advocacia	Antônio Nabor Areias Bulhões
Miguel Reale Júnior Advogados	Miguel Reale Júnior
Nelio Machado Advogados	Nélio Machado
Nilo Batista & Advogados Associados	Nilo Batista
Rosenthal Advogados Associados	Sergio Rosenthal, Milton Rosenthal
EXCELLENT	
Alexandre Wunderlich Advogados	Alexandre Wunderlich
Aloísio Lacerda Medeiros Advogados Associados	Aloísio Lacerda Medeiros
Badaró Advogados Associados	Gustavo Badaró
Cavalcanti, Sion e Salles Advogados	Dora Cavalcanti, Paula Sion, Bruno Salles Ribeiro, Luiza Ferreira
Joyce Roysen Advogados	Joyce Roysen
Maria Elizabeth Queijo e Eduardo M. Zynger Advogados	Maria Elizabeth Queijo
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
Tofic Simantob, Perez e Ortiz	Fábio Tofic Simantob, Débora Gonçalves Perez, Mariana Tranchesi Ortiz
Zanoide, Braun & Castilho Advogados	Maurício Zanoide de Moraes
HIGHLY RECOMMENDED	
Carnelós e Garcia Advogados	Eduardo Pizarro Carnelós
Castelo Branco Advogados Associados	Tales Castelo Branco, Fernando Castelo Branco
CAZ - Costa, Coelho Araújo e Zaclis Advogados	Daniel Zaclis, Helena Lobo da Costa
Davi Tangerino e Salo de Carvalho Advogados	Davi Tangerino, Salo de Carvalho, André Filipe Kend Tanabe
Escritório Professor René Dotti	Alexandre Knopfholz, Gustavo Britta Scandelari
FeldensMadruca	Luciano Feldens
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	Rogério Fernando Taffarello, Paula Moreira Indalecio
Mudrovitsch Advogados	Rodrigo de Bittencourt Mudrovitsch, Felipe Fernandes de Carvalho
Muylaert, Kok, Noal e Queiroz Advogados	Eduardo Muylaert, Sylas Kok Ribeiro
Podval Advogados	Roberto Podval
Ráo & Lago Advogados	Sônia Cochrane Ráo, Natasha do Lago
Reale Advogados Associados	Eduardo Reale Ferrari
Silveira e Salles Gomes Advogados	Renato de Mello Jorge Silveira, João Florêncio de Salles Gomes Junior
RECOMMENDED	
Advocacia Casagrande	Daniel Alberto Casagrande
Breda Advogados Associados	Juliano Breda, José Guilherme Breda, Flávia Trevisan
Cláudio Figueiredo Costa Advocacia Criminal	Cláudio Figueiredo Costa
David Rechulski Advogados	David Rechulski, Shierien Rechulski, Ricardo Pagés
David Teixeira de Azevedo Advogados	David Teixeira de Azevedo, André Azevedo, Sandro Lívio Segnini
Delmanto Advocacia Criminal	Roberto Delmanto Junior
Fragoso Advogados	Christiano Fragoso, Fernando Fragoso
Iokoi Advogados	Pedro Ivo Gricoli Iokoi, Bruno Paiva, Adriano Scalzaretto
Malheiros Filho, Meggiolaro e Prado Advogados	Daniella Meggiolaro Paes de Azevedo
Maurício Campos Júnior Sociedade de Advogados	Maurício de Oliveira Campos Júnior
Mirza & Malan Advogados	Diogo Malan
Pinheiro Neto Advogados	Mário Panserri Ferreira, Lourival Lofrano Júnior, Natalia Genina Lugero de Almeida
Sanz Advogados	Eduardo Sanz
SiqueiraCastro	João Daniel Rassi, Renata Cestari Ferreira, Marcos Cavalcanti Ribeiro
Torres, Falavigna & Vainer Advogados	Luís Carlos Dias Torres
VALUABLE PRACTICE	
Andre Kehdi e Renato Vieira Advogados	Andre Kehdi, Renato Vieira
Antun Advogados Associados	Odel Mikael Jean Antun, Alvaro Augusto Orione Souza
Arruda Botelho Sociedade de Advogados	Augusto de Arruda Botelho
Avelar Advogados	Leonardo Magalhães Avelar
Caputo, Bastos e Serra Advogados	Paula Lima Hyppolito Oliveira
Chinaglia Oliveira Advogados	Clarissa Oliveira
Demarest Advogados	Fabyola En Rodrigues
Felsberg Advogados	Andre Fonseca
KLA Advogados	Filipe Magliarelli
Lacaz Martins, Pereira Neto, Gurevich & Schoueri Advogados	Miguel Pereira Neto, Luiz Fernando Uihôa Cintra
Machado Meyer Advogados	Juliana Sá de Miranda
Moreira Porto Advogados	Luiz Guilherme Moreira Porto
TozziniFreire Advogados	Isadora Fingermann, Karla Maeji

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



Fábio Tofic Simantob

Key figures:
Fábio Tofic Simantob,
Débora Gonçalves Perez,
Maria Jamilé José,
Mariana Tranchesi Ortiz
Established: 2006

Track record: Front-running criminal boutique sought out by leading companies and high-profile individuals for its outstanding track record in white-collar crime cases. Excels in strategic mandates involving financial, tax, administrative, environmental and money laundering issues. Noted for its successful representation of executives and public agents from the political sphere.

Team & differentiation: This thriving São Paulo criminal law firm was founded in 2006 and already consists of four partners and four associates. Renowned founding partner, Fábio Tofic Simantob, is trusted by high-flying names from the finance, healthcare and construction sectors, among others, for his wealth of experience in the white-collar crime universe.

PAULO FREITAS RIBEIRO ADVOGADOS ASSOCIADOS: PRESTIGIOUS CRIMINAL COUNSEL



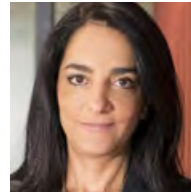
Paulo Freitas Ribeiro

Key figure:
Paulo Freitas Ribeiro
Established: 2000

Track record: Prestigious Rio-based criminal boutique sought out for its expert counsel on a range of corporate and economic criminal law mandates. Admired for its successful track record representing both market-leading companies and high-profile individuals in strategic cases involving securities regulations, money laundering as well as electoral, antitrust, tax and environmental crimes.

Team & differentiation: Founded in 2000, this long-standing practice is based in Rio de Janeiro and consists of four highly qualified attorneys which are led by founding partner Paulo Freitas Ribeiro. With over 30 years' experience, Mr. Ribeiro is widely considered one of Brazil's leading criminalists and is director of the Brazilian section of the International Association of Criminal Law.

RAHAL, CARNELÓS E VARGAS DO AMARAL ADVOGADOS: TOP-TIER CRIMINAL COUNSEL



Flávia Rahal Bresser Pereira

Key figures:
Flávia Rahal Bresser Pereira,
Guilherme Ziliani Carnelós,
Camila Vargas do Amaral
Established: 2013

Track record: Esteemed white-collar boutique which stands out for its excellent knowledge of criminal litigation and preventive consultancy issues. Admired for its skilled representation of high-profile individuals and companies on cases involving white-collar, money laundering, tax, electoral and environmental crimes. Also noted for its track record in cybercrimes and defamation suits.

Team & differentiation: Rahal, Carnelós e Vargas do Amaral Advogados has eight practitioners focused on strategic white-collar crime issues. The São Paulo based team is spearheaded by acclaimed founding partner, Flávia Rahal, who has been practicing criminal law for over 25 years, as well as well-known name partners Guilherme Carnelós and Camila Vargas do Amaral.

CLÁUDIO FIGUEIREDO COSTA ADVOCACIA CRIMINAL: THRIVING CRIMINAL BOUTIQUE



Cláudio Figueiredo Costa

Key figure:
Cláudio Figueiredo Costa
Established: 2017

Track record: Distinguished Rio-based criminal boutique which stands out for its expertise advising big names in the construction, financial services and insurance sectors on the full range of criminal matters. Noted for its impressive track record advising on complex white-collar, administrative and environmental crimes, as well as on criminal compliance and plea bargain mandates.

Team & differentiation: The firm consists of six attorneys who specialize in white-collar crime issues. Founding partner, Cláudio Figueiredo Costa, captains the team and draws on over 23 years' experience to counsel major domestic and foreign companies on strategic criminal consultancy and litigation cases. Former associate Raphael Gaudio was recently promoted to partner.

IKOI ADVOGADOS: WHITE-COLLAR GIANTS



Pedro Ivo Gricoli Iokoi

Key figures: Pedro Ivo Gricoli Iokoi, Bruno Paiva, Adriano Scalzaretto
Established: 2006

Track record: São Paulo-based boutique actively sought out by leading national and international companies for its expert counsel on corporate and economic crimes, fraud prevention, bribery, embezzlement, tax evasion and money laundering cases. Trusted by major corporations in the banking, construction and automotive sectors. The firm's impressive clientele includes Itaú Unibanco, Nestlé and Braskem.

Team & differentiation: Founded in 2006, Iokoi Advogados consists of 25 highly qualified and ranks amongst Brazil's largest white-collar crime boutiques. Led by renowned founding partner Pedro Iokoi, the firm has recently grown its presence in the technology sector, adding heavyweights such as Uber, Rappi and iFood to its portfolio.

ANTUN ADVOGADOS ASSOCIADOS: WHITE-COLLAR SPECIALISTS



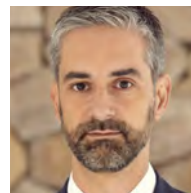
Odel Mikael Jean Antun

Key figures:
Odel Mikael Jean Antun,
Alvaro Augusto Orione Souza
Established: 2019

Track record: Well-regarded white-collar boutique which capably assists major companies and senior executives with the full range of corporate criminal law issues. Noted for its extensive experience providing counsel on tax, environmental, administrative and inheritance-related criminal cases. Also valued for its track record in cases linked to Brazil's largest federal law enforcement operations.

Team & differentiation: Headquartered in São Paulo, Antun Advogados Associados has two branch offices in Brasília and Rio de Janeiro. The firm's white-collar crime practice is led by seasoned partners Odel Mikael Jean Antun and Alvaro Augusto Orione Souza, who stand out for their expertise representing clients in some of Brazil's most emblematic criminal mandates.

ARRUDA BOTELHO SOCIEDADE DE ADVOGADOS: SUPERIOR WHITE-COLLAR BOUTIQUE



Augusto de Arruda Botelho

Key figure:
Augusto de Arruda Botelho
Established: 2018

Track record: Notable white-collar boutique valued for its superior performances representing high-ranking executives and household companies in major criminal proceedings. Well-equipped to counsel on strategic tax, corporate, finance, environmental and electoral crimes, amongst other issues. Additionally respected for its track record in cybercrimes and administrative crimes.

Team & differentiation: With headquarters in São Paulo, the firm consists of three highly qualified attorneys led by highly regarded founding partner Augusto de Arruda Botelho. Mr. Botelho is a founding member and former president of the Institute for the Defence of the Right to a Defence (IDDD), a councilor to Human Rights Watch and has been practicing criminal law for over 20 years.



COMPLIANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Maeda, Ayres & Sarubbi Advogados	Bruno Maeda, Carlos Ayres, Erica Sarubbi, Fernanda Rovella Bidlovsky
TozziniFreire Advogados	Shin Jae Kim, Renata Muzzi, Giovanni Falcetta, Karla Maeji
EXCELLENT	
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	Kevin Altit, Renato Portella, Thiago Jabor Pinheiro, Thiago Luís Sombra
Demarest Advogados	Eloy Rizzo, Carlo Verona, Bruno Drago, Fabyola En Rodrigues
HIGHLY RECOMMENDED	
Machado Meyer Advogados	Marcos Paulo Veríssimo, Juliana Sá de Miranda
Pinheiro Neto Advogados	José Alexandre Buaziz Neto, Mário Panseri Ferreira, Ricardo Pagliari Levy
Saud Advogados	Salim Saud Neto
Tauil & Chequer Advogados	Luis Adams, Michel Sancovski
RECOMMENDED	
Adriana Dantas Advogados	Adriana Dantas, Marina Nicolosi, Alba Duarte
Azevedo Sette Advogados	Isabel Franco
FeldensMadruga	Antenor Madruga
VALUABLE PRACTICE	
Campos Mello Advogados	Ricardo Caiado Lima
Cescon, Barrieu, Flesch & Barreto Advogados	Luciano Inácio de Souza, Yuri Sahione
David Rechulski Advogados	David Rechulski, Shierien Rechulski, Ricardo Pagés
Felsberg Advogados	André Fonseca, Rodrigo Bertocelli
KLA Advogados	Filipe Magliarelli, Catarina Rattes
Levy & Salomão Advogados	Ana Paula Martinez
Trench Rossi Watanabe	Heloisa Uelze, Felipe Ferenzini

CAMPOS MELLO ADVOGADOS: TRUSTED COMPLIANCE ADVISORS



Ricardo Caiado Lima

Key figures:
Ricardo Caiado Lima
Established: 1981

Track record: Established team frequently sought out by multinationals for its valuable experience handling strategic risk assessments, internal investigations, due diligences and the drafting of tailor-made compliance programs. Particularly highlighted for its skilled representation of key clients hailing from the energy, pharmaceutical, and technology sectors on the full range compliance matters.

Team & differentiation: Captained by partner Ricardo Caiado Lima, the firm counts on four attorneys who exclusively focus on white-collar crime, compliance & investigations matters, with associate Rodrigo Bitencourt recently joining the team. With offices in New York, Rio de Janeiro and São Paulo, Campos Mello is reputed for its cross-border capabilities due to its partnership with global giants DLA Piper.



ANTITRUST INVESTIGATIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
BMA - Barbosa, Müssnich, Aragão	Barbara Rosenberg, José Inacio Prado Filho, Luís Cascão, Marcos Exposto
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	Amadeu Ribeiro, Lauro Celidonio Neto, Marcio Soares, Michelle Machado, Renata Giannella
Pereira Neto Macedo Advogados	Caio Mario da Silva Pereira Neto, Daniel Douek, Ricardo Ferreira Pastore
TozziniFreire Advogados	Marcelo Calliari, Guilherme Ribas, Marcel Medon Santos
EXCELLENT	
Caminati Bueno Advogados	Eduardo Caminati, Marcio Bueno
Demarest Advogados	Bruno Drago, Paola Pugliese, Daniel Andreoli, Milena Mundim
Grinberg Cordovil Advogados	Leonor Cordovil, Mauro Grinberg
Levy & Salomão Advogados	Ana Paula Martinez, Bolívar Moura Rocha, Mariana Tavares de Araujo
Machado Meyer Advogados	Tito Amaral de Andrade, Maria Eugênia Novis, Marcos Paulo Veríssimo
Pinheiro Neto Advogados	Cristianne Zazur, José Alexandre Buaiz Neto, Leonardo Rocha e Silva, Rodrigo Carneiro
Tauil & Chequer Advogados	Adriana Giannini, Francisco Todorov, Lorena Nisiyama
HIGHLY RECOMMENDED	
1 Advocacia José Del Chiaro	Ademir Antonio Pereira Júnior, José Del Chiaro
Magalhães e Dias Advocacia	Carlos Francisco de Magalhães, Gabriel Nogueira Dias, Fábio Nusdeo
VMCA - Vinicius Marques de Carvalho Advogados	Vinicius Marques de Carvalho, Eduardo Frade, Ticiano Lima
2	
Brolio Gonçalves Advogados - BGA	Priscila Brolio Gonçalves
Lobo de Rizzo Advogados	Sérgio Varella Bruna
Cescon, Barriau, Flesch & Barreto Advogados	Joyce Midori Honda, Ricardo Lara Gaillard, Luciano Inácio de Souza
RECOMMENDED	
IWRCF - Inglez, Werneck, Ramos, Cury e Françolin Advogados	Ricardo Inglez de Souza
L.O. Baptista Advogados	Patricia Agra Araujo
Marchini Botelho Caselta Advogados	Aurélio Marchini Santos, Ricardo Botelho
Sampaio Ferraz Advogados	Juliano Maranhão, Tércio Sampaio Ferraz Junior, Thiago Francisco da Silva Brito
Trench Rossi Watanabe	Paulo Casagrande

L.O. BAPTISTA ADVOGADOS: ANTITRUST INVESTIGATIONS



Patricia Agra Araujo

Key figures:
Patricia Agra Araujo
Established: 1938

Track record: Well-regarded practice which capably assists established companies from the pharmaceutical, automotive and construction industries with anticompetitive conduct investigations and the negotiation of settlement agreements. Well-equipped to counsel on risk mitigation and strategic judicial litigation challenging the Brazilian competition authority's decisions.

Team & differentiation: Based out of São Paulo, the firm's thriving antitrust investigations practice consists of six attorneys which are led by renowned competition and antitrust partner, Patricia Agra Araujo. Ms. Araujo has extensive experience as both a legal practitioner and as an academic and previously worked for eight years within the Administrative Council for Economic Defense (CADE).



INSURANCE & REINSURANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Ernesto Tzirulnik Advocacia	Ernesto Tzirulnik, Paulo Luiz de Toledo Piza
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	Cassio Gama Amaral, Marcelo Mansur Haddad, Thomaz Del Castillo Barroso Kastrup
EXCELLENT	
Demarest Advogados	Marcia Cicarelli Barbosa de Oliveira, Andre Alarcon, Luciana Prado
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
HIGHLY RECOMMENDED	
CAL - Costa, Albino & Lasalvia Sociedade de Advogados	Julio Costa, Fernando Albino, Gustavo Lasalvia Besada
Chalfin, Goldberg, Vainboim Advogados Associados	Ilan Goldberg, Paula Roberta Rodrigues, Rodrigo Sousa
Pellon & Associados Advocacia	Luís Felipe Pellon, Sergio Ruy Barroso de Mello
Pinheiro Neto Advogados	Diógenes Mendes Gonçalves Neto, Bruno Balduccini, Fernando Mirandez Del Nero Gomes, Carlos Eduardo Gazineu de Azevedo
Santos Bevilaqua Advogados	João Marcelo dos Santos
Sergio Bermudes Advogados	Guilherme Valdetaro Mathias, Marcio Vieira Souto Costa Ferreira
RECOMMENDED	
1 F. Torres Advogados	Fábio Torres
Penteado Mendonça e Char Advocacia	Armando Char
RPZ Advogados	Dennys Zimmermann, Carla Padilha
Schalch Sociedade de Advogados	Débora Schalch
Tavares Advogados	André Tavares, Daniel Chacur de Miranda
2 Mandaliti Advogados	Renato Mandaliti
Machado Meyer Advogados	Eduardo Avila de Castro, Nei Schilling Zelmanovits
Pimentel e Associados Advogados	Adilson José Campoy, Marcio Alexandre Malfatti
SABZ Advogados	Pedro Guilherme G. de Souza
Veirano Advogados	Felipe Bastos

RAPHAEL MIRANDA ADVOGADOS: HIGH-STAKES INSURANCE ADVISORS



Raphael Miranda

Key figures:
Raphael Miranda,
Pedro Ivo Mello,
Antonio Pedro Raposo
Established: 2011

Track record: Excellent Rio-based dispute resolution boutique best known for its impressive track record in high-stakes insurance claims such as indemnity suits and adjustment loss procedures. Frequently selected by leading companies from the food, mining, construction and healthcare sectors for its performances in strategic civil litigation and arbitration mandates.

Team & differentiation: With offices in Rio and São Paulo, Raphael Miranda Advogados consists of five partners and four associates who routinely advise market-leading corporates such as BRF, Odebrecht and Rede D'Or before all levels of the judiciary. The practice was recently boosted by the arrivals of new partner Luiza Perrelli Bartolo and associate Paulo Nonato.



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CHILE

STRATEGIC COMMUNICATION & CRISIS MANAGEMENT

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
HIGHLY RECOMMENDED	
Audentia	Christian Fuenzalida, Ian Badiola
Azerta	Victoria Burr, Daniela Lipari
Consulting	Blanca Bulnes
Consiglieri	Claudio Ramirez
Grupo Etcheberry Estrategias	María Elena Etcheberry, Nicole Keller
Imaginacion	Claudia Miralles Abarca
Kom Soluciones	Eugenio Ravinet
Perceptiva	Manuel Cereda, Iván Canales

CONSIGLIERI: EFFICIENCY AND CONFIDENTIALITY



Claudio Ramirez

Key figures:
Claudio Ramirez
Established: 2017

Track record: Consiglieri has counseled Feller Rate, Chile's largest rating agency, on corporate reputation and C-Suite positioning more than for 15 years. The firm is working with the regional cryptocurrency company Buda.com on public affairs and corporate reputation. Samtech, financial company Nuevo Capital and wealth management firm Addwise are clients.

Team & differentiation: The team has obtained proven results on complex issues including regulations processes, reputational crises and shareholder activism defense. Claudio Ramirez has 25 years' experience in corporate affairs, reputation management and crisis management for executives, companies, unions and associations in highly regulated industries.



WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Bofill Escobar Silva Abogados	Jorge Bofill
López Escobar Del Río Leiva	Julián López, José Ignacio Escobar
EXCELLENT	
Acosta & Cía	Juan Domingo Acosta
Albagli Zaliasnik	Gabriel Zaliasnik, Cesar Ramos
Harasic, Medina, Dal Pozzo	Gonzalo Medina, Davor Harasic
Ortiz & Compañía	Luis Ortiz Quiroga
HIGHLY RECOMMENDED	
1 Balbontin Linazasoro & Cia	Carlos Balbontín
Balmaceda Cox & Piña Abogados	Matías Balmaceda Mahns, Francisco Cox Vial, Juan Ignacio Piña Rochefort
Bascuñan Barra Awad Contreras Schürmann Abogados	Marcos Contreras, Miguel Schürmann
Contreras Velozo	Francisco Velozo, Natalia Diuana
Insunza Abogados	Matías Insunza Tagle
Rivera Bunger Barahona Bonacic Castillo Abogados	Hugo Rivera Villalobos
2 Merino & Cía	Eugenio Merino
Giroux Vial Abogados	Christophe Giroux, Salvador Vial
Hermosilla y Compañía Abogados	Juan Pablo Hermosilla
Olivares Cisternas Abogados	Ernesto Olivares, Gabriel Cisternas
Rivadeneira Colombara Zegers	Rodrigo Zegers, Ciro Colombara
RECOMMENDED	
Cisternas y Cía Abogados	Gonzalo Cisternas
Cortés & Rodríguez Estudio de Abogados	Carlos Cortés
Espinoza & Heskia	Alejandro Espinoza, Joanna Heskia
Estudio Navarro	Catalina Navarro, Carlos Vernaza
VALUABLE PRACTICE	
Etcheberry, García, Bragado y Compañía	Alfredo Etcheberry
Morales & Besa	Gonzalo Cordero
Parraguez & Marín	Gustavo Parraguez G

INSUNZA ABOGADOS: TOP-NOTCH STRATEGIC ADVICE



Matías Insunza

Key figures: Matías Insunza
Established: 2010

Track record: The team regularly advises major companies from various sectors. The firm is known for its attention to detail and top-level cases, providing comprehensive advice to clients and drawing up the strategy to be followed to resolve conflicts through extra-judicial negotiations or litigation before the Courts of Justice.

Team & differentiation: The team focuses on resolving criminal and civil litigations, and provides integral judicial strategies and takes on highly complex causes, linked to civil conflicts, fraud, cybercrime, bankruptcy and quasi-delict. Partner Gonzalo Insunza Figueroa specializes in criminal litigation, medical liability, investment projects and funding.

ESTUDIO NAVARRO: EFFECTIVE, COMPREHENSIVE SOLUTIONS



Catalina Navarro

Key figures: Catalina Navarro, Carlos Vernaza
Established: 1974

Track record: The firm represents clients in complex criminal cases and trials related to white-collar crime. In preventive matters, the team provides advice on establishing policies aimed at limiting the scope for a company to break the law. They offer permanent corporate, labor and criminal advice to leading organizations like Instituto de Investigación Agropecuaria.

Team & differentiation: The team is made up of four partners and six other qualified lawyers. Catalina Navarro specializes in litigation and white-collar crime, while Carlos Vernaza has experience in white-collar crime, transnational malfeasance and international justice. Luis Navarro has more than 40 years' experience in labor law and collective bargaining matters.

CISTERNAS Y CÍA ABOGADOS: SHARP NEGOTIATION AND LITIGATION SKILLS



Gonzalo Cisternas

Key figures: Gonzalo Cisternas, Katherine Hyde, Jean Pierre Matus, Luis Masferrer, Domingo Hernández, Alfredo Larreta
Established: 2000

Track record: The firm is currently advising Corporación Universidad de Concepción in a highly complex case requiring specialist expertise in corporate, criminal and civil law – a case which has been ongoing since 2017. They are representing GYM SPA in an international arbitration procedure related to the collection of a \$7 million breached obligation.

Team & differentiation: The team is composed of three partners and 12 other qualified lawyers. The civil and commercial litigation area is led by Gonzalo Cisternas and Katherine Hyde, who specialize in contracting and civil litigation, investment projects, corporate, administrative and compliance law. Partner Jean Pierre Matus is an expert in criminal law.



INSURANCE LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Acuña, Hoetz & Cifuentes	Felipe Hoetz, Alejandro Acuña
Ríos Ramdohr García Abogados	Alonso García Echegoyen, Roberto Ríos Ossa
Sahurie & Asociados	Emilio Sahurie Luer
EXCELLENT	
Carey	Ricardo Reveco, Matías Vergara
Contreras & Cía	Oswaldo Contreras
Dac Beachcroft	Andrés Amunategui
Estudio Carvallo	Francisca Román, Manuel Carvallo
Gutiérrez, Waugh, Jimeno & Asenjo Abogados	Cristóbal Jimeno
Molina Ríos	Carlos Molina, Felipe Correa
Pumpin, Dorfman, Nasser & Díaz	Marcelo Nasser, Mauricio Dorfman, Ignacio Diaz, Gabriel Pumpin
Vergara Fernandez Costa & Claro Abogados	Gloria Claro
HIGHLY RECOMMENDED	
Garrigues Chile	Mónica Van Der Schrafft Greve
Infante Molina Valenzuela Abogados	José Miguel Infante
Kennedys	Gian Lorenzini
Ortúzar Vergara & Boetsch Abogados	Cristián Boetsch, Nicolás Vergara
Prieto Abogados	Patricio Prieto, Fernando Samaniego
Seguros Lex	Luis Sandoval

RÍOS RAMDOHR GARCÍA ABOGADOS: EXPERIENCED TEAM SERVING TOP INSURANCE COMPANIES



Roberto Ríos

Key figures: Roberto Ríos,
Stefanie Ramdohr
Established: 2019

Track record: The firm's dispute resolution arm specializes in insurance litigation, either in recovery or claims lawsuits, and in civil liability trials. They represented Chilena Consolidada Seguros Generales S.A. (Zurich) and some of major insurance companies. The team have handled the defense of the insured in civil liability lawsuits for amounts exceeding \$50 million.

Team & differentiation: Partners Roberto Ríos, Stefanie Ramdohr and Alonso García founded the firm in 2019. They previously led the insurance team at RTA Abogados for 10 years. The team provides litigation, arbitration and advisory services for a wide range of matters such as policy studies, regulatory and corporate law and losses related to fire insurance etc.



COMPLIANCE & FRAUD

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Albagli Zaliasnik	Rodrigo Albagli, Jaime Winter, Eduardo Anguita
Balmaceda Cox & Piña Abogados	Iván Millán, Antonia Bernales, Rodrigo Aldoney, Matías Balmaceda
Carey	Ricardo Reveco, Guillermo Acuña
HIGHLY RECOMMENDED	
Cariola Diez Pérez-Cotapos	Jorge Boldt
CMS Carey & Allende	Rodrigo Campero
Contreras Velozo	Francisco Velozo, Natalia Diuana
Ortíz & Compañía	Luis Ortiz Quiroga
Rivadeneira Colombara Zegers	Ciro Colombara, Rodrigo Zegers R.
RECOMMENDED	
DLA Piper	Diego Noguera, Mauricio Halpern, Ignacio Schwerter
Honorato Delaveau	José Luis Honorato, Rebeca Zamora, Carlos Frías
Morales & Besa	María José Henríquez, Gonzalo Cordero
Urenda Rencoret Orrego & Dorr	Nicholas Mocarquer

COMPETITION LAW COMPLIANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
HIGHLY RECOMMENDED	
Bofill Mir & Alvarez Jana	Guillermo De La Jara, Rodrigo Gil
Estudio Lewin Abogados	Nicolas Lewin, Marco Mercado
FerradaNehme	Rafael Collado
Guerrero Olivos	Pedro Pellegrini
Morales & Besa	María José Henríquez
Pellegrini & Rencoret Abogados	Julio Pellegrini, Pedro Rencoret, Diego Ramos
Prieto Abogados	José Andrés Pascual



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COLOMBIA

COMPLIANCE & FRAUD

Best Law Firms

The firms are ordered alphabetically

FIRM	KEY FIGURES
HIGHLY RECOMMENDED	
Caez Muñoz Mejía	Alejandro Mejía
CMS RodriguezAzuero	Jacques Simhon, Daniel Rodríguez
Diaz Reus	Marcelo Blanco, Michael Diaz
Humar Abogados	Fabio Humar
Olarte Moure	Catalina Jimenez
Philippi Prietocarrizosa Ferrero DU & Uría	Pamela Alarcón
Posse Herrera Ruiz	Oscar Tutasaura



INSURANCE LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
DAC Beachcroft	Juan Diego Arango, Camila de La Torre
Salazar Pardo & Jaramillo	Carlos Ignacio Jaramillo
Vélez Gutiérrez Abogados	Armando Gutiérrez
EXCELLENT	
Botero Salazar Tobón Abogados	Bernardo Salazar, Luis Felipe Botero
Kennedys	Monica Tocarruncho
Tamayo Jaramillo & Asociados	Francisco Javier Tamayo Jaramillo
HIGHLY RECOMMENDED	
Brigard & Urrutia	Irma Rivera
Diaz Granados & Abogados Consultores	Juan Manuel Diaz Granados
DLA Piper Martínez Beltrán	Camilo Martínez Beltrán
Garrigues Colombia	Alberto Acevedo
Gómez-Pinzón	William Araque, David Ricardo Araque-Quijano
Medina Abogados	Hector Medina, Mauricio Casas, Germán Cajamarca, Andrés castro
Posse Herrera Ruiz	Carolina Posada
Zúrek Gómez Abogados	María Isabel Zúrek
RECOMMENDED	
Londoño & Arango Abogados	Maximiliano Londoño
Neira & Gomez Abogados	José María Neira
Tobar & Romero Abogados	Jaime Tobar

DLA PIPER MARTÍNEZ BELTRAN: EFFECTIVE CASE AND CRISIS MANAGEMENT



Camilo Martínez Beltrán

Key figures:
Camilo Martínez Beltrán,
José Miguel Mendoza
Established: 1996

Track record: The firm is representing Banco Comercial AV Villas in a class action suit regarding the reparation of damages to claimants concerning the calculation of outstanding value of principal and interests associated with loans. It has also represented QBE in several fiscal liability procedures initiated by the General Comptroller of the Republic.

Team & differentiation: The team has represented local and international clients in complex conflicts including corporate, commercial, tax, insurance, torts, antitrust and administrative matters. They have represented clients in both national and international commercial arbitrations before domestic and international arbitral institutions.



WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
De La Espriella Lawyers Enterprise	Abelardo De La Espriella
Jaime Granados Peña & Asociados	Jaime Enrique Granados
Jaime Lombana & Abogados	Jaime Enrique Lombana
EXCELLENT	
Francisco Sintura Varela Abogados Asociados	Francisco Sintura
Mestre Mendieta Penalistas	José Fernando Mestre, Nadia Carolina Mendieta
Prías Cadavid Abogados	Juan Carlos Prías
Sampedro Riveros Abogados	Julio Andrés Sampedro, Juan David Riveros
HIGHLY RECOMMENDED	
Cáez Muñoz Mejía	Alejandro Mejía
CMS Rodríguez-Azuero	Jacques Simhon, Daniel Rodríguez
Diaz Reus & Targ	Javier Coronado
Fabio Humar Abogados	Fabio Humar, Sandra Ramón
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	
Casas & Escobar	Samuel Escobar
Miguel Cordoba Abogados	Miguel Córdoba
Olarte Moure	Juan G Moure, Juan Felipe Acosta
Posse Herrera Ruiz	Oscar Tutasaura
Vargas & Vargas Abogados	Luis Fernando Vargas

FABIO HUMAR ABOGADOS: STRENGTH AND ASSERTIVENESS



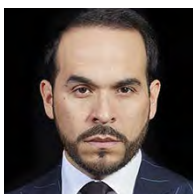
Fabio Humar

Key figures: Fabio Humar, Liliana Perez, Sandra Ramón
Established: 2009

Track record: The firm successfully advised Media Law on an leaked information case; the client was victim of a leak of information to its competitor. They regularly advise the superintendence of industry and commerce on competition law issues which have an impact on criminal matters, such as collusion. Tubomar and Idearium are clients.

Team & differentiation: The team handles most of the cases related to criminal antitrust in Colombia. They have an in-depth knowledge of criminal law and provide advice on antitrust subjects obtained locally and internationally. Partner Fabio Humar has led the country's competition office, the Superintendence of Industry and Commerce.

DE LA ESPRIELLA LAWYERS ENTERPRISE: KEY PLAYER IN COLOMBIA'S CRIMINAL-LAW ARENA



Abelardo De La Espriella

Key figures: Abelardo De La Espriella, Daniel Peñarredonda, Karen Juris, Diana Bravo, Jhonatan Pelaez
Established: 2002

Track record: The firm's criminal law department is one of the most well respected in the Colombian market, with more than fifteen years behind it. The team has achieved several high-profile successes in major cases throughout the years, due to a strict and efficient approach. The firm has offices in Bogotá, Barranquilla and Miami.

Team & differentiation: The team is made up of five partners and twenty other qualified lawyers. Carlos Sánchez has more than 17 years' experience in corporate, civil and commercial matters. Abelardo De La Espriella is the key contact for white-collar crime matters, with his clients coming from a broad range of industries. Partner Daniel Peñarredonda focuses on criminal law.

ECUADOR

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WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
HIGHLY RECOMMENDED	
Grund Abogados	Pablo Encalada
Molina Gallegos & Asociados	José Molina
RECOMMENDED	
CW&A Legal	Ernesto Alban Ricaurte
Expertise Advisor Abogados	Lorena Grillo
FexLaw	Francisco Estupiñan
GSG Abogados	Carlos Sanchez Gaete
Meythaler & Zambrano	Carlos Carrasco
MLP Penal & Compliance	Maria del Mar Gallegos, Laura Casal
Rodriguez & León Abogados	Felipe Rodriguez

COMPLIANCE & FRAUD

Best Law Firms

The firms are ordered alphabetically

FIRM	KEY FIGURES
HIGHLY RECOMMENDED	
Carmigniani Pérez Abogados	Carlos Andretta
Ecija Gpa	Gustavo Arrobo Moncado
Falconi Puig Abogados	María Isabel Machado
FexLaw	Francisco Estupiñan
MLP Penal & Compliance	Maria del Mar Gallegos, Laura Casal
Paz Horowitz Abogados	Agustín Acosta, Bruce Horowitz, Catalina Carpio, María Elisa Holmes, Esteban Vivero
Pérez Bustamante & Ponce (PBP)	Rodrigo Jijón-Letort, Edgar Ulloa

PERU

© Christian Vincés

COMPLIANCE & FRAUD

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Caro & Asociados	Dino Carlos Caro Coria, Luis Miguel Reyna Alfaro
CMS Grau	Carolina Cueva
Cortez Massa & Bello Abogados	Christian Bello, Jorge Massa, Luis Felipe Cortez
Estudio Ehecopar -Member of Baker McKenzie International	Teresa Tovar
Rebaza, Alcázar & De Las Casas	Augusto Loli, Héctor Gadea
EXCELLENT	
1 Benites Vargas & Ugaz Abogados	Roberto Pereira, Liliana Calderon
Hernández & Cia	Gonzalo Del Rio, Alfredo Filomeno
2	
Barrios & Fuentes Abogados - Bafur	Doris Alvaro
Muñiz Olaya Melendez Castro Ono & Herrera Abogados	Mauricio Olaya, Pierino Stucchi, Ian Paul Galarza, José Antonio Bezada
Payet, Rey, Cauvi, Pérez Abogados	Juan Diego Ugaz, Carlos Patron, José Cúneo
Rodrigo Elías & Medrano Abogados	José Reaño, Fernando Molina, Italo Carrano
HIGHLY RECOMMENDED	
DLA Piper Perú	Jose Marcelo Allemant
DS Casahierro	José Matto, Emma Canchari
Miguel Mur Abogados	Erick Valderrama
Torres Y Torres Lara	Rafael Torres Morales
RECOMMENDED	
CPB Abogados	German Carrera, Mario Pinatte, Giuseppe Manini
García Sayán Abogados	Shirley Cardenas, Agustin Yrigoyen
Silva Abogados	Fernando Silva La Rosa

PERU



WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Benites Vargas & Ugaz Abogados	Luis Vargas Valdivia, Jose Ugaz, Roberto Pereira
Caro & Asociados	Dino Carlos Caro Coria, Luis Miguel Reyna Alfaro
Rebaza, Alcázar & De Las Casas	Augusto Loli, Héctor Gadea
Rodrigo Elías & Medrano Abogados	José Reaño, Renzo Carrasco
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 Ore
Payet, Rey, Cauvi, Pérez Abogados	Juan Ugaz
HIGHLY RECOMMENDED	
DLA Piper Perú	Jose Marcelo Allemant
Linares Abogados	Augusto Linares T., Augusto Linares M., Arturo Linares, Christian Linares
Muñiz Olaya Melendez Castro Ono & Herrera Abogados	Freddy Rojas Lopez
Silva Abogados	Fernando Silva La Rosa
Souza & Nakazaki	César Nakazaki
Yon Ruesta Sanchez Malago & Bassino	Roger Yon
RECOMMENDED	
Dentons	Claudio Cajina
Philippi, Prietocarrizosa Ferrero DU & Uria	Daniel Ramos
Santiváñez Antúnez Abogados	Juan José Santiváñez Antúnez
Seminario Sayan Abogados	Gustavo Seminario
Valverde, Morales & Marticorena	Vanessa Valverde, Julio Morales, Hugo Marticorena



Our analysis

BENITES, VARGAS & UGAZ ABOGADOS: INTERNATIONALLY RECOGNIZED CRIMINAL PRACTICE



José Ugaz

Key figures: José Ugaz,
Luis Vargas Valdivia,
Roberto Pereira

Established: 1996

Track record: The white-collar-crime team is routinely active and has an impressive client list, on which we find several banks such as Scotiabank Perú. Other clients include COSAPI S.A., Telefónica Group, Minsur, Corporación Pesquera Inca, Tasa, Kallpa Generación, Metro de Lima Línea 2 and Pacifico Vida Compañía de Seguros y Reaseguros.

Team & differentiation: The firm is the only Peruvian member of TRACE, one of the world's largest anti-bribery organizations. In 2019 they became the first Peruvian law firm to obtain the Clean Hands ("Manos Limpias") certification, issued by SMC Slovensko a.s., acknowledging the firm meets appropriate national and international ethical and transparency standards.

CARO & ASOCIADOS: ALWAYS ON THE WINNING SIDE



Dino Carlos Caro

Key figures:
Dino Carlos Caro,
Luis Miguel Reyna Alfaro

Established: 2005

Track record: Caro handles the white-collar-crime-related legal business of several large corporations from the mining, energy and oil sectors. Clients include Enagas Perú, Compañía Minera Volcan, Nexa Resources, Interbank, Summa Gold Corporation and los Portales. It is the first Peruvian firm to receive ISO 37001 certification.

Team & differentiation: Dino Carlos Caro is a name that always crops up when people talk about the best white-collar-crime lawyers in Peru. For years, his boutique has focused on white-collar crime matters, and it recently developed a practice area for dispute resolution. Caro is also active in compliance issues, and is the president of the Peruvian Compliance Association, which he founded.

CMB: CORTEZ, MASSA & BELLO ABOGADOS: ROBUST WHITE-COLLAR-CRIME AND COMPLIANCE SPECIALISTS



Luis Felipe Cortez

Key figures: Luis Felipe Cortez, Jorge Massa, Christian Bello

Established: 1995

Track record: The team has developed the criminal compliance programs of Las Bambas, Minsur, Los Portales, Abengoa, Colliers, Emusa. Several new clients were added to its portfolio last year, among them Minera Buenaventura, Procesadora Sudamericana, Schindler, BNP Paribas Cardiff, Tyspa, Famesa and US Olympic Committee.

Team & differentiation: Three partners, each with more than 20 years' experience, lead the firm, which provides a range of criminal litigation services has taken part in cases throughout the country. It also acts as 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: SPECIALIZING IN HIGHLY COMPLEX CRIMINAL LITIGATION



Fernando Silva La Rosa

Key figures:
Fernando Silva La Rosa

Established: 2004

Track record: Silva La Rosa's team handles highly diverse cases to do with economic, corruption and money laundering crimes before judicial and constitutional courts. Clients come from different industries such as mining, construction, finance and healthcare and include corporations, companies and national organizations, as well as individuals.

Team & differentiation: Fernando Silva has more than 20 years' experience in criminal law. Today, the boutique, which he founded 17 years ago, has four counsel, one associate and several other lawyers, paralegals and interns – more than 20 professionals in all. The team acts in cases before the judiciary and provides specialized consultancy services in criminal defense strategy.

SANTIVÁNEZ ANTÚNEZ: EXPERIENCED IN CRIMINAL LAW AND CIVIL LITIGATION



Juan José Santiváñez Antúñez

Key figures:
Juan José Santiváñez Antúñez,
Carlos Villafuerte

Established: 2017

Track record: The team, led by founder Santiváñez, has participated in civil, criminal, constitutional and administrative litigation, advising companies but also individuals, most of them members of different Government Departments. It has also been busy helping senior officials facing disciplinary tribunals.

Team & differentiation: Juan José Santiváñez Antúñez is an expert in litigation and is the firm's lead litigation practitioner for criminal, constitutional and disciplinary processes. Carlos Villafuerte heads the compliance practice. Five other lawyers, who variously specialize in criminal law, administrative, labor, constitutional and civil litigation and arbitration, complete the team.



METHODOLOGY

The criteria are:

- Recognition & reputation of the firm in its market
- Team size at partner and senior associate level; seniority and track record of partners
- Nature, quality and volume of matters handled by the firm
- Prestige, diversity and internationalization of the firm's client base
- Recent team expansions that have proved demonstrably successful

In the course of our research, we gather detailed information from diverse:

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.

PERU



INSURANCE LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Kennedys Peru	Marco Rivera Noya
Osterling Abogados	Enrique Ferrando, Gabriel Loli
EXCELLENT	
Miranda & Amado Abogados	Rafael Corzo
Quiroga & Barton Abogados	Manuel Quiroga Suito, Giancarlo Mandriotti, Victor Custodio, Jorge Acevedo
HIGHLY RECOMMENDED	
Estudio Mario Castillo Freyre	Mario Castillo
Miraglia & Miraglia Abogados	Claudia Miraglia
Richter Abogados	Pedro Richter
Rodrigo Elías & Medrano Abogados	Guillermo Puelles
RECOMMENDED	
Arbe Abogados	Omar Córdova Cordovi
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, Ursula Caro
VALUABLE PRACTICE	
Alfaro Legal	Omar Alfaro
Aramburú Castañeda Boero	Gustavo Ramos, Fernando Bermejo, Manuel Diego Aramburu
Daly, Otero, Flórez & Núñez Del Prado Abogados	Alonso Nuñez del Prado Simons
Estudio Olaechea	Cecilia Catacora, Manuel Villa-García, Jesús Matos
Llona & Bustamante Abogados	Juan Prado Bustamante
Philippi, Prietocarrizosa Ferrero DU & Uria	Leysser Leon
Rafael Prado I Litigio Judicial y Arbitral	Americo Hidalgo
Simons Boutique de Litigios y Arbitrajes	Adrian Simons, Verónica de Noriega
Vuskovic, Aramburu, Escalante & Asociados	Katerina Vuskovic Pérez

OSTERLING: RENOWNED DISPUTE RESOLUTION EXPERTS SPECIALIZING IN INSURANCE



Enrique Ferrando

Key figures: Enrique Ferrando, Gabriel Loli, Mauricio Martínez
Established: 1980

Track record: It's been a busy year for the team, with several ongoing arbitrations and a host of litigation cases. Clients include big names from from a wide array of sectors, including Rimac Seguros y Reaseguros, Cobra Peru, Los Portales, Inversiones Castelo Branco, Grupo Imagina, Lexmark International Peru, La Derrama Magisterial and La Positiva seguros y reaseguros.

Team & differentiation: Not only well known for its capabilities in judicial and arbitral procedures, the team benefits from deep, sector-specific knowledge in areas such as insurance, reinsurance, construction & engineering and energy. The knowhow they 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.

QUIROGA & BARTON: LEADING BOUTIQUE-LAW FIRM FOR INSURANCE AND REINSURANCE BROKING



Manuel Quiroga

Key figures: Manuel Quiroga, Giancarlo Mandriotti, Victor Custodio, Jorge Acevedo
Established: 2018

Track record: The team provides legal services to top players in the market, such as Aon Corporation, Willis Towers Watson, Marsh Rehder, Consejeros & Corredores de Seguros, foreign insurers/reinsurers, P&I Clubs and transnational loss adjusters such as Charles Taylor and Crawford. 2020's new clients include JEF Corredores de Seguros and South Re Corredores de reaseguros.

Team & differentiation: This young boutique, created in 2018 by the experienced Manuel Quiroga, has consolidated its position in the market and is fast becoming one of its leading boutiques in insurance and reinsurance broking. Its expertise includes not only regulatory and transactional matters, but also complex insurance claims related to the marine, energy, mining, construction, civil liability and healthcare sectors.



COMPLIANCE & FRAUD

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
EY Peru	Rafael Huaman
EXCELLENT	
Eduardo Herrera Velarde	Eduardo Herrera Velarde
Invextiga	Edmundo Lizarzaburu
PwC Peru	Nancy Yong
HIGHLY RECOMMENDED	
Bakertilly Peru	Luis Adolfo Meneses Romero
BDO Perú	Miguel Lopez de Romaña
Lima Law Consulting	Caridad Molina Ortega
Nucleus Consultores Partner	Elsa Huarcaya
Numa Consultoría	Roxana Elías
PKF Vila Naranjo	Renato Vila

STRATEGIC COMMUNICATION & CRISIS MANAGEMENT

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Apoyo Comunicación	Gabriel Ortíz de Zevallos, Bernardo Oliart
Llorente y Cuenca	Luis Miguel Peña
HIGHLY RECOMMENDED	
Adn Consultores	Mario Saldaña, Yvonne García
Azerta	Cayetana Aljovin, Alvaro Delgado
BCW Burson Cohn & Wolfe	Carolina Palacios
Chisac	Pedro Salinas, Freddy Chirinos
Efecto Estrategia Comunicaciones	César Cárdenas, David Hochstadter
Lupú & Asociados	Marco Antonio Lupú Campos
Métrica Comunicación	Pablo Cateriano
Paul Remy (Independent)	Paul Remy
Toc Asociados	Maribel Toledo-Ocampo



URUGUAY

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COMPLIANCE & FRAUD

Best Law Firms

The firms are ordered alphabetically

FIRM	KEY FIGURES
HIGHLY RECOMMENDED	
Bado Kuster Zerbino & Rachetti	Javier Fernandez
Bergstein Abogados	Guillermo Duarte
Bragard	Jean Jacques Bragard
Brum Costa Abogados	Leonardo Costa Franco
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 FIGURES
LEADING	
Quatromanos	Alvaro Amoretti
EXCELLENT	
Butler Posicionamiento & Comunicación	Alejandro Butler
Improft Casa De Comunicación	Daniel Laino
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 FIGURES
LEADING	
Chaves Bordes	Gustavo Bordes, Gaston Chaves
Estudio Jorge Barrera	Jorge Barrera
Gonzalo Fernandez Abogados	Gonzalo Fernandez
EXCELLENT	
Andrés Ojeda Abogados	Andrés Ojeda
Della Valle Balbi	Alejandro Balbi, Victor Della Valle
Molinari Gatto Cunéo Abogados	Pablo Donnangelo
Pereira Schurmann	Jorge Pereira Schurmann
HIGHLY RECOMMENDED	
AL&C Asesores Legales & Contables	Ignacio Durán, Gumer Perez
Fagundez & Asesores	Juan Fagundez
German Aller Abogados	German Aller
Macedo Abogados	Florencio Macedo
Scelza & Montano	Pedro Montano

JORGE BARRERA & ASOCIADOS: WHITE COLLAR EXPERTS



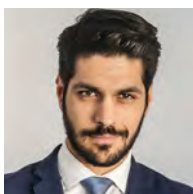
Jorge Barrera

Key figures: Jorge Barrera
Established: 1994

Track record: The firm specializes in criminal matters, civil responsibility and insurance law. Their services include representing clients in matters related to fraudulent crime, corporate criminal law, fraud, tax offenses and money laundering. Their client roster includes Mapfre, Sura, the doctor's union of Uruguay, RSA Seguros and Chubb Argentina, among others.

Team & differentiation: The team has extensive experience in criminal matters. The team's prestige is based on professional effectiveness and personalized service. Founding partner Jorge Barrera is praised for his experience handling very complex cases, and has participated in several cases of public interest.

ANDRÉS OJEDA ABOGADOS: RENOWNED WHITE COLLAR PRACTICE



Andrés Ojeda

Key figures: Andrés Ojeda
Established: 2011

Track record: the firm is involved in some of the most sensitive high-profile criminal cases in Uruguay. The team is very active in cases concerning money laundering, fraud, illicit enrichment and corruption. The client roster includes major national and international companies from a range of industries. The team also handles insurance law cases.

Team & differentiation: The firm has 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 so as to offer the best solutions for each case. Founding partner Andrés Ojeda is skilled at handling complex white-collar cases.



EUROPE

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BELGIUM

WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Allen & Overy	Joost Everaert
Dewandeleer & Gillard Advocaten	Dirk Dewandeleer, Benjamin Gillard
Stibbe	Hans Van Bavel
Vanderveeren, Thys, Wauters & De Nys	Pascal Vanderveeren
EXCELLENT	
Eubelius	Tom Bauwens
HFW	Emmanuel Roger France
Hirsch & Vanhaelst	Michèle Hirsch
Linklaters	Françoise Lefèvre
Monard Law	Christiaan Barbier
Tetra Law	Sabrina Scarnà
Verhaegen Walravens	Philippe Walravens
HIGHLY RECOMMENDED	
Arcas Law	Dirk Libotte, Joost Verlinden
Deloitte Legal	Jürgen Egger
Everest	Stijn De Meulenaer
Flhm Avocats	Adrien Masset
luxta Legal	Pierre Monville, Damien Holzapfel
Janson	François Koning
Lallemand Legros & Joyn	Vincent Bodson
Liedekerke	Magda Vandebotermet
Loyens & Loeffe	Olivier van der Haegen, Clémence Van Muylder*
Schmitz Jottrand Klees Gernay Risopoulos	Olivier Klees, André Risopoulos

*Senior Associate



INSURANCE LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Lydian	Hugo Keulers, Sandra Lodewijckx
Praxislaw	Luc De Caevel, Daniela Bergmans, Paul Depuydt, Philippe Leclercq
2 D'Hondt de Caritat & Partners	Régis D'Hondt, Éric Jacques, Thierry De Moor, Christophe van den Hove
Philippe & Partners	Denis Philippe, Marc Gouden, Pierre Moreau
Van Cutsem Wittamer Marnef & Partners	Bertrand Wittamer, Pierre Beyens, Jan Cuypers
EXCELLENT	
Allen & Overy	Tom Schoors
Altius	Alexander Hansebout, Jérôme Vermeylen
CMS	Carl Leermakers, Pierre-Axel Chabot, Virginie Frémat, Benoît Vandervelde
Estienne & Callewaert	Vincent Callewaert, Nicolas Estienne
Eubelius	Ignace Claeys, Jean-Marc Gollier
Janson	Paul-Henry Delvaux
Liedekerke	Olivier Vanden Berghe
NautaDutilh	Stan Brijs
Stibbe	Paul Van der Putten, Olivier Stevens
HIGHLY RECOMMENDED	
Arcas Law	Joost Verlinden
Buyle Legal	Jean Pierre Buyle
Flhm Avocats	Frédéric Leroy, Bernard Leroy
Monard Law	Koen Geelen
Ponet & Lvp	Wendy Verhees
Quinz	Vincent van Obberghen
Racine	Kathlien Vergels
Schoups	Marco Schoups, Siegfried Busscher, Bob Goedemé
Schuermans	Tom Hens, Luc Schuermans, Caroline van Schoubroeck, Kathleen Crommen

D'HONDT DE CARITAT & PARTNERS: LEADING INSURANCE EXPERTS



Régis D'Hondt

Key figures: Régis D'Hondt, Éric Jacques, Thierry De Moor and Christophe van den Hove
Established: 2007

Track record: With a profound knowledge in insurance law, medical negligence and malpractice, and product liability, D'Hondt de Caritat has become known as the go-to leading law firm within this industry. They have handled cases related to pharmaceutical negligence and personal injury. It is also worth noting that the firm has specialized in contract, commercial, and real estate law.

Team & differentiation: The firm is home to five partners, trilingual in Dutch, French and English. Headquartered in Brussels, it works with national and international companies alike. The law firm is one of the largest in Belgium to specialize in insurance law matters. Previously, they advised on the Heysel disaster, railway accidents, pollution cases and terrorist incidents.

VAN CUTSEM WITTAMER MARNEF & PARTNERS: SPECIALISTS IN INSURANCE & CONSTRUCTION LAW



Bertrand Wittamer

Key figures: Bertrand Wittamer, Pierre Beyens and Jan Cuypers
Established: 1977

Track record: With clients located in Belgium and around the world, the team has extensive involvement in the drafting and negotiation of insurance contracts, distribution of insurance products. Whether these contracts are contentious or not, its lawyers have remarkable experience in complex insurance law and coverage cases that include risk policies and disaster restoration.

Team & differentiation: Pierre Beyens has over 25 years' experience in liability and insurance, commercial, employment and social security law. Jan Cuypers focuses on insurance and torts law, primarily in defense of civil interests. Bertrand Wittamer handles disputes in insurance coverage and liability of companies in contamination, construction relating to trains, architecture, engineering and hacking.



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FRANCE

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COMPLIANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Hughes Hubbard & Reed	A. Gaustad, M. Huneke, M.-A. Nicolas, N. Tollet, B. Sillaman, K. Abikoff, O. Dorgans
Norton Rose Fulbright	Christian Dargham
White & Case	Ludovic Malgrain, Jean-Pierre Picca
EXCELLENT	
Antonin Lévy & Associés	Antonin Lévy, Ophélie Claude
August Debouzy	Benjamin van Gaver, Bernard Cazeneuve
Bougartchev Moyne Associés	Kiril Bougartchev, Emmanuel Moyne
Bredin Prat	Jean-Daniel Bretzner, Florian Bouaziz, Didier Martin, Éric Dezeuze, Guillaume Pellegrin, Eve Duminy
Clifford Chance	Thomas Baudesson, Charles-Henri Boeringer
Gide	D. Dimitrov, S. Scemla, A. Choffel, J.-P. Pons-Henry, E. Reille, B. Quentin
Latham & Watkins	Matthias Rubner, Myria Saarinen, Fabrice Fages, Adrien Giraud, Jacques-Philippe Gunther
Mayer Brown	N. Jalabert-Doury, K. B. Kramer, N. Kost de Sèvres, S. Eastwood, J. Sengupta, M. Sancovski
Quinn Emanuel Urquhart & Sullivan	Kami Haeri, Valérie Munoz-Pons
Skadden	J. Boucher, K. N. Maalouf, V. Autret, S. Koenigsberg, E. Robertson, R. Junck, E. Fisch, L.F. Randall
Taylor Wessing	Paul-Albert Iweins, Markus Asshoff, Evelyne Friedel, Gilles Amsallem
Vigo	Emmanuel Daoud
HIGHLY RECOMMENDED	
1 Allen & Overy LLP	Denis Chemla
Ayache Salama	F. Jourdan, M. Ayache, J. Andrez, C. André-Hesse, J. Messeca, F. Fuchs, G. de Kerviler, M. Pouget
Baker McKenzie	Éric Lasry, Iris Barsan
Bryan Cave Leighton Paisner	Cécile Terret, Constantin Achillas, Julie Catala Marty
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
Cohen-Tanugi Avocats	Laurent Cohen-Tanugi, Emmanuel Breen
De Gaulle Fleurance & Associés	Pierrick Le Goff
Dentons	Aurélien Chardeau
Franklin	Serge Durox, Myriam de Gaudusson, Patrick Thiébart, Hélène Lebon, Michel Sapin
GGV Avocats	Bénédicte Querenet-Hahn
Herbert Smith Freehills	Jonathan Mattout, Sergio Sorinas
Huc-Morel Labrousse Associés	Cédric Labrousse, Nicolas Huc-Morel, Julie Fréal-Saison
Jeanetet	Philippe Portier, Lorraine Donnedieu de Vabres-Tranié, Martine Samuelian, Frédéric Sardain



Jones Day	Bénédicte Graulle
Kramer Levin Naftalis & Frankel	Gilles Kolifrath, Hubert De Vauplane
Linklaters	T. Elkins, J.-C. Jaïs, A. Wachsmann, L. Vuidard, A. de La Cotardière, P. Debré
McDermott Will & Emery	Alexis Werl
Navacelle	Stéphane De Navacelle, Julie Zorrilla, Clémentine Duverne
Noëlle Lenoir Avocats	Noëlle Lenoir
Paul Hastings	Nicolas Faguer, Philippe Bouchez El Ghozi, Pierre Kirch, Nicola Bonucci, Camille Paulhac
Pech de Laclause Bathmanabane & Associés	N. Blanchenay, J.-F. Tréton, P. Bathmanabane, P. Pech de laclause, E. Gouesse, M. Anahory
Signature Litigation	Nicolas Brooke
Simmons & Simmons	Etienne Kowalski, Jacques-Antoine Robert, Alexandre Regniault
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
Bird & Bird	Thomas Oster, Ariane Mole, Merav Griguer, Cathie-Rosalie Joly
Boken	Antoine Beauquier, Franck Poindessault
Cleary Gottlieb Steen & Hamilton	Amélie Champsaur, Jean-Yves Garaud, Guillaume de Rancourt
Dechert	Karen Coppens, Jacques Sivignon, Laurent Martinet, Roger Burlingame
Feugère Avocats	William Feugère, Antoine Moizan
Guillemin Flichy	Alexis Guillemin, Thibault Guillemin, Stéphane Flichy
Kersus	Florence Richard, Jacques Dubourg
Pinsent Masons	Melina Wolman, Valérie Blandeau
Soulez Larivière & Associés	Daniel Soulez Larivière
Spitz Poulle Kannan	Jean-Baptiste Poulle, Arut Kannan, Nicolas Spitz
STAS & Associés	Caroline Toby, Renaud Semerdjian
Vasco Avocats	Christophe Curtelin, Bénédicte Demangeat
Visconti & Grundler	Benjamin Grundler
Willkie Farr & Gallagher	Dominique Mondoloni, Grégoire Bertrou
RECOMMENDED	
3Dtic Avocats	Dominique Dedieu
Altana	Philippe Goossens
Arago	Hervé Catteau
Aramis	Aurélien Condomines
Astrée Avocats	Isabelle Monin Lafin
Bass Mazon	François Mazon, Christophe Bass
Bonifassi Avocats	Stéphane Bonifassi
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
Duhamel	Jérémie Duhamel
Grenier Avocats	Patrice Grenier
King & Spalding	Ruxandra Lazar, Jean Tamalet
Lawint	Alexandre Diehl
Lazarègue Avocats	Alexandre Lazarègue
LPA-CGR Avocats	Alexandre de Konn
PwC Société d'Avocats	Hannes Scheibitz
Squire Patton Boggs	Stéphanie Faber
Verdun Verniole Avocats	Franck Verdun
VALUABLE PRACTICE	
Astaé Avocats	Philippe Ravisy
FMA Avocats	Olivier Laffitte
Impala Avocats	Julie Prost
Klaeser Avocats	Tatjana Klaeser
Lawins	Céline Lemoux, Julien Bessermann
RCCL Avocats	Thomas Charat



INTERNATIONAL & INTERNAL INVESTIGATIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Hughes Hubbard & Reed	K. Abikoff, M.-A. Nicolas, O. Dorgans, B. Sillaman, M. Huneke, N. Tollet, A. Gaustad, F. De Belloy
Norton Rose Fulbright	Christian Dargham
Skadden	E. Robertson, S. Koenigsberg, E. Fisch, V. Autret, J. Boucher, R. Junck, K. N. Maalouf, L. F. Randall
White & Case	K.J. Xylander, L. Malgrain, J. Pickworth, J.-P. Picca, D. Lew, B. Guo, S. Hershman
2 Allen & Overy	Denis Chemla
Antonin Lévy & Associés	Antonin Lévy, Ophélie Claude
Clifford Chance	Charles-Henri Boeringer, Thomas Baudesson
Herbert Smith Freehills	Jonathan Mattout, Sergio Sorinas
Navacelle	Stéphane De Navacelle, Clémentine Duverne, Julie Zorrilla
EXCELLENT	
1 August Debozy	Gilles August, Bernard Cazeneuve, Benjamin van Gaver, Astrid Mignon Colombet
Baker Mckenzie	Éric Lasry
Bougartchev Moyne Associés	Kiril Bougartchev, Emmanuel Moyne
Bredin Prat	Didier Martin, Eve Duminy, Éric Dezeuze, Jean-Daniel Bretzner, Florian Bouaziz, Guillaume Pellegrin
Cohen-Tanugi Avocats	Laurent Cohen-Tanugi, Emmanuel Breen
Gide	S. Scemla, B. Quentin, E. Reille, J.-P. Pons-Henry, D. Dimitrov, A. Choffel
Huc-Morel Labrousse Associés	Nicolas Huc-Morel, Cédric Labrousse, Julie Fréal-Saison
Kiejman & Marembert	Thierry Marembert, Georges Kiejman, Paul Le Fèvre
Mayer Brown	M. E. Lackey, N. Jalabert-Doury, N. Kost de Sèvres, K. B. Kramer, J. Sengupta, J.-P. Lambert, G. M. Parlovecchio
Quinn Emanuel Urquhart & Sullivan	Kami Haeri, Valérie Munoz-Pons
2 Bryan Cave Leighton Paisner	Constantin Achillas, David Père, Cécile Terret
Cabinet Maisonneuve	Antoine Maisonneuve, Patrick Maisonneuve, Bérénice de Warren
Delecroix Gublin	Alexis Gublin, Fabienne Delecroix
Jeanetet	Lorraine Donnedieu de Vabres-Tranié, Martine Samuelian, Philippe Portier
Jones Day	Bénédicte Graulle
Latham & Watkins	Matthias Rubner, Myria Saarinen, Fabrice Fages, Adrien Giraud, Jacques-Philippe Gunther
McDermott Will & Emery	Alexis Werl
Vigo	Emmanuel Daoud, Julie Ferrari, César Ghrénassia
Visconti & Grundler	Benjamin Grundler
Willkie Farr & Gallagher	Dominique Mondoloni, Grégoire Bertrou
HIGHLY RECOMMENDED	
1 Ayache Salama	F. Jourdan, M. Ayache, J. Andrez, C. André-Hesse, J. Messeca, F. Fuchs, G. de Kerviler, M. Pouget
Chemarin & Limbour	Matthias Guillou, Claudia Chemarin
Cleary Gottlieb Steen & Hamilton	Guillaume de Rancourt, Jean-Yves Garaud
CMS Francis Lefebvre Avocats	Jérôme Sutour
De Gaulle Fleurance & Associés	Pierrick Le Goff
Dechert	Karen Coppens, Roger Burlingame, Jacques Sivignon, Laurent Martinet
Feugère Avocats	William Feugère, Antoine Moizan
Guillemin Flichy	Alexis Guillemin, Thibault Guillemin, Stéphane Flichy
Hogan Lovells	Arthur Dethomas, Christelle Coslin
Paul Hastings	Philippe Bouchez El Ghozi, Nicolas Faguer, Pierre Kirch, Nicola Bonucci, Camille Paulhac
Signature Litigation	Nicolas Brooke
STAS & Associés	Caroline Toby, Renaud Semerdjian
Taylor Wessing	Markus Asshoff, Evelyne Friedel, Paul-Albert Iweins, Gilles Amsallem
Temime	Julia Minkowski, Hervé Temime, Corinne Dreyfus-Schmidt, Martin Reynaud, Léon Del Forno



2	Bonifassi Avocats	Stéphane Bonifassi
	Cohen & Gresser	Muriel Goldberg Darmon, Loïc Henriot
	Dentons	Aurélien Chardeau
	Franklin	Serge Durox, Myriam de Gaudusson, Patrick Thiébart, Hélène Lebon, Michel Sapin
	GGV Avocats	Bénédicte Querenet-Hahn
	Kersus	Florence Richard, Jacques Dubourg
	King & Spalding	Jean Tamalet
	Kramer Levin Naftalis & Frankel	Hugues Bouchetemple, Dominique Pénin, Hubert De Vauplane, Gilles Kolifraith
	Linklaters	A. de La Cotardière, T. Elkins, L. Vuidard, P. Zelenko, P. Debré, J.-C. Jaïs, M. Petitier, A. Wachsmann
	LPA-CGR Avocats	Alexandre de Konn
	Noëlle Lenoir Avocats	Noëlle Lenoir
	Pech de Laclause Bathmanabane & Associés	Philippe Pech de laclause, Emmanuel Gouesse, Arnaud Péricard, Catherine Popineau-Dehaullon
	Pinsent Masons	Melina Wolman, Valérie Blandeau
	Simmons & Simmons	Jacques-Antoine Robert, Etienne Kowalski, Alexandre Regniault
	Soulez Larivière & Associés	Capucine Lanta de Bérard
	Squair	Maria Lancri
RECOMMENDED		
	Altana	Philippe Goossens
	Aramis	Aurélien Condomines, Cédric de Pouzilhac
	Baro Alto	Caroline Joly, Géraldine Brasier Porterie, Pierrick Jupile-Boisverd
	Bird & Bird	Thomas Oster
	Boken	Antoine Beauquier
	Brown Rudnick	Ravinder Thukral
	Chaintrier Avocats	Cédric Putigny-Ravet
	Coat Haut De Sigy De Roux	Claire de Haut de Sigy, Julian Christen Coat, Louis-Marie de Roux
	Eversheds Sutherland	Déborah Attali, Dan Roskis, Louis-Narito Harada, Gaëtan Cordier
	Grandjean Avocats	Jean-Pierre Grandjean
	Grenier Avocats	Patrice Grenier
	Hérès Legal	Albert Janet
	J.p. Karsenty & Associés	Matthieu Chirez, Thomas Ricard, Clémence Colin, Jean-Philippe Arroyo
	PwC Société d'Avocats	Hannes Scheibitz
	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

BOUGARTCHEV MOYNE ASSOCIÉS: TAILOR-MADE SERVICES



Kiril Bougartchev

Key figures:
Kiril Bougartchev
and Emmanuel Moyne
Established: 2017

Track record: The Bougartchev Moyne Associés team has acquired deep experience in political-financial cases, often involving several foreign jurisdictions. Cases of note include defending a major Swiss bank and one of its executives being prosecuted in France for illegal bank canvassing and money laundering aggravated by tax fraud.

Team & differentiation: The lawyers position themselves as true partners to their clients and together form a high-performance team capable of achieving the objectives they set themselves. They handle each case with the utmost precision and provide customized advice. The team can devote all their energy to finding innovative solutions thanks to the firm's flexible and independent make-up.

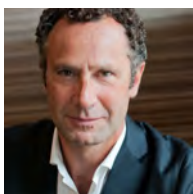
FINANCIAL FRAUD

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Accuracy	Jean-Baptiste de Courcel, Christophe Schmit, Frédéric Loeper
Deloitte Consulting	Karl Payeur, Cyril Naudin
KPMG	Jean-Luc Guitera, Jean-Marc Lefort
PwC	Fabienne Borde, Jean-Louis Di Giovanni
EXCELLENT	
Duff & Phelps	Hannah Rossiter, Carine Tourneur, Jacques Giard, Robin Lesage
Eight Advisory	Céline Leroy
EY FRANCE	Antoinette Gutierrez-Crespin
Novaminds	Christine Wrucka
HIGHLY RECOMMENDED	
BDO France	Arnaud Naudan, Anne-Catherine Farlay
EXCO PARIS ACE	Alain Auvray, Emmanuel Charrier, Arnaud Dieumegard
Fip France Sas	Marc Hürner, Hervé Zany
Forensic Risk Alliance	Weng Yee Ng, Yousr Khalil, Toby Duthie, Charlie Patrick
Mazars	Luc Marty, François Nogaret
OCA	Mikaël Ouaniche, Constance Monnier-Schlumberger, Pierre Fleckinger
RECOMMENDED	
Abergel & Associés	Romain Lobstein
Finexsi	Christophe Lambert, Lucas Robin, Olivier Péronnet, Olivier Courau, Jean-Marc Brichet
FTI Consulting	Stéphanie Lhomme, Jean-Marie Duniau
Ledouble	Agnès Piniot, Hervé Gouthier, Olivier Cretté
Ricol Lasteyrie Conseil	René Ricol, Gilles de Courcel, Jean-Charles de Lasteyrie, Philippe Steing, Marie Glomet
Walter France	Florent Pinard

ACCURACY: AN EXPERT, MULTIDISCIPLINARY APPROACH TO COMPLIANCE SERVICES



Frédéric Loeper

Key figure: Frédéric Loeper
Established: 2004

Track record: Accuracy supports large corporations and businesses, notably from CAC 40 in the subject of investigations connected to suspicion of corruption, asset embezzlement, deflection of deals, and financial fraud, with problems concerning the proof processing. The team has a multitude of skills at disposal regarding compliance and fraud risk management thanks to its highly qualified experts.

Team & differentiation: The independent law firm guarantees optimal security regarding the security of data notably in the subject of “e-discovery”. In each forensic dossier, the teams have access to millions of data that they manage with the help of artificial intelligence algorithms. Thanks to these tools, Accuracy obtains and identifies key information, even when it's imbedded in thousands of other data.



CYBER FRAUD & E-DISCOVERY

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 EY France	Antoinette Gutierrez-Crespin
PwC	Fabienne Borde, Jean-Louis Di Giovanni, Thomas Estève
2 Forensic Risk Alliance	Frances McLeod, Britt Endemann, Greg Mason
EXCELLENT	
Accuracy	Rick Barker
Deloitte Consulting	Karl Payeur
Devoteam	Renaud Templier
FTI Consulting	Thomas Sely
KPMG	Jean-Luc Guitera, Jean-Marc Lefort
Kroll	Béchir Mana, Louis-David Magnien
Novaminds	Nicolas Vetriak
Orange Cyberdefense	Michel Van Den Berghe
HIGHLY RECOMMENDED	
BDO France	Arnaud Naudan, Anne-Catherine Farlay
Lerti	Virginie Joly-Strobel
Mazars	François Nogaret
RSM france	Jean-Philippe Bernard, Jean-Philippe Isemann
RECOMMENDED	
Consilio	Andy Macdonald
I-Tracing	Théodore-Michel Vrangos, Laurent Charveriat
SM Conseils	Serge Migayron



CLAIMS & INSURANCE LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 HFW	Pauline Arroyo, Olivier Purcell, Guillaume Brajeux, Iris Vögeding
HMN & Partners	J. Vogel, S. Xerri-Hanote, S. Ndiaye, B. Mettetal, G. Honig, E. Sorribes, C. Derache, N. Finkelstein
2 Clyde & Co	Gildas Rostain, Maylis Casati-Ollier, Rozenn Lopin, David Méheut
Kennedys	Nicolas Bouckaert, Aurélie Cadain, Alexis Valençon, Christian Bouckaert
Moureu Associés	Stéphanie Luttringer, Philippe El Fadl, Christine Liaud, Xavier Lebrasseur
Ormen Passemard-Orpa Legal	Rémi Passemard, Pascal Ormen
PHPG	Jean-Marie Prael, Jean-Baptiste Payet-Godel, Françoise Hecquet
Raffin & Associés	M. Patrimonio, G. Regnault, P. Le Touarin-Laillet, L. Cazelles, C. Raffin-Patrimonio, F. de Cosnac
Soulié & Coste-Floret	Jean-Marie Coste-Floret, Mohamed Zohair, Bénédicte Esquelisse, Valérie Le Bras
EXCELLENT	
1 BFPL Avocats	Arnault Buisson-Fizellier, François Berbinau, Christophe Pech de Laclause
DAC Beachcroft France AARPI	Vladimir Rostan d'Ancezune, Christophe Wucher-North
Dbg Legal	Jean-François Delrue, Etienne Boyer, Alexandre Gadot
EBA Endrös-Baum Associés	M. Bennaim, F. Endrös, C. Lustin-Le Corre, M. de Vaublanc, M. Mazaud, T. Jakobs, A. Sprengel
Gide	Richard Ghuldre, Capucine Bernier
Hascoët & Associés	Julie Verdon, Catherine Dupuy
Hertslet Wolfer & Heintz - HW&H	Michel Wolfer, Béatrice Deshayes, Dominique Heintz
Signature Litigation	Emmanuèle Lutfalla, Thomas Rouhette
Squire Patton Boggs	Valérie Ravit, Antoine Adeline, Carole Sportes, Marie-Aimée Peyron
Taylor Wessing	Philippe Glaser, Pierre-Olivier Leblanc
2 Adrien & Associés	Christophe Adrien, Lorraine Duzer, Florent Salesses, Florent Schapira
August Debouzy	Alexandra Cohen-Jonathan
Beldev	Michel Bellaiche, Emmanuelle Devin, Louise Fourcade, Marine Chevallier-Meric
Carakters	Xavier Marchand
Dizier & Associés	Arnaud Dizier
DWF	Romain Dupeyré, Florence Karila
Huglo Lepage Avocats	Corinne Lepage
Lambard & Associés	Laurence Maillard, Nathanaël Rochard, Christian Lambard, Fabrice Hagège
Lmt Avocats	Alexandre Gruber, Nathalie Sinavong
LPA-CGR Avocats	Gilles Gassenbach, Alexia Eskinazi
Ngo Jung & Partners	Grégory Levy, Pierre Jung, Philippe Bernard
Rome Associés	Juliette Mel, Arnaud Rogel
Simmons & Simmons	Alexandre Regniault, Jacques-Antoine Robert, Etienne Kowalski, Quentin Charluteau
HIGHLY RECOMMENDED	
1 Altana	Pierre-Gilles Wogue, Frédéric Manin, Mickaël D'Allende, Valérie Lafarge-Sarkozy, Gilles Gaillard
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
Cabinet Cavoizy	Renaud Cavoizy
Chatain & Associes	Antoine Chatain, Dominique Ham, Thomas de Boysson
Comolet-Zanati	Marylise Comolet, Stanislas Comolet, Eric Mandin, Jean-Marc Zanati, Gilbert Comolet
Cornet Vincent Ségurel	Alban Pousset-Bougère
Courrégé Foreman	Mauricia Courrégé, Simon Foreman



De Angelis & Associés	François-Xavier de Angelis, Alain de Angelis, Benoît Bardou
Dentons	Bart Legum, Séverine Hotellier
DLA Piper	Bruce Mee, Vonnick Le Guillou
Frêche & Associés	Hugues Vignon, Julien Lampe, Emmanuelle Morvan, Alain Frêche
Grenier Avocats	Patrice Grenier
Hogan Lovells	Christelle Coslin, Christine Gateau
Houle	Yannick Houle, Alexis Sobol
Normand & Associés	Ralph Boussier, Juliette Barré, Gilles Cariou, Charlotte Cret
Norton Rose Fulbright	Bénédicte Denis, Christian Dargham
Paetzold Avocats	Stephan Paetzold
Reed Smith	Benoît Charot, Daniel Kadar
Rieuneau Avocats	Charlotte Machtou, Maud Chamoux, Sylvain Rieuneau
Stephenson Harwood	Barthélemy Cousin, Nicolas Demigneux
Trillat & Associés	Pascal Trillat, Inès Beltrami, Alexandra Jaillant-Corcus
2 APG Avocats	Jean-Marie Gazagnes, Gilbert Parleani
Avox	Jean-Marc Perez, Vincent Niderprim
Boken	Franck Poindessault
Burguburu Blamoutier Charvet & Associés	Jean-Michel Bonzom, Marie Burguburu, Agnès Goldmic
De Gaulle Fleurance & Associés	Louis De Gaulle, Luc Grynbaum, Vanessa Ruffa
DS Avocats	Safine Hadri
Eversheds Sutherland	Rémi Kleiman
Gowling WLG	Frédéric Dereux, Philippe Rousseau
Herald	Christophe Bourdel, Pierre-Yves Rossignol, Bruno Quint, Emmanuelle Cardon
Jones Day	Ozan Akyurek
Karila & Associes	Jean-Pierre Karila, Laurent Karila
Kramer Levin Naftalis & Frankel	Gilles Kolifrath, Reid Feldman, Guillaume Forbin
Leno Avocats	Béatrice Fleuris, Laura Dubois
Lincoln Avocats Conseil	Hugues Arnaud, Guillaume Aksil
LPLG & Associés	Jean-Jacques Le Pen
Meneghetti Avocats	Patrick Meneghetti
PDGB	Jean Marie Gueguen, Bertrand Jardel, Philippe Julien, Marie Albertini
Pech de Laclause Bathmanabane & Associés	Catherine Popineau-Dehaillon
Pennec & Michau	Goulwen Pennec, Clément Michau
Racine	Émilie Buttier, Annie Berland, Emmanuelle Menard, Jean-Pierre Hounieu
RCB - Bykoff et Couturier	Alain Couturier, Margareth Bykoff
Reinhart Marville Torre	Agathe Moreau
SCP Evelyne Naba & Associés	Delphine Aberlen, Emmanuelle Bock, Evelyne Naba
Squadra Avocats	Solën Guezille
Stream	Alexandre Besnard, Jérôme de Sentenac, Vy-Loan Huynh-Olivieri
Tesla Avocats	Philippe Savatic
Teynier Pic	Pierre Pic, Anne-Sophie Tonin
RECOMMENDED	
Aristee	Marine Guguen, Sophie de La Brière, Bertrand Baguenard
Armfelt	Patricia Ghozland
Awkis	Anne-Sophie Pia
Baker Mckenzie	Éric Borysewicz
Belovetskaya Avocats	Daria Belovetskaya
Cheysson Marchadier & Associés	Bernard Cheysson
Courteaud-Pellissier	Joyce Labi, Gilles Roumens, Bertrand Delcourt, Dominique Raynard



▶ De Pardieu Brocas Maffei	Barbara Lévy, Paul Talbourdet, Dominique Lefort
Duclos, Thorne, Mollet-Viéville & Associés	Magali Thorne, Lin Nin
FTPA Avocats	Robert Corcos
Gibson Dunn	Éric Bouffard, Jean-Pierre Farges
Godin Associés	Olivier Decour
J.p. Karsenty & Associés	Paul Ricard, Thomas Ricard
Keras Avocats	Gilles Grardel, Laurent Heyte, Philippe Chaillet
Laude Esquier Champey	Richard Esquier
LBEW Avocats	Béatrice Witvoet, Frédérique Le Berre, Axel Engelsen
Lerins & BCW	Laurent Bernet, Antoine A. Camus, Arnaud Picard, Elsa Rodrigues
Neraudau Avocats	Bertrand Neraudau
Nerio Avocats	Marine Duponcheel
Picart	Cynthia Picart
RBM2L	Patrice Rembauville-Nicolle
Realyze	Christofer Claude
Reibell Associés	Franck Reibell
Richemont - Nicolas & Associés	Christophe Nicolas, Henri de Richemont
Roiné & Associés	Jean-Louis Roiné, Nathalie Roiné, William Fumey
Selene Avocats	Laurent Archambault
Thomas Cooper	Christophe Hunkeler, Dani Allan
Torregano Avocats	Pierre Torregano
Vianova Avocats	Joanna Sobczynski, Caroline Gayraud-Marty
Vigo	Christine Carpentier
VALUABLE PRACTICE	
Alter Via Avocats	Catherine Pouzol
Cabinet Beaumont	Brigitte Beaumont
Fieldfisher	Brigitte Daille-Duclos
Jung Avocats Associés	Jean-François Zengerle
Meridian Avocats	Xavier Desnos, Olivier Delsupexhe
Meyer Fabre Avocats	Damien Devot, Nathalie Meyer Fabre
Sekri Valentin Zerrouk	Anne Dumas-L'Hoir
Stehlin & Associés	Marc-Pierre Stehlin

ORMEN PASSEMARD – ORPA LEGAL: HIGHLY ACTIVE IN INDUSTRIAL ACCIDENT CASES



Pascal Ormen

Key figures: Pascal Ormen, Rémi Passemard
Established: 2004

Track record: Being very present on corporate risks matters, the firm regularly assists insurers and industrialists from the construction, distribution, and banking sectors. It often intervenes in cases of major industrial accidents, implementation of guarantees for payment defaults and industrial risk management.

Team & differentiation: The independent firm has a human-sized team capable of promptly satisfying the needs of its clients. It combines its perfect knowledge of the industry with its in-depth expertise in insurance law, in both advisory and litigation matters. The partners are also active in advising on the regulation of the insurance sector.

EBA – ENDRÖS-BAUM ASSOCIÉS: IN-DEPTH EXPERIENCE OF CROSS-BORDER BUSINESS



Florian Endrös

Key figures: Florian Endrös
Established: 2007

Track record: Recognized for its in-depth knowledge of industrial risk and insurance litigation, the firm advises insurance companies, manufacturers in innovative sectors as well as medical devices. It is active in the field of renewable energy (solar, hydraulic, wind, hydrogen) and is strengthening its activity in alternative dispute resolution solutions.

Team & differentiation: The team distinguishes itself by its multiculturalism and multilingualism which facilitates the resolution of communication issues and understanding problems in complex international and cross-border cases. The firm opened an office in Marseille, France in 2019 to develop its activity in maritime and local industrial law.

INSURANCE & LIABILITY LITIGATION: AVIATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Clyde & Co	Maylis Casati-Ollier, Fabrice Pradon, Grégory Laville de la Plaigne
Courrégé Foreman	Mauricia Courrégé, Simon Foreman
DLA Piper	Vonnick Le Guillou
HMN & Partners	Gérard Honig, Simon Ndiaye, Caroline Derache
Squire Patton Boggs	Carole Sportes
EXCELLENT	
Allen & Overy	Denis Chemla
Chevrier Avocats	Jean Chevrier, Lionel Guijarro, Isabelle Lelieur, Thierry Mazoyer
HFW	Pierre Frühling, Timothy Clemens-Jones, Jean-Baptiste Charles
Hogan Lovells	Christelle Coslin
Kennedys	Christian Bouckaert, Aurélia Cadain, Nicolas Bouckaert
LPLG & Associés	Jean-Jacques Le Pen
Ormen Passemard-Orpa Legal	Rémi Passemard, Pascal Ormen
Signature Litigation	Thomas Rouhette
HIGHLY RECOMMENDED	
Adrien & Associés	Christophe Adrien, Lorraine Duzer
Boken	Franck Poindessault
FTPA Avocats	Nathalie Younan, Robert Corcos, Rajeev Sharma Fokeer, Serge-Antoine Tchekhoff
Gide	Jonathan Rubinstein
Leno Avocats	Laura Dubois, Béatrice Fleuris
Normand & Associés	Ralph Boussier
RBM2L	Patrice Rembauville-Nicolle
Realyze	Christofer Claude
Reed Smith	Ana Atallah, Andrew Tetley
Selene Avocats	Laurent Archambault
Soulez Larivière & Associés	Daniel Soulez Larivière
STAS & Associés	Renaud Semerdjian, Christophe Ayela
Stream	Vy-Loan Huynh-Olivieri
RECOMMENDED	
Bhm Penlaw	Henry Page
Bird & Bird	Marion Barbier, Jean-Claude Vecchiatto
Bourayne & Preissl	Sigrid Preissl, Cyril Bourayne
D'Alverny Avocats	Hubert d'Alverny, Henri-Joseph Trémolet de Villers
Dechert	Jacques Sivignon, Xavier Nyssen
Gilles Khaïat	Gilles Khaïat
LBEW Avocats	Axel Engelsens, Frédéricque Le Berre, Béatrice Witvoet, Carole Lawson
Lmt Avocats	Pierre-Yves Guérin, Alexandre Gruber
Norton Rose Fulbright	George Paterson, Marc Hamilton
Sekri Valentin Zerrouk	Anne Dumas-L'Hoir
Vovan & Associés	Patrick Vovan



INSURANCE & LIABILITY LITIGATION: ROAD & RAIL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Clyde & Co	Gildas Rostain, Rozenn Lopin
HFW	Olivier Purcell, Guillaume Brajeux, Stéphanie Schweitzer, Jean-Baptiste Charles
Stream	Vy-Loan Huynh-Olivieri, Jérôme de Sentenac, Mathieu Croix
EXCELLENT	
Dbg Legal	Etienne Boyer, Alexandre Gadot
Dizier & Associés	Arnaud Dizier
HMN & Partners	Simon Ndiaye, Gérard Honig, Caroline Derache
Lmt Avocats	Alexandre Gruber, Pierre-Yves Guérin
Neige Avocats	Sylvie Neige
Soulié & Coste-Floret	Jean-Marie Coste-Floret, Mohamed Zohair, Bénédicte Esquelisse
Thomas Cooper	Christophe Hunkeler, Dani Allan
HIGHLY RECOMMENDED	
1 Bourayne & Preissl	Sigrid Preissl, Cyril Bourayne
Cornet Vincent Ségurel	Alban Pousset-Bougère, Cécile Létang
Herald	Pierre-Yves Rossignol, Christophe Bourdel
Kennedys	Aurélia Cadain
Kramer Levin Naftalis & Frankel	Reid Feldman
Lambard & Associés	Nathanaël Rochard, Laurence Maillard, Fabrice Hagège, Christian Lambard
LBEW Avocats	Frédéricque Le Berre, Axel Engelsens, Béatrice Witvoet
Leno Avocats	Béatrice Fleuris
LPA-CGR Avocats	Gilles Gassenbach, Alexia Eskinazi
Ormen Passemard-Orpa Legal	Pascal Ormen, Rémi Passemard
Pennec & Michau	Goulwen Pennec, Clément Michau
Racine	Émilie Buttier, Annie Berland, Jean-Pierre Hounieu
Reed Smith	Ana Atallah, Andrew Tetley
Richemont - Nicolas & Associés	Christophe Nicolas, Henri de Richemont
Squire Patton Boggs	Marie-Aimée Peyron
Villeneuve Rohart Simon & Associés	J.-S. Rohart, P. Simon, B. Pincemin, B. Coste, S. Lootgieter, C. De Corbière
2 Burguburu Blamoutier Charvet & Associés	Jean-Michel Bonzom, Marie Burguburu, François-Xavier Charvet, Agnès Goldmic
Cabinet Beaumont	Brigitte Beaumont
Courrégé Foreman	Mauricia Courrégé, Simon Foreman
Godin Associés	François Citron, Olivier Decour
Grenier Avocats	Patrice Grenier
Hertslet Wolfer & Heintz - HW&H	Béatrice Deshayes
J.p. Karsenty & Associés	Paul Ricard, Thomas Ricard
Laroque & Associés	Hervé Laroque
Lewis & Co	Lars Lewis, Peter Iglkowski, Guillaume de Bascher, Leïla Esnard
Lexance Avocats	Morgane Hanvic, Cécile Tailleped
Lexcase	Alain De Belenet
Nerio Avocats	Éric Deprez, Alain Salgado
Paetzold Avocats	Carsten Heisig, Stephan Paetzold
Pech de Laclause Bathmanabane & Associés	Catherine Popineau-Dehaullon

INSURANCE & LIABILITY LITIGATION: SHIPPING

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Clyde & Co	Gildas Rostain, Rozenn Lopin
HFW	Stéphanie Schweitzer, Stanislas Lequette, Guillaume Brajeux, Timothy Clemens-Jones, Olivier Purcell
Richemont - Nicolas & Associés	Christophe Nicolas, Henri de Richemont
Stream	V.-L. Huynh-Olivieri, M. Croix, J. de Sentenac, A. Besnard, L. Ribes, F. D'Haussy
Villeneuve Rohart Simon & Associés	S. Lootgieter, B. Pincemin, P. Simon, J.-S. Rohart, B. Coste, C. De Corbière
EXCELLENT	
Godin Associés	Olivier Decour
HMN & Partners	Simon Ndiaye
Huglo Lepage Avocats	Christian Huglo, Corinne Lepage
Laroque & Associés	Hervé Laroque
LBEW Avocats	Béatrice Witvoet, Axel Engelsens, Frédéricque Le Berre
Lewis & Co	Guillaume de Bascher, Leïla Esnard, Peter Iglkowski, Lars Lewis
Reed Smith	Ana Atallah, Andrew Tetley
Stephenson Harwood	Barthélemy Cousin, Nicolas Demigneux
Thomas Cooper	Christophe Hunkeler, Dani Allan
HIGHLY RECOMMENDED	
Bhm Penlaw	Henry Page
Bourayne & Preissl	Cyril Bourayne, Sigrid Preissl
Burguburu Blamoutier Charvet & Associés	Jean-Michel Bonzom, Marie Burguburu, François-Xavier Charvet, Agnès Goldmic
Choisez & Associés	Stéphane Choisez
Dagorne et Huchet	Claude Huchet, Jean-Pierre Dagorne
Houle	Yannick Houle
Kennedys	Aurélia Cadain
Leno Avocats	Béatrice Fleuris
Lmt Avocats	Alexandre Gruber, Pierre-Yves Guérin
Meyer Fabre Avocats	Nathalie Meyer Fabre, Damien Devot
Normand & Associés	Charlotte Cret, Ralph Boussier
RBM2L	Patrice Rembauville-Nicolle
Schmill & Lombrez	Erik Schmill, François Lombrez
Taylor Wessing	Pierre-Olivier Leblanc
Trillat & Associés	Pascal Trillat
Watson Farley & Williams	Laurence Martinez-Bellet, Alexia Russell

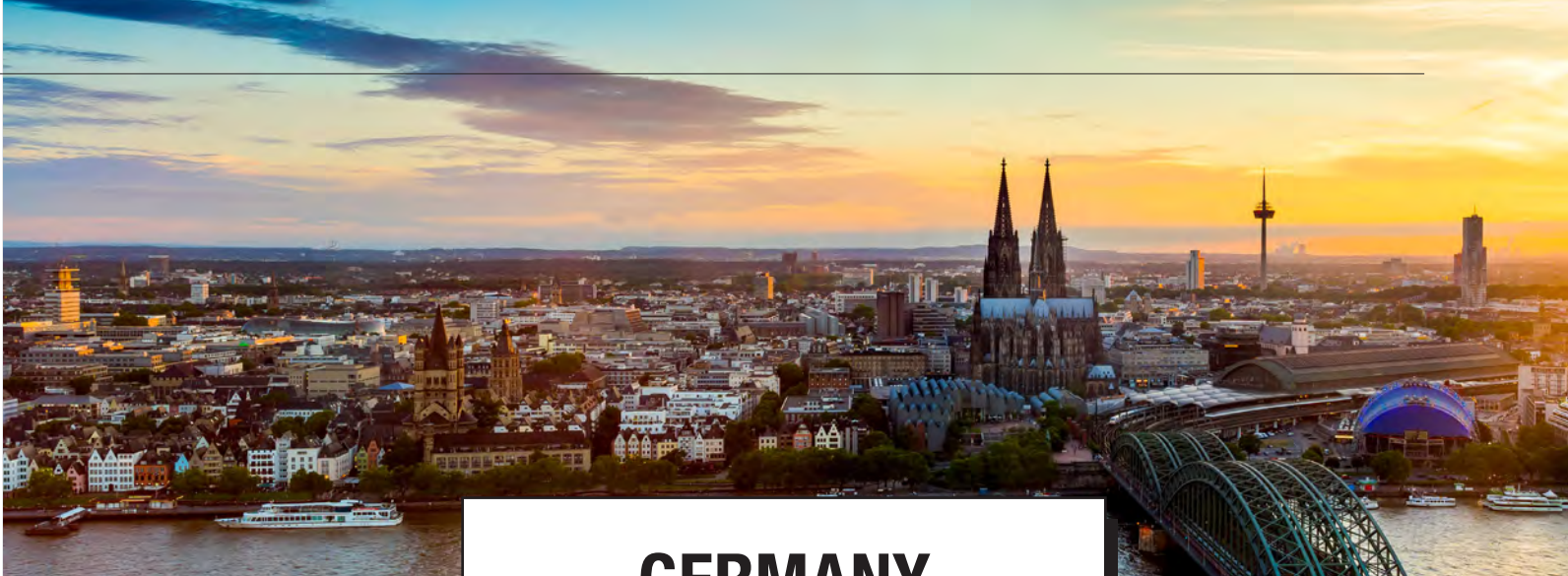


INSURANCE

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 CPA Experts	A. Larcher-Bourveau, P. Bousquet-Jacq, B. Perrot, B. Nguyen-Khac, E. David, B. Jourdain
Naudet	V. Grouchko, D. Brossais, B. Hébert, F. Savagner, F. Caloni, J.-F. Chapelle
TGS x GMC	J. Do Nascimento, B. Ducassou, B. Grandury, P. Donaint, O. Richard, P. Azoulay, E. Milhomme
2 Cerutti Experts	Ludovic Cerutti, Siegfried Weber, Renaud Soulier
Ciblexperts	Marc Bontemps
Equad	Serge Le Roi, Nathalie Rey, Franck Desplanches, Yann Le Dantec, Frédéric Moriez
Erget Groupe	P.-Y. Surcouf, C. Brière, B. Belloeuvre, N. Pages, L. Redier, M. Thinnes, W. Van Gompel
Real I.F.C.	Renaud Jacquier, Alain Courtet, Christophe Fournial
Saretec	Philippe Tromson, Jean-Vincent Raymondis, Dominique Delmas
Sedgwick France	Nathanaël Veracruzse, Évelyne Boyer, Sami Challakh, Carol Etchebarne, Christophe Friang
Vering	R. Desponge, O. Cretinon, T. Stagnara, B. Perdriau, P. Coulon, O. Boniface, P. Stofft
EXCELLENT	
Apex	Didier Juilliart, Julien Didi, Rémi Albert
Cabinet Cochard Associés	Jean-François Cochard
Chem-In Expertises	Denis Chemin
DB Expertise	Jérôme Brazillier, Sylvain Dadure
Groupe CET	P. Bonte, P. Egg, P. Menu, O. Dajoux, N. Le Meur, M. Jacinto, G. Roguet, G. Meunier, M. Lafontaine
Ixi Groupe	Jean-Jacques Laubeuf, Yann Bocquillon, Denis Herviou, Bruno Boudjlal
LVS Expertise	Xavier Van Der Haegen, Jean Philippe Sabatier, Didier Le Fèvre
Polyexpert	Emmanuel Géli, Jean-Luc Pauget, Olivier Caniou
Volvaria	Eric Kotolevsky
HIGHLY RECOMMENDED	
Altec	Alain Chanut
Cabinet Hudault	Didier Hudault
CDH Expertises	Nathalie Huguet, Philippe Baudin, Richard Dutot, Nicolas Saint-Jalmes
CI Surveys	Fabrice Levesque
Eurexo (Groupe Prunay)	Patrick Weil, Thierry Sinquin, Valérie Berthereaux
Exppass	Michel Passemard
Hintze Devouassoux Experts	Bruno Hintze, Jean Marc Devouassoux
IES (Insurance Engineering Services)	Alexandre Adam, Daphné Naudy, Pierre-Emmanuel Rigal
MG Tech	Christian Mayen
Union D'Experts (Rc Labouze)	Pierre Labouze
RECOMMENDED	
Algor Expertises	Yves Peytavin, Bernard Gagnadoux, Jean-Marie Estoup
Cerec Conseil	Olivier Cretinon
J.p. Clerc & Associés	Jean-Pierre Clerc
Meridien Conseil	Roland Couvreur
Position	Patrice Dutru



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GERMANY

COMPLIANCE & WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Clifford Chance	Heiner Hugger
Freshfields Brukhaus Doringier	Norbert Nolte
EXCELLENT	
Baker McKenzie	Andreas Lohner
DLA Piper	Christian Schoop
Hogan Lovells	Sebastian Lach
Linklaters	Robert Henrici
Noerr	Torsten Fett
White & Case	Nils Clemm
HIGHLY RECOMMENDED	
CMS Hasche Sigle	Harald Potinecke
Feigen Graf	Hanns Feigen, Walther Graf
Gleiss Lutz	Christian Steinle
Krause & Kollegen	Daniel Krause
Pohlmann & Cie	Andreas Pohlmann
VBB	Renate Verjans
Wessing & Partner	Jürgen Wessing
RECOMMENDED	
1 Allen & Overy	Jan Erik Windthorst
Beiten Burkhardt	Jörg Bielefeld, Thomas Lambrich
Dr. Felix Dörr & Kollegen	Felix Dörr
Hengeler Mueller	Constantin Lauterwein
Herbert Smith Freehills	Dirk Seiler
Knierim & Kollegen	Thomas Knierim
Luther	André Große Vorholt





▶	Oppenhoff	Jürgen Hartung
	Simmons & Simmons	Hans-Hermann Aldenhoff
	Skadden, Arps, Slate, Meagher & Flom	Bernd Mayer
2	FS-PP	Niklas Auffermann
	Gazeas Nepomuck	Nikolaos Gazeas, Lutz Nepomuck
	Heuking Kühn Lüer Wojtek	André M. Szesny, Thomas Wambach
	Ignor & Partner	Björn Krug
	Dr. Kai Hart-Hönig	Kai Hart-Hönig
	Orth Kluth	Markus Berndt
	Park	Tido Park
	Prof. Dr. Holger Matt	Holger Matt
	Redeker Sellner Dahs	Bernd Müssig
	Thomas Deckers Wehnert Elsner	Anne Wehnert, Sven Thomas*
	Tsambikakis & Partner	Michael Tsambikakis
	Ufer Knauer	Florian Ufer
	WilmerHale	Jan Wendler

* Of counsel

CLIFFORD CHANCE: LONGSTANDING LEADER IN COMPLIANCE



Heiner Hugger

Key figure: Heiner Hugger
Established: 1949

Track record: Clifford Chance was one of the first firms to operate a white-collar and compliance team, which was established 15 years ago. The law firm represents clients in criminal proceedings relating to administrative fines, data protection matters, money laundering and other penalties. In addition, it also performs international investigations and advises on compliance and anti-fraud measures.

Team & differentiation: With offices located in Dusseldorf, Munich and Frankfurt, the team is headed by Heiner Hugger who is recognized for his knowledge, reputation, and expertise in the German market. The white-collar and compliance team works for clients primarily from back and technological companies as well as those in the pharmaceutical and healthcare industries.



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



INSURANCE LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
BLD Bach Langheid Dallmayr	Theo Langheid, Björn Seitz, Carsten Hösker
DLA Piper	Gunne Bähr, Ludger Giesberts
Hengeler Mueller	Daniel Wilm, Carl-Philipp Eberlein
EXCELLENT	
Allen & Overy	Jan Schröder
Clyde & Co	Tanja Schramm, Henning Schaloske
CMS Hasche Sigle	Winfried Schnepf
Heuking Kühn Lüer Wojtek	Herbert Palmberger, Rüdiger Schnung
Hogan Lovells	Christoph Küppers
Linklaters	Wolfgang Krauel, Frederik Winter
Wilhelm	Mark Wilhelm, Lars Winkler
HIGHLY RECOMMENDED	
1 Clifford Chance	Thomas Krecek
Freshfields Bruckhaus Deringer	Wessel Heukamp
Gleiss Lutz	Ingo Brinker, Rainer Loges
Graf Von Westphalen	Tobias Lenz, Mike Weitzel
Noerr	Thomas Heitzer, Helmut Katschthaler
Norton Rose Fulbright	Andreas Börner, Eva-Maria Barbosa
Thümmel Schütze & Partner	Roderich Thümmel
White & Case	Christian Wirth
2 Bock Legal	Dirk Schmitz, Stefan Bank
Dr. Eick & Partner	Michael Burmann, Rainer Heß
Eisenmann Wahle Birk & Weidner	Tilo Wiech
Fiedler Cryns-Moll Jüngel	Björn Fiedler
Glauber & Partner	Britta Hannemann
Oppenhoff & Partner	Peter Klappich
Patzina Lotz	Thorsten Lotz
Taylor Wessing	Gunbritt Kammerer-Galahn

BACH LANGHEID DALLMAYR: TOP-TIER INSURANCE LITIGATION PRACTICE



Rainer Büsken

Key figures: Rainer Büsken
Established: 1911

Track record: Bach Langheid Dallmayr (BLD) regularly acts in class action lawsuits for insurance companies and financial service providers. This includes cases that involve large insurance sums and product liability issues. In addition to this expertise, the department is highly skilled in advising on pension funds establishment and company pensions.

Team & differentiation: Located in Cologne, Berlin, Munich, Frankfurt and Karlsruhe, the practice is headed by Rainer Büsken who is highly experienced, and an eminent practitioner recognized in the German market. This liability insurance practice is well known for its expertise in niche sectors including new technology.



ITALY

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COMPLIANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
BonelliErede	Alessandro Musella
Clifford Chance	Antonio Golino
DLA Piper	Raffaella Quintana
Orrick, Herrington & Sutcliffe	Alessandro De Nicola
EXCELLENT	
Bird & Bird	Stefano Febbi, Raimondo Maggiore, Rossella Sansone
Chiomenti	Francesco D'Alessandro
Cleary Gottlieb Steen & Hamilton	Giuseppe Scassellati-Sforzolini
Delfino e Associati Willkie Farr & Gallagher	Bruno Cova
Gianni, Origoni, Grippo, Cappelli & Partners	Federico Busatta
Hogan Lovells	Francesca Rolla, Francesca Angeloni
Legance	Andrea Fedi, Niccolò Bertolini Clerici
Nctm	Raffaele Caldarone
Pavia e Ansaldo	Nico Moravia
HIGHLY RECOMMENDED	
CMS	Emilio Battaglia
Deloitte Legal	Josephine Romano
Jenny.Avvocati	Simona Gallo
Studio Legale Padovan	Marco Padovan
Pedersoli Studio Legale	Enrico Maria Mancuso
Pirola Pennuto Zei & Associati	Roberta Di Vieto
Tonucci & Partners	Alberto Fantini



WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Alleva Studio Legale	Guido Carlo Alleva
Giuseppe Iannaccone e Associati	Giuseppe Iannaccone
Studio Legale Associato Mucciarelli	Francesco Mucciarelli, Marco Calleri
Studio Legale Avv. Paola Severino	Paola Severino
EXCELLENT	
1 Astolfo Di Amato e Associati	Astolfo Di Amato
Studio Bana	Giuseppe Bana
Cagnola & Associati	Fabio Cagnola
DLA Piper	Antonio Carino
Studio Giarda	Angelo Giarda
Studio Isolabella	Luigi Isolabella
Studio Legale Pisano	Roberto Pisano
2 Studio Legale Assumma	Bruno Assumma
BonelliErede	Francesco Sbisà
Chiomenti	Francesco D'Alessandro
Clifford Chance	Antonio Golino
Delfino e Associati Willkie Farr & Gallagher	Bruno Cova
Grande Stevens Studio Legale	Michele Briamonte
Legance	Niccolò Bertolini Clerici
Orrick, Herrington & Sutcliffe	Jean-Paule Castagno
Pedersoli Studio Legale	Enrico Maria Mancuso
Pedrazzi Scudieri Avvocati	Francesca Pedrazzi, Luigi Scudieri
RP Legal & Tax	Piero Magri
Studio Legale Stile	Alfonso Stile
HIGHLY RECOMMENDED	
Studio Legale Biffa e Associati	Massimo Biffa
Chiara Padovani Studio Legale	Chiara Padovani
Dinoia Federico Simbari	Massimo Dinoia
Studio Legale Diodà	Nerio Diodà
Studio Giordanengo	Guglielmo Giordanengo
Studio Legale Giovanni Paolo Accinni e Associati	Giovanni Paolo Accinni
Hogan Lovells	Francesca Rolla
Studio Legale Avv. Matteo Mangia	Matteo Mangia
Pistochini Avvocati	Alessandro Pistochini
Portolano Cavallo	Ilaria Curti
Studio Tognozzi	Gianluca Tognozzi
RECOMMENDED	
Aiello Avvocati Associati	Domenico Aiello
Avvocato Alessandro Parrotta	Alessandro Parrotta
Studio Legale Baccaredda Boy	Carlo Baccaredda Boy
Studio Bolognesi	Dario Bolognesi
Studio Legale Borgna	Giovanni Borgna
Studio Legale Brusa Spagnolo Tosoni Carelli	Mario Brusa, Sergio Spagnolo, Paolo Tosoni, Mauro Carelli
Studio Corrias Lucente	Giovanna Corrias Lucente
De Castiglione Guarnieri Avvocati	Enrico De Castiglione
Gebbia Bortolotto Penalisti Associati	Mario Gebbia, Maurizio Bortolotto
LCA Studio Legale	Matteo Uslenghi, Niccolò Pelanda
LP Avvocati	Roberto Fiore
Studio Legale OAK	Federico Cerqua, Valeria Francesca Mettica
Studio Legale Orabona	Andrea Orabona
Servetto Peyra Pavarini e Associati	Tommaso Servetto, Paolo Pavarini



INSURANCE LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
DLA Piper	David Maria Marino, Bruno Giuffré
Studio Legale Giorgetti	Alessandro Giorgetti, Roberto Giorgetti
Taurini & Hazan Studio Legale	Maurizio Hazan
EXCELLENT	
BonelliErede	Giulio Ponzanelli, Stefano Micheli
Gianni, Origoni, Grippo, Cappelli & Partners	Emanuele Grippo
Grimaldi Studio Legale	Claudio Russo
Hogan Lovells	Jeffrey Greenbaum, Silvia Lolli, Francesca Rolla
Molinari e Associati	Nicolò Juvara
Studio Legale Monti	Alberto Monti
Nctm	Anthony Perotto
Norton Rose Fulbright	Cecilia Buresti, Salvatore Iannitti
PG Legal	Giovanna Aucone, Gianfranco Puopolo
HIGHLY RECOMMENDED	
Chiomenti	Vincenzo Troiano, Alessandro Portolano
D'Argenio Polizzi e Associati	Matteo D'Argenio, Andrea Polizzi, Laura Troiano
Legance	Gian Paolo Tagariello
Withers	Cristina Pagni
Zitiello Associati	Luca Zitiello
RECOMMENDED	
CMS	Laura Opilio
Studio Legale Ferrati	Paolo Ferrati
Studio Legale Lauro	Ernesto Ardia
Macchi Di Cellere Gangemi	Ernesto Pucci
Mondini-Rusconi Studio Legale	Francesco Rusconi, Paolo Flavio Mondini

STUDIO LEGALE GIORGETTI: A CENTURY OF STRENGTH IN INSURANCE



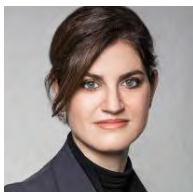
Roberto Giorgetti

Key figures:
Roberto Giorgetti,
Alessandro Giorgetti,
Loredana Picca
Established: 1922

Track record: Insurance boutique Studio Legale Giorgetti continues to be active in high-value, cross-border cases involving industrial and motor-yacht fires, professional errors and omissions, and cash in transit; reinsurance is also an area of expertise. The firm represents foreign companies in cases in Italy, and advises Italian companies on foreign matters.

Team & differentiation: 99 years old this year, Studio Legale Giorgetti is steeped in insurance experience. Acting for defendants in every sector except aviation, where it represents claimants, the firm has an especially strong track record in security company liability and cash-in-transit cases. Roberto and Alessandro Giorgetti and Loredana Picca are the key partners.

PG LEGAL: ALL-ROUND INSURANCE KNOW-HOW, WITH A NICHE IN YACHTING MATTERS



Giovanna Aucone

Key figures:
Giovanna Aucone,
Gianfranco Puopolo
Established: 1996

Track record: In an average year, PG Legal handles scores of cases. Its insurance disputes team has been active even during the pandemic, regularly representing clients in cases involving seven- or eight-figure values. With strong regulatory expertise supporting the partners' litigation skills, the firm is able to act for insurers and claimants alike.

Team & differentiation: 12 of the 27 lawyers at PG Legal spend most of their time in insurance matters; of these dozen, at least half are especially strong in litigation. The team handles all manner of insurance disputes; yachting litigation is a niche area of expertise. Giovanna Aucone heads the practice. Gianfranco Puopolo handles yacht-related matters.

STUDIO LEGALE D'ARGENIO POLIZZI E ASSOCIATI: RELIABLE INSURANCE EXPERTS



Matteo D'Argenio

Key figures:
Matteo D'Argenio,
Andrea Polizzi
Established: 1998

Track record: Despite the pandemic, Studio Legale D'Argenio Polizzi e Associati continued to service clients based in cities such as London, Paris, Dublin and Luxembourg. With an average case involving several millions of euros in claim value, the firm has been representing no shortage of major insurers, banks and distributors as well as medium-sized companies.

Team & differentiation: The young team at Studio Legale D'Argenio Polizzi e Associati prides itself on its in-depth insurance experience and ability to draw on other areas of expertise, such as tax, anti-money-laundering and European law. Matteo D'Argenio and Laura Troiano are active litigators; Andrea Polizzi is frequently consulted by clients for advisory work.



LUXEMBOURG

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COMPLIANCE & WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Arendt & Medernach	François Kremer
Elvinger, Hoss & Prussen	Elisabeth Omes, Katrien Veranneman*
Kleyr Grasso	Rosario Grasso, Rina Breiniger
Lutgen + Associés	Marie Marty, André Lutgen, Pierre Hurt, Jeanne Feltgen
EXCELLENT	
Adam & Bleser	Claude Bleser, Julien Konsbruck
BSP (Bonn Steichen & Partners)	Fabio Trevisan, Laure-Hélène Gaicio
Pouliquen Law Firm	Thierry Pouliquen
HIGHLY RECOMMENDED	
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
Linklaters	Guy Loesch
Loyens & Loeff	Véronique Hoffeld, Henri Dupong
Moyse & Associates	François Moyse
NautaDutilh	Antoine Laniez
Norton Rose Fulbright	Stéphane Braun
Turk & Prum	François Prum

* Counsel



INSURANCE LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Arendt & Medernach	Christian Point, Paul Mousel, Pierre-Michaël de Waersegger
Kleyr Grasso	Rina Breininger, Rosario Grasso
Wildgen	Michel Bulach, Karine Vilret
EXCELLENT	
Allen & Overy	Pierre Schleimer, Fabian Beullekens
Baker McKenzie	Jean-François Findling
Clifford Chance	Christian Kremer
Molitor	François Cautaerts, Michel Molitor, Jacques Wolter
Philippe & Partners	Marc Gouden, Pierre Moreau
Schiltz & Schiltz	Franz Schiltz, Jean Louis Schiltz
HIGHLY RECOMMENDED	
Bonn & Schmitt	Chantal Keereman*, Alex Schmitt
GMS	Vivian Walry
Tabery & Wauthier	Gast Neu
Turk & Prum	François Turk

* Of Counsel

WILDGEN: LEADING INSURANCE LAWYERS



Karine Vilret

Key figures: Karine Vilret and Michel Bulach
Established: 1923

Track record: Offering first class service with a client-focused approach, the practice has experience in all Luxembourg legal aspects concerning insurance and reinsurance. Its international client base comes from around Europe and Russia. Recently, their cases have become more complex and important ranging from data protection, labor law, investment funds, and reinsurance matters.

Team & differentiation: Karine Vilret has spent 20 years representing clients in domestic and international insurance and financial matters. She has a solid cross-border network of regular clients that value her expertise. Michel Bulach is the head of the Banking, Finance & Insurance practice group and is a representative for the Nordic Countries-Belgium-Luxembourg Chamber of Commerce (Nobelux).



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NETHERLANDS

INSURANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Houthoff	Berry van Wijk, Hans Londonck Sluijk, Huib Lebbing
NautaDutilh	Stijn Franken, Sjoerd Meijer
Van Doorne	Annemieke Hendrikse, Walter Hendriksen
EXCELLENT	
1 De Brauw Blackstone Westbroek	Dennis Horeman, Mariken van Loopik, Eelco Meerdink
Kennedy Van der Laan	Erik van Orsouw, Chris van Dijk
Norton Rose Fullbright	Jan Duyvensz
2 Cox Ten Bruggencate Advocaten	Jacco van de Meent, Carlijn ten Bruggencate, Joeri Cox
Dirkzwager Legal & Tax	Harry Kruitwagen, Daan Baas
Hogan Lovells	Victor de Vlaam
Loyens & Loeff	Kitty Lieverse, Merel van Asch
Stadermann Luiten Advocaten	Wence Rupert
Van Traa Advocaten	Peter Drion, Robert de Haan, Robert Pessers
VanNiekercKieremans	Eric van Niekerc
HIGHLY RECOMMENDED	
Allen & Overy	Brechje van der Velden
CMS	Leonard Böhmer, Bas Baks
Ekelmans & Meijer	Hanco Arnold
Nysingh Advocaten-Notarissen	Tjalling Dorhout Mees
Ploum	Natalie Vloemans
Rutgers & Posch	Gerard Endedijk
Wij Advocaten	Suzanne Bordewijk



PORTUGAL

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COMPLIANCE & WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
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	
Raul Soares da Veiga & Associados	Raul Soares da Veiga
Rogério Alves & Associados	Rogério Alves
Saragoça da Matta & Silveiro de Barros Advogados	Paulo Saragoça da Matta
Sérvulo & Associados	José Lobo Moutinho, Teresa Serra, Cláudia Amorim
HIGHLY RECOMMENDED	
Abreu Advogados	Ana Rita Duarte de Campos, Pedro Barosa
Campos Ferreira, Sá Carneiro & Associados	Pedro Duro
Carlos Pinto de Abreu e Associados	Carlos Pinto de Abreu
PLMJ	Paulo Farinha Alves
RECOMMENDED	
CCA Law	Henrique Salinas

SÉRVULO & ASSOCIADOS: SEASONED PRACTICE



José Lobo Moutinho

Key figure:
José Lobo Moutinho
Established: 1999

Track record: Sérvulo & Associados regularly represents high-profile clients in criminal and regulatory offences procedures, a considerable number of which are related to financial corruption-related accusations, with a focus on the areas of banking, capital markets, competition and telecoms.

Team & differentiation: Experienced practitioner, José Lobo Moutinho, is sought out by both individuals and public entities for his expertise on matters including theft, fraud allegations, abuse of power and corruption. He leads the practice together with Teresa Serra, who also excels in arbitration. Partner Cláudia Amorim is another name to note.



SPAIN

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COMPLIANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baker McKenzie	Cecilia Pastor
Cuatrecasas	Alfredo Domínguez, Íñigo de Ros
Deloitte Legal	Begoña Fernández Rodríguez
Garrigues	Sergio González Galán
Pérez-Llorca	Adriana De Buerba, Juan Palomino
EXCELLENT	
CMS Albiñana & Suárez de Lezo	Carlos Aguilar
Del Rosal, Adame & Segrelles	Bernardo Del Rosal
Ecija	Alonso Hurtado, César Zarate, Juan Eugenio Tordesillas
Gómez-Acebo & Pombo	Vanessa Fernández Lledó
Herbert Smith Freehills	Javier de Carvajal
Hogan Lovells	Ignacio Sánchez
Jones Day	José Bonilla
KPMG Abogados	Alain Casanovas
Uría Menéndez	Jaime Alonso
HIGHLY RECOMMENDED	
Corporate Defense	Carlos Gómez-Jara
DWF-RCD	Diego Artacho
Fieldfisher Jausas	Rodrigo Martos
Ontier	Berta Aguinaga Barrilero



INVESTIGATIONS & WHITE COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baker McKenzie	Jesús Santos, María Masó
Bufete Choclán	José Antonio Choclán Montalvo
Cuatrecasas	Joaquín Burkhalter, Luis Jordana de Pozas, Alfredo Domínguez, Pablo Villaseca, Josep Riba
Garrigues	Gabriel Castro Salillas, Helena Prieto González
Oliva-Ayala Abogados	Ignacio Ayala Gómez
Sánchez-Junco Abogados	Javier Sánchez-Junco Mans
Uría Menéndez	Óscar Morales, Jaime Alonso, Ismael Clemente
EXCELLENT	
Bufete Esteban Mestre	Esteban Mestre
CMS Albiñana & Suárez de Lezo	Carlos Aguilar
Corporate Defense	Carlos Gómez-Jara Díez
Del Rosal & Adame	Bernardo Del Rosal
Gómez-Acebo & Pombo	Carlos Sáiz Díaz, Vanessa Fernández Lledó
Martell Abogados	Cristóbal Martell
Mourullo Abogados	G. Rodríguez Mourullo, G. Rodríguez-Mourullo Otero, A. Rodríguez-Mourullo Otero, P. Rodríguez-Mourullo Otero
Pérez-Llorca	Adriana de Buerba, Juan Palomino
HIGHLY RECOMMENDED	
Bajo & Trallero Abogados	Alfonso Trallero Masó
De Pedraza Abogados	Mar De Pedraza
Melero & Gené Advocats	Javier Melero
Milans del Bosch Abogados	Santiago Milans del Bosch
Molins Defensa Penal	Pau Molins
Ontier	Berta Aguinaga Barrilero, Juan Casanueva Pérez-Llantada
Simmons & Simmons	Fernando Aizpún
RECOMMENDED	
Clifford Chance	Carlos Zabala
Cortés, Abogados	Daniel Campos Navas
Eversheds Sutherland	Antonio Bravo Taberné
Fuster-Fabra Abogados	Juan Ignacio Fuster-Fabra Toapanta, José Carlos Velasco
González Franco Abogados	José Ángel González Franco
Ius + Aequitas	Elíseo M. Martínez, Carolina González de la Fuente
Jones Day	José Bonilla
Ramón y Cajal	Enrique Molina
Zegrí + de Olivar Abogados	Emilio J. Zegrí Boada, Blanca de Olivar

BAKER MCKENZIE: TOP-NOTCH PRACTICE



Jesús Santos

Key figure: Jesús Santos
Established: 1965

Track record: Baker McKenzie has a solid track record in the white-collar realm, having participated in the most significant criminal proceedings in recent years in Spain, including Neymar, Gürtel, Defence of the former BBVA president Francisco González and the former president of Banco Popular Emilio Saracho, defence of Michael Fridman, and recently in the Bankia case.

Team & differentiation: A popular choice specially for high-profile individuals, the practice led by Jesús Santos handles a wide range of criminal mandates including bribery, money laundering and corruption cases. The team, which includes other noted practitioners such as Maria Massó and Víctor Mercedes, also offers pre-litigation advice aimed at reducing the risks arising from official investigations.

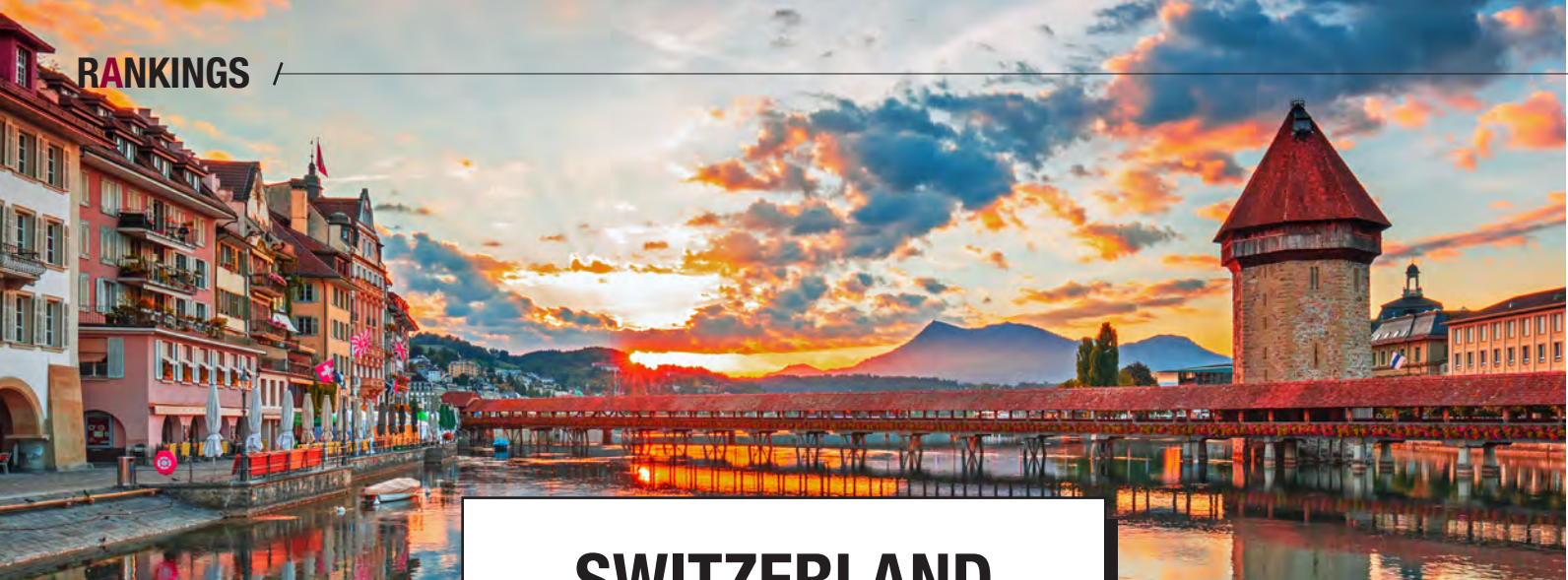


LITIGATION SUPPORT & FORENSICS

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Accuracy	Laura Cózar, Eduard Saura
BDO	Agustín Checa, Javier Espel, Manuel Vargas González
The Brattle Group	José Antonio García
Deloitte Forensic	Alejandro Nuñez Sotoca, Jorge Lledías
Duff & Phelps	María Luisa Castrillo, Vicente Estrada, Diego Perul, Carmen Mencía
EY	Ricardo Noreña
FTI Consulting	David Aliaga
KPMG Forensic	Alberto Rabano, Fernando Cuñado, María Victoria Fernández
PwC Forensic	Javier López Andreo
EXCELLENT	
Alvarez & Marsal	Juan Jesús Valderas Martos
Grant Thornton	Fernando Lacasa
Nera Economic Consulting	Oscar Arnedillo
RSM	David Sardá
HIGHLY RECOMMENDED	
Compass Lexecon	Pablo T. Spiller
Crowe Spain	Luis Martínón
J.S. HELD	Enrique Abiega
Mazars	Alberto Martínez Salazar
Quadrant Economics	Daniel Flores
RVM	Deepali Agarwal
UHY Fay & Co	Joseph Francis Fay, Bernard Fay
UPM	Jose Luis Muñoz Sanz
Vir Audit	Joan Riba Casellas
Zenit	Manel Borrás
RECOMMENDED	
Auren	Ana Jiménez Martín
Netvalue Forensic	Lara Alares Anegón
Silva & Asociados	Juan José Silva Polo



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SWITZERLAND

INSURANCE

Best Law Firms

The firms are ordered alphabetically

FIRM	KEY FIGURES
EXCELLENT	
Baker McKenzie	Joachim Frick
Bär & Karrer	Peter Hsu, Eric Stupp, Andreas Länzlinger, Markus Schott
Baudacci Nigg Stenberg	Hans Nigg, Erik Stenberg
CMS von Erlach Poncet	Jodok Wicki, Kaspar Landolt, André Lebrecht
Eversheds Sutherland	Peter Haas
GBF Attorneys-at-law	Lars Gerspacher, Clemens von Zedtwitz
Homburger	Hansjürg Appenzeller
Kellerhals Garrard	Christoph Frey, Pascal Grolimund
Lenz & Staehelin	Olivier Stahler, Lukas Morscher
MBH Attorneys at Law	Ulrike Mönnich
Pestalozzi	Beat Schwarz, Christoph Lang
Prager Dreifuss	Christoph Graber
Schellenberg Wittmer	Alexander von Ziegler
Swiss Insurance Law	Melissa Gautschi, Sophie Winkler
Thouvenin Rechtsanwälte	Martin Bürkle
Vischer	Daniele Favalli
Walder Wyss	Daniel Staffelbach
Wartmann Merker	Giovanna Montanaro

BÄR & KARRER: STRONG TEAM OF RELIABLE INSURANCE EXPERTS



Peter Hsu

Key figure: Peter Hsu
Established: 1969

Track record: Numerous insurance and reinsurance mandates kept the insurance team at Bär & Karrer busy throughout 2020. The firm assisted CSS Versicherung with the sale of its corporate business to Zurich Insurance, and advised AON Schweiz on its acquisition of insurance broker Assimedia. Clients include AXA, Swiss Re, Swiss Life, Chubb and Allianz.

Team & differentiation: With over half a century's experience in the Swiss market, Bär & Karrer is noted for its impressive roster of financial sector clients. Its insurance department assists banks and insurers with a variety of matters, usually on the corporate and corporate finance side. Insurtech is also an area of expertise. Peter Hsu heads the practice.



INVESTIGATIONS & WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Bär & Karrer	Andreas Länzlinger, Saverio Lembo, Andrew Garbarski, Anne Valérie Julen Berthod
Lalive	Marc Henzelin, Simone Nadelhofer, Alexander Troller, Sandrine Giroud, Matthias Gstoehl, Daniel Lucien Bühr
Schellenberg Wittmer	Peter Burckhardt, Benjamin Borsodi, Paul Gully-Hart, Louis Burrus, Clara Poglia
EXCELLENT	
1 Homburger	Flavio Romerio, Claudio Bazzani
Lenz & Staehelin	Dominique Müller, Miguel Oural, Benoit Merkt, Daniel Tunik, Astrid Waser
Niederer Kraft Frey	Daniel Eisele, Tamir Livschitz, Peter Honegger, Ernst Schmid, Valerie Meyer Bahar
Pestalozzi	Christophe Emonet, Michael Kramer, Nicolas Herren
2 BianchiSchwald	Jean-Marc Carnicé
MANGEAT	Grégoire Mangeat
Monfrini Bitton Klein	Yves Klein, David Bitton
Poncet Turrettini	Carlo Lombardini, Alain Macaluso
RVMH avocats	Patrick Hunziker, Albert Righini, Guillaume Vodoz, Pierre-Damien Eggly
HIGHLY RECOMMENDED	
@lex avocats	Alec Reymond
Canonica Valticos De Preux + Associés	Pierre de Preux, Gueric Canonica
Charles Russell Speechlys	Bruno Ledrappier
CMS von Erlach Poncet	Christian Lüscher
Erni Caputo	Lorenz Erni
Harari Avocats	Maurice Harari
Quinn Emanuel Urquart & Sullivan	Thomas Werlen
Walder Wyss	Micha Bühler, Rodolphe Gautier, Michael Cartier, Oliver Kunz
RECOMMENDED	
Archipel	Lezgin Polater
Bonnard Lawson	Aylin Güney King
Brun & Forrer	Andreas Forrer, Simon Brun
Buis Bürgi	Eric Buis, Paul Bürgi
Grobet Thorens Hohl-Chirazi	Catherine Hohl-Chirazi
Hohler Tröhler Heim Rechtsanwälte	Christoph Hohler
Quadra Attorneys	Adrian Kammerer
Reiser Avocats	Sonja Maeder Morvant
Resolution Legal Partners	Pascal de Preux, Julien Gafner
Thouvenin Rechtsanwälte	Rolf Schuler
Umbricht Attorneys	Stefan Wehrenberg
Wartmann Merker	Peter Reichart
Wenger & Vieli	Michael Mráz

MANGEAT: HIGH-QUALITY WHITE-COLLAR CRIME REPRESENTATION



Grégoire Mangeat

Key figure:
Grégoire Mangeat
Established: 2016

Track record: MANGEAT has made a notable impact in the Swiss white-collar crime legal market in the last five years. Recently, the firm acted for the daughter of the former President of Uzbekistan in criminal proceedings relating to anti-money laundering. It also advised high-profile Qatari businessman Nasser Al-Khelaifi on criminal anti-bribery proceedings.

Team & differentiation: Though it acts for companies in some cases, MANGEAT's white-collar crime practice is especially experienced in representing individuals, often in high-value cross-border cases involving major international law firms. Grégoire Mangeat heads the practice; risk management and compliance expert My-Hué Tan joined as counsel in 2020.



UK

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INSURANCE LITIGATION: ACTING FOR POLICYHOLDERS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Allen & Overy	Richard Farnhill, Joanna Page
Fenchurch Law	David Pryce
Herbert Smith Freehills	Paul Lewis, Alexander Oddy
Reed Smith	Peter Hardy, Margaret Campbell, Mark Pring
EXCELLENT	
Clifford Chance	Philip Hill
Edwin Coe	Michael Witton, Roger Franklin
K&L Gates	Sarah Turpin
Michelmores	Garbhan Shanks
HIGHLY RECOMMENDED	
Addleshaw Goddard	Richard Wise
Burges Salmon	Matthew Walker
Covington & Burling	Richard Mattick
HFW	Christopher Cardona
Mishcon de Reya	Richard Leedham
Wynterhill	Stuart Hill

UK



INSURANCE LITIGATION: ACTING FOR INSURERS

Best Law Firms

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FIRM	KEY FIGURES
LEADING	
Clyde & Co	Nigel Brook, James Cooper, Jane Andrewartha, Andrew Grant, Simon Jackson, Neil Beresford
DAC Beachcroft	Nick Young, Wendy Hopkins, Chris Wilkes
Kennedys	Nick Williams, Chris Zavos, Trevor Davies
EXCELLENT	
CMS	Ed Foss
Herbert Smith Freehills	Paul Lewis, David Reston, Anthony Dempster
HFW	Christopher Cardona, Andrew Bandurka
RPC	Simon Laird
HIGHLY RECOMMENDED	
Bryan Cave Leighton Paisner	Jonathan Sacher, Anthony Lennox
Carter Perry Bailey	Stephen Carter, Bernadette Bailey, Helen Tilley
Cooley	David Kendall, Mark Everiss
Clausen Miller	John Startin, Jonathan Hall
DLA Piper	Leon Taylor, Andrew Symons, Rebecca Hopkirk
DWF	John Groome, David Abbott
Norton Rose Fulbright	Adrian Mecz, Michelle George
RECOMMENDED	
BLM	John O'Shea
Brodies	Elena Fry
Browne Jacobson	Colin Peck
BTO Solicitors	Bill Speirs
Eversheds Sutherland	Simon Brooks
Hogan Lovells	Nick Atkins
Ince	Ben Ogden, Fiona Gavin
Keoghs	Richard Houseago
Keystone Law	Jane Harte-Lovelace, Jason Kallis
Mayer Brown	William Glassey
Mills & Reeve	Neil Davis
Pinsent Masons	Colin Read
Plexus Law	Paul de la Porte
Signature Litigation	Hermes Marangos
Simmons & Simmons	Emily Monastiriotis, James Pollock
Slaughter and May	Efstathios Michael
Stephenson Harwood	Alex Davis
Weightmans	Rob Williams



INVESTIGATIONS & WHITE-COLLAR CRIME: ACTING FOR CORPORATES

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Allen & Overy	Arnono Chakrabarti, Eve Giles, Jonathan Hitchin
Baker McKenzie	Charles Thomson
Debevoise & Plimpton	Lord Peter Goldsmith QC, Karolos Seeger
Dechert	Neil Gerrard, Matthew Cowie
Freshfields Bruckhaus Deringer	Ali Salloway, Matthew Bruce
Herbert Smith Freehills	Susannah Cogman
Simmons & Simmons	Stephen Gentle, Nicholas Benwell
Slaughter and May	Sarah Lee, Jonathan Cotton, Richard Swallow
EXCELLENT	
Clifford Chance	Luke Tolaini
CMS	Omar Qureshi, Eoin O'Shea
Greenberg Traurig	Barry Vitou
Hogan Lovells	Crispin Rapinet, Claire Lipworth
Linklaters	Satindar Dogra
Macfarlanes	Neill Blundell
Ropes & Gray	Amanda Raad, Judith Seddon
Skadden, Arps, Slate, Meagher & Flom	Ryan Junck, Elizabeth Robertson
Stephenson Harwood	Tony Woodcock
Willkie Farr & Gallagher	Peter Burrell
WilmerHale	Stephen Pollard
HIGHLY RECOMMENDED	
Addleshaw Goddard	Nichola Peters
Arnold & Porter	Kathleen Harris, Sean Curran
DLA Piper	Tony Katz, Sam Millar
Fieldfisher	Tony Lewis
Gibson, Dunn & Crutcher	Philip Rocher
Kingsley Napley	Louise Hodges, Caroline Day
Kirkland & Ellis	Satnam Tamani, Marcus Thompson
Latham & Watkins	Stuart Alford QC, Nathan Seltzer
Mishcon de Reya	Jo Rickards
Morgan, Lewis & Bockius	Melanie Ryan, Chris Warren-Smith
Norton Rose Fulbright	Neil O'May, David Harris
Paul Hastings	Simon Airey
Peters & Peters Solicitors	Michael O'Kane
Reed Smith	Charles Hewetson, Rosanne Kay
Stewarts Law	David Savage
White & Case	Jonathan Pickworth
RECOMMENDED	
Ashurst	Ruby Hamid
BCL Solicitors	Ian Burton
Bivonas Law	Antony Brown, Cindy Dorrington, Steve Sharp
Boies Schiller Flexner	Matthew Getz
Brown Rudnick	Anupreet Amole
Bryan Cave Leighton Paisner	Mukul Chawla QC
Burges Salmon	David Hall
Cadwalader, Wickersham & Taft	Mark Beardsworth, Kevin Roberts, Jodi Avergun
Clyde & Co	John Whittaker, Fergal Cathie
Covington & Burling	Ian Hargreaves
Dentons	Daren Allen
Eversheds Sutherland	Zia Ullah
Jenner & Block	Christine Braamskamp
Jones Day	Glyn Powell, Sion Richards
K&L Gates	Dylan Moses, Brian Saulnier
King & Spalding	Aaron Stephens, Robert Dedman
Mayer Brown	Alistair Graham
Morrison & Foerster	Jonathan Wheeler
Pinsent Masons	Tom Stocker
PwC Legal	Agnes Quashie
RPC	Sam Tate
Taylor Wessing	David De Ferrars, Tim Strong
Travers Smith	Rob Fell



INVESTIGATIONS & WHITE-COLLAR CRIME: ACTING FOR INDIVIDUALS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
BCL Solicitors	Ian Burton, Harry Travers, Richard Sallybanks, Jane Glass
Bivonas	Antony Brown, Cindy Dorrington
Byrne and Partners	David Byrne, Matthew Frankland, Sara Teasdale, Michael Potts
Corker Binning	David Corker, Peter Binning, Andrew Smith, Jessica Parker
Hickman & Rose	Ben Rose, Ross Dixon, Andrew Katzen
Kingsley Napley	Stephen Parkinson, Louise Hodges, Jonathan Grimes, Caroline Day
Peters & Peters Solicitors	Michael O'Kane, Neil Swift, Hannah Laming, Jasvinder Nakhwa
EXCELLENT	
Blackfords	Gary Bloxsome, Daniel Cundy
Dechert	Neil Gerrard, Roger Burlingame
Howard Kennedy	Ian Ryan, Kevin Robinson
Mishcon de Reya	Jo Rickards
Norton Rose Fulbright	Neil O'May, Pamela Reddy
Stephenson Harwood	Tony Woodcock
WilmerHale	Stephen Pollard, Alison Geary, Christopher David
HIGHLY RECOMMENDED	
Cadwalader, Wickersham & Taft	Mark Beardsworth, Kevin Roberts
Fox Williams	James Carlton, Peter Wright
Herbert Smith Freehills	Susannah Cogman
Janes Solicitors	David Janes
Simmons & Simmons	Stephen Gentle, Nick Benwell
White & Case	Jonathan Pickworth, Joanna Dimmock
RECOMMENDED	
Allen & Overy	Eve Giles
Arnold & Porter	Kathleen Harris, Sean Curran
Bark & Co	Giles Bark-Jones
Bindmans	Katie Wheatley
Brown Rudnick	Anupreet Amole
Cartwright King	Sundeep Soor
Edmonds Marshall McMahon	Kate McMahon, Andrew Marshall, Tamlyn Edmonds
Hodge Jones & Allen Solicitors	Ruth Harris, Kiran Mehta
Ibb Solicitors	John Milner
Russell-Cooke	Jae Carwardine, Martin Rackstraw
Shearman Bowen & Co	Mark Bowen
Tuckers Solicitors	Richard Egan, Jim Meyer



ASIA

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INDIA

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WHITE-COLLAR CRIME

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Karanjwala & Company Advocates	Raian Karanjwala, Samarjit Pattnaik, Sandeep Kapur
MZM Legal	Parvez Memon, Zulfiquar Memon
Shardul Amarchand Mangaldas & Co	Alina Arora, Anuj Berry, Nishant Joshi, Pallavi Shroff
EXCELLENT	
1 Khaitan & Co	Susmit Pushka, Vinay Joy
Kochhar & Co.	Rohit Kochhar, Krishna Vijay Singh
2 AZB & Partners	Vijayendra Pratap Singh, Zia Mody, Nohid Nooreyzedan, Aditya Vikram Bhat
Bharucha & Partners	D.P. Singh, M.P. Bharucha
Dua Associates	Shiraz Patodia
L&L Partners	Vijay Sondhi, Rajiv Luthra
Trilegal	Kunal Gupta, Shankh Sengupta
HIGHLY RECOMMENDED	
Cyril Amarchand Mangaldas	Faraz Alam Sagar
DSK Legal	Anand Desai, Vikrant Singh Negi
IndusLaw	Avik Biswas, Avimukt Dar, Kartik Ganapathy, Manishii Pathak
J Sagar Associates	Rupinder Malik
Majmudar & Partners	Neerav Merchant
Manilal Kher Ambalal & Co.	Faisal Sayyed
RECOMMENDED	
Singularity Legal	Prateek Bagaria
Veritas Legal	Neveille Mukerji

INDIA



INSURANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
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LEADING

Shardul Amarchand Mangaldas & Co Alina Arora, Shailaja Lall, Ashish Teni

Tuli & Co Celia Jenkins, Neeraj Tuli, Mandakini Khanna

EXCELLENT

1 Khaitan & Co Nikhil Narayanan, Anuj Shah

Majmudar & Partners Akil Hirani, Rukshad Davar

2 Cyril Amarcand Mangaldas S. R. Patnaik, Indranath Bishnu

L&L Partners Mohit Saraf

Phoenix Legal Mrinal Ojha, Trinath Tadakamalla, Saket Shukla

HIGHLY RECOMMENDED

AZB & Partners Arvind Ramesh, Rajendra Barot, Ashwath Rau

Brus Chambers Shrikant Hathi, Binita Hathi

Clasis Law Vineet Aneja

Manilal Kher Ambalal & Co. Sanaya Dadachanji

RECOMMENDED

Dua Associates Vimla Pinto



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EXPERT

INSIGHTS



- 110 | On the compliance and white-collar crime landscape in Switzerland
By Grégoire Mangeat, Founding Partner, **MANGEAT**
- 112 | On how Covid-19 has affected insurance in Italy, and the firm's niche in yacht insurance
By Lorenzo Ranieri, Partner, **PG LEGAL**

“The cultural change in favor of speaking up and listening has resulted in a larger spectrum of challenges”



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GRÉGOIRE MANGEAT
Managing Partner, **MANGEAT**

Geneva-based law firm MANGEAT regularly advises companies and individuals, particularly individuals, on high-profile criminal matters. Its co-founder and managing partner Grégoire Mangeat talks to us about Swiss compliance programs, how the firm uses technology, and changes and challenges in the years ahead.

LEADERS LEAGUE. MANGEAT has recently extended its practice areas to include risk management and compliance. What are the recent trends in the world of compliance, especially compliance programs in Switzerland?

Grégoire Mangeat. Companies are required to comply with laws and regulations in all jurisdictions where they conduct business. They operate in a complex, evolving legal and regulatory environment that requires them to reconsider their corporate culture (e.g. the tone at and from the top) and their ethics, compliance programs and related policies (e.g. gifts and entertainment, corruption and anti-bribery, donations, conflict of interests), to strengthen their audit and monitoring processes.

“The maturity of compliance programs in Switzerland is not yet comparable to those in the USA, the UK or France”

Compliance programs have been essential in Swiss banks for some time. For other companies, the maturity of compliance programs in Switzerland is not yet comparable to those in other jurisdictions like the USA, the UK or France. Nonetheless, Swiss companies, especially those that are part of multinational groups or operate in regulated sectors, have an increasing awareness of ethics, compliance and governance due to the increased regulatory scrutiny. The cultural change in favor of speaking up and listening has resulted in a larger spectrum of challenges and the need for certain companies to conduct internal investigations triggered, for instance, by wrongdoing, workplace grievances, complaints, or regulatory enforcement action. Clients need strategic, multi-disciplinary

advice in managing the complexities of establishing a compliance program, conducting a legal and effective investigation, and the remediation process.

Doing business right shall ultimately help mitigate any unwanted liability, financial and reputational damages to the company.

Could you walk us through three of the most interesting cases the firm has handled in the last year or two?

We are assisting the Chairman of beIN Media Group and of the football club Paris Saint-Germain in criminal proceedings opened in March 2017 by the Federal Office of the Attorney General (OAG). Despite the abandonment of all initial charges, the Federal OAG decided to send our client to trial on a new charge, brought for the first time in December 2019. Our client was accused of incitement to disloyal management regarding the 2026 and 2030 FIFA World Cup broadcasting rights. We considered that the new charge was unsubstantiated. We have therefore pleaded for a full acquittal of our client before the Swiss Federal Criminal Court, and subsequently obtained such full acquittal in October 2020. The matter is currently pending appeal.

Since September 2018, we have represented a member of the Geneva Canton State Council in criminal proceedings opened against him by the Geneva OAG for acceptance of an undue advantage. In January 2019, the criminal investigation was extended to the private funding of two of the client's election campaigns in 2012 and 2018, which the Geneva OAG suspected to qualify as acceptance of an undue advantage. This extension raised very significant questions about the broader issue of political financing. Due to the client being a government official, the case provoked a major political crisis in Geneva.

In June 2020, the Geneva OAG informed the parties that the investigation was termi-

nated and that it was going to abandon the proceedings related to the financing of the client's political campaigns, but referred the case to trial in relation to the acceptance of an undue advantage. A trial date has been scheduled for February 2021.

We also represent a former subordinate relationship manager at a major Swiss bank caught in a criminal investigation into the bank led by the Federal OAG for over a decade. More specifically, our client is accused of aggravated money laundering, while the bank is accused of inadequate organization as per Article 102 of the Swiss Criminal Code. The proceedings have now entered a final phase further to the final hearings of our client in the course of 2020 and our client's formal indictment in December the same year. Four of the initial twelve accused will be brought to trial before the Swiss Criminal Court in Bellinzona in 2021.

Your team comprises lawyers who speak multiple languages – French, English, German, Spanish, Italian, Teochew – and are well versed in cross-border work. Do you have much of a sense of how regulatory environments vary across the UK, France, Germany, and Switzerland?

We are fortunate to have a talented team of multilingual lawyers who have trained and qualified in Switzerland and abroad. Our team regularly assists our domestic and international clients in cross-border proceedings, and we are constantly collaborating with law firms and practitioners in other jurisdictions, including those that you cited. This allows us to stay apprised of the latest trends and changes affecting the practice of financial crime and investigations abroad, and to continue learning about each country's specific approach. For instance, we have recently strengthened and diversified our team (e.g. by hiring seasoned lawyers with international and in-house experience) and our network of white-collar crime and compliance practitioners by extending to other jurisdictions such as Turkey and Spain.

How is technology changing the practice of white-collar crime work in the wider market?

There are common objectives and expectations to be cost-effective and enable faster turnaround times in reviewing larger amounts of data, facts and documents. Law firms have to smartly select the relevant tools and technologies and tailor their use to their operating environment and clients' profiles.

Although AI-based technology shall become an enabler in scaling complex matters, it will not replace the experience of the practitioner who understands and can interpret the overlaps, the unwritten background information of a matter and the client's unpredictable behavior, and who most importantly can set up and execute a strategy.

How, specifically, does MANGEAT use technology innovatively in its white-collar crime work?

Like other law firms, we have started to explore technology and tools available on the market through technology providers. Our objective is to meet our clients' needs in offering effective and efficient review and targeted analysis of large volumes of data and documents in litigation and forensic investigations.

“We care about our clients' reputational risks, and help them navigate each crisis”

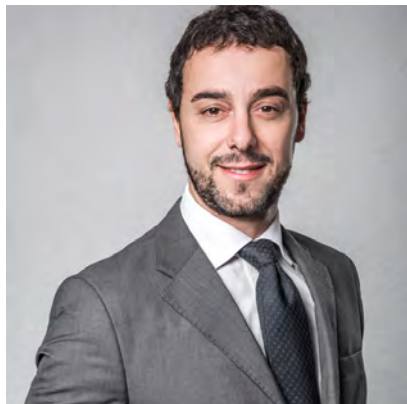
We have introduced legal project management led by a former in-house counsel who is experienced in driving multi-jurisdictional and complex matters. This represents a cultural shift in the way lawyers have been practicing litigation in our jurisdiction and at law firms of small and medium sizes. This shall further foster cross-practice teamwork through a coordinated and systematic approach that is paramount in handling efficiently the life cycle of any critical matter.

What changes and challenges do you foresee for white-collar crime work in the coming years?

In this accelerating information era, certain causes do not escape media and social media attention. Instead of shying away, we care about our clients' reputational risks and help them navigate each crisis. In litigation cases that are subject to media scrutiny, we also assist our clients in their communication strategy and resort to social media to communicate publicly when the situation requires it.

We have also observed challenges in the areas of mutual legal assistance and extradition, where the fight against terrorism sometimes allows a lack of judicial control. Finally, we anticipate that the complexity and length of prosecuting financial crimes may force corporations to search for financial funding to sustain their claim actions. ♦

“We see the emergence of new insurance clauses that specifically state that pandemics are not forces majeures”



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Interview with

LORENZO RANIERI
Partner, **PG LEGAL**

“Remaining competitive in the insurance legal market is a matter not just of knowledge and specialization but of organization”

Of all the sectors impacted by the pandemic, insurance survived relatively unscathed. Lorenzo Ranieri, dispute resolution partner at PG Legal, sits down with us to talk about changes in the insurance disputes landscape, some of the most interesting work the firm has handled, and the ins and outs of yachting insurance.

LEADERS LEAGUE. Have you noticed a change in the kind of disputes you’ve been handling since the pandemic began?

Lorenzo Ranieri. There has been an increase in disputes that cite Covid-19 as an excuse to not fulfil debt obligations. Judges have begun asking for definitive proof of the impediment caused by the virus. You cannot simply say, “Covid stopped my business and stopped me from paying.” You must prove in detail that Covid-19 materially impacted your business. If you can, the judge may be sympathetic.

I suppose that the most important change is not strictly in disputes, but in insurers’ approach to negotiating the contract, and looking not just at Covid-19 but at pandemic contingencies more generally. We see the emergence of new clauses specifically referring to the pandemic not as a force majeure, but as something that can be covered only in very well-specified conditions.

Could you highlight two of the most interesting insurance disputes you’ve handled in the last year?

One business interruption case concerned a large factory where a fire interrupted the business for three months. There were disputes between the various companies that owned the factory space; the factory owner suffered the damages. In order to reach a settlement, the main point of contention between insurers was how to split the liability between the parties.

There have also been a couple of arbitrations regarding large yachts, where warranty clauses were violated. In one case, the vessel was unable to fulfil its charter because of warranty works imperfectly performed. So the insurer refused to pay because its contract said that the first debtor – in this case, the shipyard – was liable. But I brokered a settlement between the yacht owner and the insurer: the insurer had to pay, simply because if a failure renders the yacht unable to complete its charter, no other debtor or operator involved in the failure is implicated in the contract. But the insurer got the chance to subrogate: the failure was the shipyard’s, in failing to properly perform its warranty works.

PG Legal has a niche in yachting insurance. Could you describe the kind of expertise this involves?

Since we have very deep experience in yacht litigation and events that can have an impact on yacht contracts, our specific skill is to negotiate insurance contracts. We provide the maximal cover that the party we represent can expect from the contract. If you don’t have specific skills here, even if you’re a well-prepared lawyer, you could not understand how many possible sliding doors could be faced in this world even after the contract has been signed and become effective. So many events you wouldn’t foresee get completely forgotten.

PG Legal has been active in insurance work for many years. How has the nature of insurance work changed over time?

The legal market for insurance has become far more competitive in the last five years. In the past, if you received some mandates as an insurance lawyer, your work would assume an almost automatic cycle, especially in litigation. It was not necessary to go the extra mile to get client trust and appointments.

Now, because of the incredible competition and the problems created by the Covid emergency, the client-lawyer relationship is more important than ever. If you want to maintain the appointments and the work relationships, you must offer something extra – not least your ability to handle any kind of problem the client may have.

So you must be available to respond when necessary, or organize a conference call with a couple of minutes’ notice. Also important is your ability to have a team that is highly specialized in specific fields of insurance. When you organize a meeting with lots of specialized lawyers, you can get prompt, specific and precise replies – they will tell you exactly what you need to know in that moment. This is a matter not just of knowledge and specialization but also of organization. ♦



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Celso Amaral

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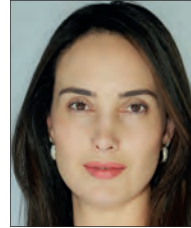
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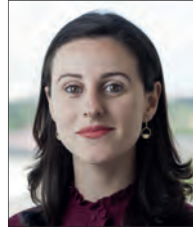
**André Steagall
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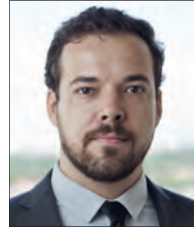
**Claudio Amaury
Dall'Acqua**



**João Antonio Machado
Neto**



**Michelle Cristina
Santiago Fernandes**



Bruno Soares Delomondi



Danillo Petrere Duarte



Carlos Alberto Owczarek

POSITIONING

Traditional and Modern

IDEAC originated in the ADR Support Group from FDTE (Fundação para o Desenvolvimento Tecnológico da Engenharia), a national reference within the segment in Brazil and a direct link with Brazil's preeminent engineering school, Escola Politécnica da Universidade de São Paulo (POLI-USP).

In over 45 years of services rendered to POLI-USP, FDTE worked in some of the largest projects for both State owned as well as private parties which in common required the best engineering and advanced technologies.

As a natural market movement – designed to avoid technical conflicts involving the ADR group in technical assistance and/or expert witness services – IDEAC was created, taking over some of the services previously rendered by FDTE itself.

As such, the IDEAC + FDTE partnership brings the ideal combination of the traditional and the modern.

Proven Track Record

IDEAC's technical coordination is the direct responsibility of the founding team of FDTE's ADR Group, and its technical personnel is the same one that has acted successfully on behalf of that Group for the past 10 years.

BUSINESS

Technical assistance within ADRs, such as arbitrations, dispute boards, including:

- Documentation support
- Identification of strengths and weaknesses
- Development of strategies aligned with the client's point of view
- Preparation of a draft list of technical discussion points
- Elaboration of analytic reports on expert's technical opinions
- Technical appearances in arbitration or judicial courts, as needed

Expert witness services within arbitral or judicial procedures, including:

- Elaboration of technical opinions and analysis reports on technical discussion points
- Technical appearances in arbitration or judicial courts, as needed

Client support and orientation in general

- Record maintenance and constitution guidance
- Information quality/sufficiency analysis for the planning of contracts
- Physical and financial impact analysis in the context of contractual delays, rework, undefinition, quality or productivity deficiencies
- Identification of potential deal-breaking commercial issues
- Supervision of progress status and service performance documentation
- Contractual management failure identification and rectification

CONTACTS

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Claudio Amaury Dall'Acqua, Director: dallacqua@ideac.eng.br

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**Osório Accioly
Gatto**



**Rosana Akemi
Murakami**



**Paulo Trivoli
Neto**

POSITIONING

About to complete 30 years of activity, MERCATTO became a benchmark in services of engineering expertise, with presence in the main Brazilian centers of conciliation, mediation and arbitration.

It also acts in equity and economic valuations, in which companies of important segments, such as banking, insurance, energy, logistics, health, telecommunications, sugar and alcohol, food, civil construction and industrial transformation, are part of its client portfolio.

MERCATTO has a multidisciplinary team composed by engineers, administrators and accountants, committed and qualified professionals who privilege excellence and ethics in the development of their services.

All the work developed and methodologies adopted in the company are based on the norms and procedures used and recognized by Brazilian and foreign legislation, in bodies such as IFRS, IVS, ABNT, USPAP, among others.

The Director, engineer and master in economics OSORIO ACCIOLY GATTO, has also an expressive institutional and academic career. Former president of IBAPE and vice-president of the UPAV, Brazilian and Pan American institutes for expertise and valuation, he was one of the main rapporteur of the ABNT Standard 14.653 Valuation of assets, parts 4 (real estate projects) and 5 (machinery, equipment and industrial assessments), having taught for two decades in several graduate courses.

BUSINESS

- Engineering expertise
- Economic valuations of projects or intangibles
- Engineering technical assistance
- Patrimonial assessments
- Claims
- Valuation of assets for various purposes

CONTACTS

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Renato Porto



Felipe Reis



Eliana Freire



Aline Gorrão

POSITIONING

Porto & Reis, Freire, Gorrão was founded in 2009 aiming at changing the accounting forensics activity into a real element to improve the thesis developed by our clients. Its professionals are graduated in Accounting, Law and Business, that allows the transforming of accounting proof in an effective means to resolve conflict disputes and to prevent civil, administrative and tax liability.

The office has gained experience in expert accounting meant to increase the tools of our clients in Arbitrations, judicial, administrative and criminal procedures.

It has always acted with strict ethics and professionalism. The goals are to interpretate accounting and tax technical matters, that would allow the gathering of better evidence, expert opinion or report in order to explain or reduce the risk of our clients.

The objective is to contribute to the argument developed by our clients with actual and factual technical evidence, gathered from accountig, operacional and tax sources.

BUSINESS

- Agribusiness
- Antitrust & Competition
- Banking
- Civil
- Contracts
- Construction
- Corporate
- Cryptocurrency
- Election
- Family & Successions
- Information Technology, Internet & Telecommunications
- Intellectual Property
- Energy
- Oil & Gas
- Tax
- White Color Crimes

SERVICES

- Expert Accounting in Arbitration Procedures
- Expert Accounting in Judicial Procedures
- Expert Accounting in Adinistrative Procedures
- Expert Accounting in Criminal Procedures
- Expert Witness in Arbitration Procedures
- Previous Accounting and Tax Forensics & Consulting
- Disputes ruling calculation (award calculations)
- Accounting and provisions estimate and other contingencies reserve calculation

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Silvio Simonaggio



Márcio Grigorio Santana



Juliana Baggio Inácio



**Alex Sandro de Sales
Alexandre**



Marcelo Soares



**Patricia Fuchs
Rodrigues**

POSITIONING

In the Market for more than four decades, Simonaggio Certeza Técnica is the pioneer on developing forensic investigation in Brazil, becoming the standard reference in the art of investigating and clarifying facts from the accounting and economic point of view, as well as defining precisely tributary subjects.

The concept of Certeza Técnica (Technical accuracy) is associated to the brand in order to emphasize the specialization regarding the development of technical proves aiming the conflicts resolution, especially in arbitration. This brand was also refined aiming the support for business management, clarification of technical themes in the Judiciary and certifying with quality credits for investors.

Simonaggio develops a complete and highly qualified staff, which's qualification is provided internally through direct training and courses regarding specific technical subjects validated by the Conselho Federal de Contabilidade (CFC). Those professionals stand out in the market for it's personal efficiency, transmitting the image of consistency of Simonaggio's knowledge standards.

Committed to provide reliability to the clients and enrich their own professionals, Simonaggio Certeza Técnica is the standard on responsible diagnosis, enlightenment, strategy and action. The company believes that this achievement emerges everyday by the search of each technical subject's absolute knowledge that is renewed by every new service provided.

BUSINESS

- Accounting, Economic and Tributary Forensic Assessment
- Evidence strategy and conduction of the evidence produced in arbitration
- Evidence strategy and technical assistance in judicial process
- Accounting and economic forensic assessment for business management
- Technical analysis for the management of accounting and tributary subjects
- Technical Opinion regarding accounting and economics subjects
- Special Technical Reports aiming conflicts resolution



CONTACTS

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Marcello Guimarães



Hilton Junior



**Augusto Barros de
Figueiredo**



Marcello Fialho

POSITIONING

Swot Global Consulting is a company always remembered by clients when it comes to complex disputes demanding fastness, accuracy, and best of class performance staff.

Swot Global was created by professionals with recognized experience in the market and committed to the highest standards of corporate governance. The technical excellence and efficiency of our team in the execution of projects, combined with strategic partnerships in Brazil and abroad, make us recognized as one of the main companies in our business.

Our focus is to provide the highest-level solutions for services using our notorious technical knowledge, with the support of multidisciplinary and integrated teams in Brazil and Latin America. That commitment leads us to be the number #1 company in expert witness and technical assistance in Brazil and Latin America in Engineering, Economic, Financial, and Accounting expertise for the support of disputes resolution on Claims, Counter-claims, Audits, Independent Reports, Valuation, Early - Case Assessment, Delay Analysis, Schedule, Quantum Delay, Quantitative Analysis, Evaluation of Interruptions and Loss of Productivity, Evidence Preparation, Sachs Protocol, Quantities Validation, among others. If you have a problem and it involves technical issues you can count on Swot Global Consulting!

BUSINESS

- Analysis and quantification of delays
- Mediation
- Analysis of project expenses
- Alternative dispute resolution
- Evidence Preparation
- Expert Technical, Financial and / or Accounting Opinions
- Expertise on delays and valuation
- Preparation and defense of claims
- Data management and electronic discovery, including computer forensics, litigation information analysis and email reconstruction
- Evaluation of Disruption and loss of productivity
- Technical and financial advice for arbitration
- Expertise in project management services
- Quantity Validation
- Accounting audit
- Turnover

CONTACTS

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Augusto Barros de Figueiredo, Corporate Vice President: contatos@swotglobal.com

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Elizabeth Farina



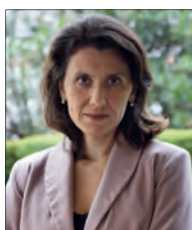
Maílson da Nóbrega



Ernesto Guedes



Frederico Estrella



Alessandra Ribeiro



Eric Brasil



Fabiana Tito



Denise de Pasqual

POSITIONING

Founded in 1996, Tendências Consultoria Integrada has established itself as a benchmark provider of solutions in economics and corporate finance. We are committed to helping clients understand economic issues and navigate the peculiarities of different industries, identifying risks and opportunities for business and investment.

Among our specialties, we work with Law & Economics providing customized services in the preparation of economic-financial theses, opinions, and studies. We also offer expert witness services, technical assistance and consultancy in mediation and arbitration, as well as support in the production of evidence and the preparation of legal theses.

We have built our credibility on the quality of our technical analysis, combined with the knowledge and experience of our widely respected partners, relying on a team that boasts professionalism and a strong academic track record.

We seek to evolve constantly to provide the most up-to-date solutions, integrating our knowledge on several branches of economics and finance and our expertise in the most pressing issues for companies and government bodies.

Working under non-disclosure and exclusive agreements in most of our projects, we do not act in conflict of interest. Producing independent and unbiased opinions and analyses is vital for us.

BUSINESS

- Economic opinions in private litigations and disputes (civil, administrative, and arbitration cases)
- Antitrust analysis
- Economic expert testimony
- Regulatory studies
- Economic and financial feasibility analysis
- Business valuation
- Forecasts and market simulation models
- Macroeconomic outlooks, by region or level of income
- Macroeconomic, political, and industry situation analysis
- Business intelligence for supply chain management
- Regional economics
- Studies on the competitiveness and solvency of states and municipalities
- Talks and presentations

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Rafael Huamán



Cecilia Melzi



Joaquín Valdivia

POSITIONING

EY is a world leader in Forensic, Compliance and Litigation Support services. With more than 300,000 people around the world, EY is focused on helping clients and continue building a better working world.

The Forensics and Integrity Risk Services (FIS) in EY Peru has over 20 years of experience supporting clients in managing integrity risks related to individual decisions and conducts; through the prevention, detection, investigation and response to intentional non-compliance risks. The FIS practice provides technical and expert support in disputes or controversies resolution processes and in forensic investigations, with the most confidential and immediate responsiveness.

Prevention: EY helps in strengthening the ethics culture, through the assessment and design of corporate compliance programs, focused on mitigate the risks of fraud, corruption, money laundering, antitrust, privacy and cyber; among other intentional non-compliance situations, and through the implementation of digital compliance platforms.

Detection: EY helps clients through its Forensic Data Analytics platform to detect patterns and trends that could be related to potential irregular situations, allowing the Top Management to anticipate and take timely corrective actions.

Response: In the dispute resolution services, we act as experts, preparing expert fact based reports. EY Peru has wide experience presenting before Arbitration Courts. Our reports go through quality control processes and the results are always supported by verifiable sources. In regards of the forensic investigations, EY Peru counts with a Forensic Laboratory in order to collect all the physical and electronic sources of information, using computer forensics, eDiscovery techniques and machine learning.

The EY FIS team is composed with highly performing and multidisciplinary professionals. Partners and Managers have anti-fraud and compliance certifications and Arbitration Diplomas, and all our people is trained in integrity matters. We have a strong position in the market, with proven experience serving national and multinational companies.

BUSINESS

- Litigation and disputes support
- Insurance claim support
- Forensic Investigations
- eDiscovery
- Compliance program assessment and design
- Forensic Data Analytics
- Third Party Due Diligence
- Ethics hotline management

CONTACTS

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Geert Aalbers

POSITIONING

Control Risks is a specialist risk consultancy that helps create secure, compliant and resilient organizations. We believe that taking risks is essential to success, so we provide the insight and intelligence you need to realize opportunities and grow. And we ensure you are prepared to resolve issues and crises. From cross-border investigations, high-profile monitorships, complex disputes, or compliance and risk mitigation strategies, we're proud to be trusted advisers for our clients and their legal counsel in solving matters securely and efficiently.

With 3,000 professionals in 36 offices and on-premise and cloud data centers throughout the globe, we understand the nature of risk in local, international, and data operating environments and can handle everything from the most challenging assignments involving electronic data and evidence to delivering meaningful intelligence on a prospective investment, business partner, competitor or adversary in litigation.

Control Risks has a full service office in Brazil comprised of professionals from an extensive range of backgrounds including forensic accountants, journalists, lawyers, compliance specialists, as well as forensic technology and data analytics experts. This multidisciplinary team can handle everything from assignments involving complex financial and accounting issues as well as electronic data and evidence, to delivering meaningful intelligence and legal or compliance technology. The team in Brazil led Control Risks' efforts on some of the largest and most complex regulatory and fraud investigations in Brazil and often supports external counsel and clients in high profile litigation and arbitration matters. To underpin this work, we have a Tier 4 data processing and hosting capability within a market leading and high security data center in São Paulo. Additionally, the Brazil team boasts leading business intelligence experts who have deep expertise working with M&A practitioners and conducting asset searches on behalf of litigation teams.

BUSINESS

- Compliance program development
- Regulatory risk assessments
- M&A compliance assessments
- Internal controls development and framework reviews
- Monitorships and monitor support
- Compliance audits
- Third party risk management
- Compliance training
- Compliance technology and data analytics
- Fraud, corruption, anti-trust, money-laundering and other internal investigations
- Forensic accounting support
- eDiscovery and computer forensics
- Data analytics
- Custom software applications
- Asset tracing and recovery
- IP theft investigations
- Litigation and dispute support
- Business continuity and crisis response
- Business intelligence
- Competitive intelligence
- Routine third party due diligence
- Investigative due diligence
- Source inquiries and other local intelligence
- Political and social risk analysis
- Country and industry risk analysis
- Investment & M&A diligence
- Other investment support
- Commercial value assessments
- Asset searches

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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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Régis D'Hondt



Éric Jacques



Christophe van den Hove



Thierry De Moor

POSITIONING

The firm, founded on 1 January 2007, pursues the activities developed more than 40 years ago by Me Amand D'Hondt and Me Yves de Caritat under the name "D'Hondt & de Caritat".

Building upon a strong general practice in civil and commercial law, it has acquired an excellent reputation and become a reference in Torts & Insurance law and related matters. It is the only Belgian firm mentioned in the "Best's directories of recommended insurance attorneys and adjusters". Our lawyers have dealt with major cases in this area, such as the "Heysel" drama, the Switel-fire in Antwerp, the so-called "Chinese plants" case (medical, pharmaceutical negligence and personal injury), asbestos and derailment cases, and lately with terror attack cases.

Our firm regroups a dynamic team of lawyers with a strong expertise. Our clients are diverse and include international and national companies as well as private individuals.

Our team assists each client with efficiency and rigor, in Belgium and abroad, in French, Dutch, English and Italian.

BUSINESS

D'Hondt de Caritat & Partners has forged a specific reputation in matter of Insurance law, which it has invested in for many years, and which constitutes one of its leading specialist fields, whether relating to:

Liability insurance, including:

- corporate insurance (operating and post-delivery public liability, product liability, absolute liability, all risks contractors' insurance, etc.), both with regard to SMEs and large companies;
- professional insurance (hospitals, doctors, pharmacists, notaries, solicitors, architects, estate agents, insurance brokers, etc.);
- car insurance;
- family and non-professional civil liability insurance;
- damages insurance, such as insurance linked to moveable or immovable property against the risks of loss or damage resulting from fire, theft, water damage and other related perils, as well as health care and hospitalisation insurance, etc.;
- personal insurance, namely life/death insurance, "personal accident" or "guaranteed income" insurance, etc.;
- personal injuries.

Our firm will intervene in any dispute, before the legal or arbitration courts, and in negotiations intended to iron out or prevent disputes.

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Olivier d'Ursel



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Thibault Fober



Pierre Van
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POSITIONING

van Cutsem Wittamer Marnef & Partners is a team of around 40 lawyers with experience in a wide range of practice areas. They have diverse backgrounds, work to the highest professional standards and are dedicated to achieving their clients' goals in an efficient and cost-effective manner.

While clients work closely with the lawyer assigned to their matter, each lawyer can draw upon the collective experience and knowledge of the entire team. This enables van Cutsem Wittamer Marnef & Partners to handle complex matters and transactions as well as more straightforward legal issues.

We are responsive to our clients' concerns and ensure we have a thorough understanding of their business and their objectives. In this way, we establish privileged and personalized relationships with each of our clients, based on trust, availability and flexibility.

Our clients are Belgian and foreign companies, both locally established enterprises and international groups. We also act for a number of individual clients. Our clients are active in many different sectors of the economy, and include banks, insurance companies, industrial and commercial companies, investment funds and private equity funds. Our clients each have specific needs, and they know they can rely, on a daily basis, on the legal team at van Cutsem Wittamer Marnef & Partners.

For our international work, we cooperate, through dedicated networks, with leading independent law firms in more than 60 countries around the world. • asm@vancutsem.be

Litigation and Arbitration

We handle procedures before all Belgian courts and administrative bodies.

We have also acquired special and recognised experience in international arbitration proceedings.

We always endeavour to avoid unnecessarily lengthy and costly proceedings, and, whenever possible, we guide our clients towards procedures that can bring about an amicable solution.

BUSINESS

- Corporate Law
- Mergers & Acquisitions / Private Equity
- Tax Law
- Insurance and Liability Law
- Banking and Financial Law
- IP/IT/Data Protection
- Commercial and Contract Law
- Distribution Law
- Real Estate and Construction Law
- Employment and Social Security Law
- African Business Law
- Insolvency and Restructuring Law
- Litigation and Arbitration
- Estate and Inheritance Law

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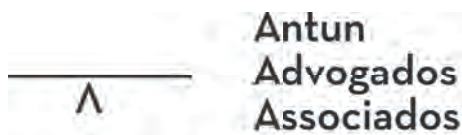
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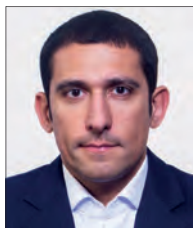
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Odel Antun



Alvaro Souza

POSITIONING

Antun Advogados Associados is a highly specialized firm representing companies and their managers 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 the initiation of investigative procedures to the res judicata.

Cases with high technical complexity and great strategic value are often entrusted to the office, such as defenses before Parliamentary Commissions of Inquiry - CPIs or performance in matters of general interest, such as the qualification as amicus curiae in the trial that dealt with the criminalization of the non-payment of ICMS in the Brazilian Supreme Court.

The growing use of criminal instruments in the regulation of several economic sectors, the adoption of new investigative practices and the growing profusion of incriminating rules have raised Criminal Law to a strategic position in companies. To meet this demand, the firm counts on an extremely agile structure based on the personalized service of its partners.

Founded at the end of 2019, the firm is already 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, besides being one of the most admired firms in the country according to the publication Análise Advocacia 500.

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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LAW FIRMS

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ARRUDA BOTELHO

SOCIEDADE DE ADVOGADOS

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Augusto de Arruda Botelho



Ana Carolina Albuquerque de Barros



Bruna Alcoléa Zavataro Kwasniewski

POSITIONING

The Arruda Botelho Sociedade de Advogados law firm, founded by Augusto de Arruda Botelho, an attorney with wide criminal law experience – since his time working side by side with Márcio Thomaz Bastos -, counts on professionals dedicated to criminal law with focus on defending the client's individual guarantees.

In support to our utmost commitment – criminal advisory with excellence – our team of attorneys prioritizes quality services over sponsoring a large number of cases. To this end, the firm couples the ability to accommodate major demands with a purposely-small structure, thus leading to a direct involvement of our founding partner in all cases sponsored, as well as a tailored assistance to meet the client's needs in an individualized and efficient manner.

Aware of the constant changes in criminal law practice, first and foremost due to a massive criminalization of conducts formerly considered lawful, the firm constantly encourages the professional updating of its team members, thus delivering an all-encompassing analysis of the client's questionings, a profile that allows our attorneys to engage in the most complex cases in the current scenario.

BUSINESS

The Arruda Botelho Sociedade de Advogados law firm operates exclusively with criminal cases, in defense or prosecution, encompassing the various Criminal Law Branches, from the so-called classic crimes to the most complex federal cases, including crime against the tax order, corporate crime, crime against the financial system, environmental crime, crime against public administration, money laundering, crime against property, electoral crime, crime through electronic means, crime against life and narcotics trafficking, among others.

Our firm provides services throughout the country, from police investigation to Higher Courts, with periodic and individualized monitoring of all cases under our umbrella, including, when necessary, international assistance.

Aware that criminal demands substantially change, our team of attorneys is dedicated not only to litigation, but also to consulting services, issuing opinions and legal recommendations, as well as analyzing and identifying corporate conducts that disagree with current corporate governance models.

CONTACTS

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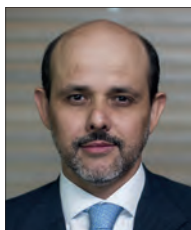
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Felipe Hermann



Leandro Rinaldi



Vinicius Pereira

POSITIONING

We are used to deal with a diversified array of disputes, pursuing or defending litigation or arbitration proceedings, representing Brazilian and international companies in many industry sectors, such as basic and advanced materials, business services, energy and water, financial and banking services (investment management and funds), hospitality and leisure, industrial goods and services, infrastructure, real estate and technology (telecommunications).

We regularly act in administrative and judicial disputes encompassing a broad range of issues, actively representing clients before the Brazilian Federal and State Courts, including the Superior Tribunal of Justice - the higher court for non-constitutional matters - and the Federal Supreme Court.

We also act proactively and preventively, negotiating and drafting agreements so as to avoid future legal action whenever possible.

Among the many different issues we face on behalf of clients, we highlight:

- Antitrust.
- Bankruptcy.
- Business agreements.
- Civil matters.
- Consumer issues.
- Corporate matters.
- Land use.
- Regulatory (concessions and permissions).
- Taxation.
- Wills and estate law.

Besides our litigation work, we have extensive experience in the arbitration of disputes, the ratification and enforcement in Brazil of foreign arbitration decisions and the drafting of arbitration provisions and agreements.

BUSINESS

Among the many different issues we face on behalf of clients, we highlight:

- Antidumping and Antitrust
- Banking, Finance and Infrastructure
- Commercial Contracts
- White Collar, Compliance and Investigation
- Corporate, M&A and Capital Markets
- Employment, Pensions and Benefits
- Energy and Natural Resources
- Environmental
- Intellectual Property and Data Protection
- Insurance and Reinsurance
- Litigation and Arbitration
- Private Wealth
- Real Estate
- Regulatory and Public Law
- Insolvency and Restructuring
- Sports and Entertainment
- Tax

OFFICES

- Brasília
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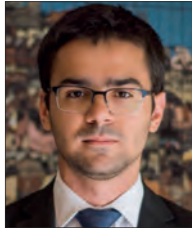
CLÁUDIO FIGUEIREDO COSTA
ADVOCACIA CRIMINAL



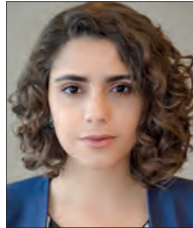
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**Cláudio Figueiredo
Costa**



Luís Guilherme Ferrante



Maria Clara Herkenhoff



Julliana Jarczun



**Mônica 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 23 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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Pedro Ivo Gricoli Iokoi



Adriano Scalzaretto



**Bruno Lambert Mendes
de Almeida**



Bruno Magosso de Paiva



**Caio Nogueira
Domingues da Fonseca**



**Gustavo Jonasson de
Conti Medeiros**

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.

BUSINESS

- White-collar crime
- Business crime
- Labor law

OFFICES

- BRAZIL**
- São Paulo

CONTACTS

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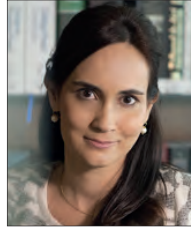
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**Flávia Rahal Bresser
Pereira**



**Guilherme Ziliani
Carnelós**



**Camila Austregesilo
Vargas do Amaral**

POSITIONING

The firm is specialized in Criminal Law, providing litigation and advisory services throughout Brazil.

The firm stands out for the high quality of the work developed, which results from the lawyers' experience in a considerable number of criminal cases, as well as from their concise structure that offers customized services, always having two of the partners working jointly with the other lawyers in every case.

The broad experience in the area coupled with the never-stopping legal updating of all its lawyers – also in other criminal law-related areas –, allows the firm to make judicious assessments of the scenarios of claims, conducting them in the safest and most effective way possible.

The strict confidentiality between client and lawyers is another commitment of the firm, also known by its discretion in conducting cases, especially those with far reaching repercussion.

Before establishing this law firm, the three partners had worked together for more than a decade at Malheiros Filho, Camargo Lima and Rahal Advogados, one of the most prestigious law firms at that time in Brazil, where Flávia Rahal was a partner for more than 16 years. The affinity arising from this joint experience is directly reflected on the team and its results.

Their old relationship, based on how clients are cared for and on the assumption that every work must be developed with excellence, ensures a strict and safe performance, in a close, long-lasting and trustworthy relationship of partners, lawyers and clients.

BUSINESS

- Preventive consultancy services
- Business crimes
- Crimes against the Brazilian financial system and capital markets
- Crimes against the tax system and against the social security system
- Money laundering
- Corporate crimes
- Antitrust and intellectual property crimes
- Crimes against property
- Crimes against consumers' interests
- Environmental crimes
- Crimes against government institutions
- Electoral crimes
- Crimes practiced by electronic means
- Crimes against life
- Defamation
- Crimes against labor rights and labor organization
- Traffic crimes

CONTACTS

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Raphael Miranda



Pedro Ivo Mello



Antonio Pedro Raposo



**Henrique Corredor
Barbosa**

POSITIONING

Raphael Miranda Advogados is a boutique firm focused on providing fast, efficient and innovative solutions to complex cases. Since its foundation in 2011, its partners' common goal is to offer tailor-made services built around an attorney-client relationship of mutual trust and respect.

The firm has an outstanding civil and corporate litigation track record, including arbitration and mediation. It also has extensive tax litigation and advisory experience and represents clients before the Public Administration, including governmental agencies and regulatory authorities.

From the outset, the firm has been representing its clients in major insurance claims throughout the country and abroad, involving financial risks, performance bonds, operational risks, engineering risks, property, civil liability, D&O, marine, oil and gas, among others. The team has a solid reputation for its work on large risks loss adjustment as well as in insurance disputes, arbitrations and mediations. RMA also advises its clients when negotiating insurance claims or contracting major risks insurance policies.

RMA maintains a diverse, highly capable and integrated team recognized for its expertise in several fields, including banking, mining, oil and gas, energy, logistics, franchise, construction, health, chemistry, communications, entertainment, international trade and third sector.

The firm is based in Rio de Janeiro and São Paulo but represents clients all over the country.

BUSINESS

- Dispute Resolution
- Insurance & Reinsurance
- Business & Corporate
- Tax Law
- International Transactions

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Paulo Freitas



Camila Freitas



Raquel Dias



Vitor Buzelin



Julia Lavigne



Matheus Borges



Fernando Abreu



Rodrigo Amaral



Bruno Ribeiro

POSITIONING

The law firm was founded in 2000 by Paulo Freitas Ribeiro, experienced lawyer and Professor of Criminal Procedure at Pontificia Universidade Católica of Rio de Janeiro. Specialized in advising medium-sized and large companies in regard to criminal matters, the main goal of the Firm is to develop the best legal strategies for its clients as a consequence of highly tailored services. The practice area of the Firm reaches companies from the most diverse sectors in Brazil and abroad, with emphasis on the sectors of energy, logistics, media and communications, financial and trades and commerce.

BUSINESS

Paulo Freitas Ribeiro Advogados Associados is a law firm specialized in business crime and criminal compliance which rely on a technical and experienced team in order to advise its clients in Brazil and abroad. The services provided comprehend the legal representation on behalf of companies and individuals in criminal procedures related to business crime. During the last decades, the Firm has represented its clients in the most important lawsuits that were initiated in Brazil, several of them involving accusations of environmental, tax and financial crimes. In addition, the Firm stands out for services of criminal compliance, providing legal advice in order to consolidate good practices of corporate governance in the business environment.

CONTACTS

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Tofic Simantob | Perez e Ortiz

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Fábio Tofic Simantob



Débora Perez Dias



Mariana Tranchesí Ortiz

POSITIONING

Tofic Simantob, Perez e Ortiz founded in 2005, is a law firm specialized in Criminal Law. Its experienced and driven team is committed to provide customized services for individuals and large companies.

The firm handles challenging, complex and high-profile cases, some of which have tested the limits of Criminal Law in Brazil in recent years, such as the Car Wash Operation.

Tofic Simantob's hallmark is the permanent strive to settle the dispute in the best possible way and in the shortest possible time.

Its partners and lawyers are experienced in all criminal matters, such as:

Corporate Criminal Law

The firm has vast expertise in cases involving economic crimes, such as offenses related to finance, tax, tender procedures, environment, bankruptcy, antitrust, money laundering, among others. It excels in defending the interests of companies and their executives, including – but not limited to - large operations.

Criminal Law

Tofic Simantob is prepared to advocate for the defendant or assist the prosecution at all stages of the criminal proceedings, from the investigation stage to the final judicial instance stage. The firm's field of action is broad and includes the practice in cases of property crimes and crimes against individuals, government entities, public health, public faith, among others.

Higher Courts

The firm is particularly suited to operate in Brazil's Superior Court of Appeals (STJ) and the Federal Supreme Court (STF), frequently acting collaboratively with other law firms. With its extensive experience in oral submissions, technical know-how and strategic vision, the firm uses all legal measures available to remedy illegalities and find the best possible outcome for the client.

Consulting

The team also offers consulting services, prepares legal reports and proposes measures to prevent or mitigate criminal risk arising from business activities.

BUSINESS

- Criminal Law
- Corporate Criminal Law
- Economic and Financial Criminal Law
- White Collar Crime

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Abogados

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Gonzalo Cisternas



Juan Pablo Lorenzini



Katherine Hyde



Jean Pierre Matus



Domingo Hernández



Luis Masferrer



Alfredo Larreta



Hugo Muñoz

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: Jean Pierre Matus, Domingo Hernández, Hugo Muñoz, Alfredo Larreta and Luis Masferrer.

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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Catalina Navarro Soffia



Luis Navarro Egaña



Benjamín Costa Navarro



Carlos Vernaza Latuf

POSITIONING

Estudio Navarro is composed of a team of highly specialized lawyers to deliver effective and comprehensive solutions in the different areas of its competence, both in corporate labor advice and in the field of labor and criminal litigation, with strong conviction and responsibility to attend particular requirements of its customers.

Since its foundation in 1974 by Luis Navarro Egaña, an expert in labor law, over the decades Estudio Navarro has consolidated a prestigious portfolio of clients in several industries, nationally and internationally, representing leading trade associations of the country and participating in the discussion of important legislative and regulatory reforms.

In criminal matters Estudio Navarro provides advice that includes the preventive, investigative and judicial field, with solid knowledge in criminal procedural matters and experience in the development of strategies and litigation of complex cases with specialization in economic, financial and property crimes, as well as the necessary experience in common crimes for the defense of companies and individuals.

Estudio Navarro seeks the complementarity of the branches of law that its advice includes to offer the clients comprehensive solutions to their conflicts and protection of their interests.

The labor and social security area provides corporate advice with a broad vision of the business environment, which seeks to prevent conflicts by proposing practical and innovative solutions for the company's progress. Estudio Navarro has a vast experience in collective bargaining, which puts our lawyers in a privileged position to face the challenges in this matter.

The excellence of its work has been recognized in international rankings as one of the outstanding Chilean firms in Labour and Employment and Dispute Resolution.

BUSINESS

- Criminal Litigation
- White Collar Crime
- Dispute Resolution
- Labor Litigation

CONTACTS

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**Gonzalo Insunza
Figueroa**



**Matías Insunza
Tagle**



**Felipe Sologuren
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**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, for four years.

BUSINESS

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

CONTACTS

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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



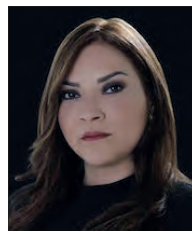
Daniel Peñarredonda



Karen Juris



Carlos Sánchez



Diana Bravo



Javier De La Hoz

POSITIONING

DE LA ESPRIELLA Lawyers Enterprise® Consultorias y Servicios Especializados is one of the most renowned law firms in Colombia with more than fifteen 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, Karen Juris, Carlos Sanchez, Diana Bravo and Javier De La Hoz; it has been possible the positioning of a complete and competent portfolio of services in consultancy and legal representation with a highly qualified interdisciplinary team. Hence, 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
- Urbanistic Law
- Labor Law
- Electoral Law
- Entertainment Law
- Sports Law
- Public Affairs
- Health Law

OFFICES

- Barranquilla
- Bogotá
- Medellín
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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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Kiril Bougartchev



Emmanuel Moyne



Geoffroy Goubin

POSITIONING

As litigation attorneys highly regarded in the profession, we assist public and private companies such as banking institutions and financial institutions, insurance companies and their executives in all types of litigation they face, whether in criminal law or civil law, business, civil and commercial law or regulatory matters. We support them on a daily basis in crisis situations, or to help them meet their legal and regulatory obligations. We also assist them with the implementation of their internal investigations, compliance programs and training initiatives.

Experienced in emergency situations, complex, plural, transnational and multi-jurisdictional procedures, as well as negotiated justice, in France and abroad, we are also used to working in teams, assisting clients in their work around the world alongside international firms including specialist firms. We are often mandated to coordinate the interventions of the selected firms in various jurisdictions.

Finally, we ensure the enforcement of French and international court decisions. We also recover all types of misappropriated assets.

We are our clients' partners and not just their lawyers. Attentive to their strategy and their image, together we form a single team dedicated to achieving the goals they have assigned us. We strive to perfectly understand our clients and their activities, their organization and their teams, the risks inherent to their businesses, their needs as well as their objectives.

Within this framework, we quickly identify the procedural and strategic options available to our clients, and provide them with pragmatic answers.

BUSINESS

- Business criminal law / White-collar crime
- Compliance
- Civil and commercial litigation
- Regulatory disputes
- Crisis and reputational injury management
- Enforcement and asset recovery
- Internal investigations

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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 counseling and litigation firm before French and German jurisdictions as well as before the ICC and other Arbitration 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.

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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“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 Bennaïm, 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, extending our activity to the South of France.

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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Olivier Laude



Richard Esquier



Victor Champey



Sophie Havard Duclos



Nathalie Karpik



Claire Machureau

POSITIONING

Founded in 2008, our Firm now counts twenty-five lawyers devoted to all aspects of business litigation and arbitration.

Our highly trained team provides expertise in every matter of the law. We accompany and advise our clients at every level by addressing each concern and by exploring all possible implications of a legal issue.

Our strong experience in litigation enables us to analyze the potential risk of any situation. Strategic choices must be based on carefully established parameters and thorough analysis. Our team is fully equipped with the tools necessary for solving all legal matters, whether it be through mediation or if it proves necessary, full litigation. Before engaging in the latter, we systematically carry out audits to evaluate the risks involved. Our knowledge of the judicial process allows us to manage disputes of all natures and to intervene at any stage, from preliminary hearings to judgement enforcement.

We represent our clients before all the different courts (civil courts, criminal courts, European courts and arbitration courts) in France and abroad as well as before the administrative authorities in disciplinary or investigative proceedings (AMF, ACPR, ARCEP, CNIL, etc.).

Our Firm is constantly ranked amongst the top firms for business litigation by Legal 500 Paris, Legal 500 EMEA and Décideurs Stratégie Finance Droit.

BUSINESS

- Arbitration
- Commercial Distribution Consumer Affairs
- Corporate finance and M&A Disputes
- Criminal Law
- Distressed companies
- Employment Law
- Financial Banking and Securities Disputes
- Inheritance Litigation
- Insurance Reinsurance
- Intellectual Property
- Internet Media Telecommunications
- Real Estate Construction Litigation

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Pascal Ormen



Rémi Passemard

POSITIONING

ORPA Legal is currently managed by two of its original founders, **Pascal Ormen** and **Rémi Passemard**. The Firm has been recognized by its clients as a leading law firm for dispute resolutions in France, especially for commercial litigation, insurance and reinsurance, as well as liability law.

ORPA Legal is an independent boutique firm made of 12 lawyers, exclusively dedicated to businesses and known to provide services of excellent quality in a fast, pragmatic fashion, in complex matters and mass litigation, often in close collaboration with recognized technical and financial experts.

The firm's lawyers have developed an indepth knowledge in insurance law, as well as in **insurance industry** customs and practices, and are frequently sought by their clients with respect to the pre-litigation phase of their cases.

BUSINESS

The practice areas of the firm **ORPA Legal** are the followings:

- Commercial litigation, including banking and ADR
- Life and non-life insurance
- Reinsurance
- Insurance intermediation
- Insurance financial lines
- Insurance regulatory
- Risks and insurance policies audit
- Product liability
- Industrial risks
- Cyber risks
- Construction
- Transport

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Nadine Herrmann



Marcus Grosch



Thomas Werlen

POSITIONING

Quinn Emanuel opened its Paris office in January 2013. Dedicated to international arbitration, commercial litigation, white collar and investigations, the Paris office has grown steadily since its creation and gathers now four partners and 21 associates. For its arbitration practice, the Paris team works both in investment protection and commercial matters, and has particular expertise in energy, construction and industry. The litigation and white collar practice groups have a particular focus on the aerospace industry, the automotive industry as well as on corporate dispute and capital market investigations.

Our London office specializes in high-stakes commercial litigation and has become one of the premier firms for complex commercial and financial disputes. We act against global, money center banks something most firms cannot do due to conflicts. London is also the center of our highly rated international arbitration practice.

Our Brussels team supports clients in matters involving competition, regulatory and enforcement issues. Competition issues are increasingly complex and typically involve a European aspect. Our competition team is experienced in every aspect of competition law.

Our German offices provide the highest standard of litigation service in domestic and cross-jurisdictional matters with a German component. Mannheim and Munich are the core of our patent and international arbitration practices. Hamburg and Stuttgart focus on IP, competition, regulatory, finance, product liability, data protection, white collar crime, and general commercial litigation matters.

QE opened the Swiss office in Zurich in 2016. Since then, we have built a reputation as one of the premier law firms for complex commercial and financial disputes in Switzerland.

BUSINESS

- General Commercial Litigation
- Financial Litigation
- International Arbitration
- Intellectual Property including Patent Litigation
- Competition Litigation
- Bankruptcy & Restructuring
- White Collar Defense & international Investigations
- Regulatory & Judicial Review

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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, analysis of the regulatory framework, compliance, authorization procedures and management of relationships with brokers, agents and other intermediaries (above all banks and finance companies).

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

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Lorenzo Ranieri

POSITIONING

PG Legal is an independent law firm with an international network providing a full range of legal services to corporations, financial institutions and High Net Worth individuals in the following main group industries: Insurance, Finance, Luxury Assets, Energy and Technology.

PG Legal has offices in Milan, Rome, Dublin and branches in Naples and Genoa. Our work is international by nature as our clients come from all over the world and their businesses require assistance and advice across several jurisdictions. We have established dedicated Russian and Asian desks staffed with native language speaking lawyers with extensive work experience for Russian and Asian clients.

To better serve our international client basis we have developed strong best-friends relations with leading law firms across Europe, the US, the Middle East, CIS and Asia that specialize in the same sectors in which we operate.

BUSINESS

- CORPORATE TRANSACTIONS
- INSURANCE & REINSURANCE
- LUXURY ASSETS: Superyachts; Aviation; Fashion and Luxury Property
- RENEWABLE ENERGY & GAS
- TECHNOLOGY: IT and Privacy
- REAL ESTATE

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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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Karine Vilret



Michel Bulach

POSITIONING

Since 1923, Wildgen has been at the heart of legal practice in Luxembourg serving its clients as an independent full-service business law firm. Today it is known as one of the best law firms in the country.

Wildgen's lawyers provide full insurance and reinsurance services across a global client base. They assist local and international market players including brokers, insurers, reinsurers, investors, corporate clients and financial institutions. They have significant experience handling both contentious and non-contentious work, assisting clients on insurance and reinsurance litigation, regulation and transactions.

Wildgen's assistance for insurance and reinsurance industry clients focuses on:

- Affinity insurance
- Captive reinsurance
- Commercial reinsurance
- Contracts and policies
- Freedom to provide services and freedom of establishment
- Insurance funds
- Life insurance
- Non-life insurance
- Professional liability insurance
- Surety insurance
- Specialty Lines

The Insurance & Reinsurance Practice Group 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
- Data/IP/TMT
- Dispute Resolution and Litigation
- Employment
- Insurance and Reinsurance
- Investment Funds
- Tax

DEDICATED OFFERINGS:

- Art
- Data Protection and Governance
- Energy
- Innovation
- Private Equity and Venture Capital
- Real Estate
- Sustainable Finance
- Transport

REGIONAL DESKS:

- London Representative Office
- German, French, Italian Desks

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 Top Advisors Directory
LAW FIRMS

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PERU

Benites, Vargas & Ugaz

ABOGADOS

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Mercado**



**César Benites
Mendoza**



**Daniel Figallo
Rivadeneyra**



**Victor García
Toma**



**Roberto Pereira
Chumbe**



**Luis Vargas
Valdivia**



**José Ugaz Sánchez
Moreno**

POSITIONING

Benites Vargas Ugaz, a Law firm in Peru with more than 27 years of specialized expertise in Criminal, Civil, Labor and Constitutional Law Litigation with high ethical standards and social commitment, comprised by first class lawyers, in all legal practice areas, 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. We are the only firm in Peru, that is recognized by Manie Pulie, achieving a certificate of ethics and transparency. In addition to being recognized by TRACE International in compliance with anti-bribery policies and in compliance to the highest standards of ethics and professional transparency, it continues in recent years to consolidate its litigation practices at the criminal, civil, labor and constitutional level.

Our firm is recognized in the market for its ability to handle defenses in judicial processes and arbitrations, even in critical stages, maintaining an important portfolio of processes in multiple specialties: civil, commercial, constitutional, contentious – administrative processes, etc. This leads us to maintain an intense relationship with the judiciary in all its instances.

To be perhaps the only firm that has more than 50% of its partners, former members of the highest rank in institutions such as Transparency International, the Constitutional Court, the State Public Prosecutor's Office, the Judiciary or the Ministry of Justice, has allowed them to review cases and transactions from different angles, in order to propose comprehensive solutions to highly complex litigation.

Today the firm continues to have a clear commitment to consolidate in its most prominent areas of litigation, also emphasizing its Compliance proposal, where we have positioned as pioneers, not only for its implementation beyond legal issues, but for having crossed the borders and providing the service in countries such as Colombia and Chile.

BUSINESS

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

OFFICES

- Ancash
- Lima
- Trujillo

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Luis Felipe Cortez



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

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OSTERLING
A B O G A D O S

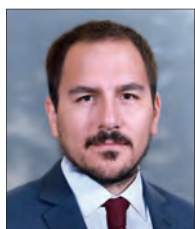
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Enrique Ferrando



Mauricio Martinez



Gabriel Loli



Fernando Allasi



Scilia Flores

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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**Oscar Barton
Gastelumendi**



Manuel Quiroga Suito



Giancarlo Mandriotti



Víctor Custodio



Jorge Acevedo



Hugo Pow Sang

POSITIONING

Quiroga & Barton is a boutique law firm that provides comprehensive legal advice of the highest quality in several areas of expertise. Founding partners have years of experience and have been part of top tier full service law firms in the country.

The firm is recognized for knowing extensively and deeply all aspects of the industries of its customers, which distinguishes them from other market firms. Partner Quiroga is one of the few experts in Peru in Maritime law and a very well-known practitioner in insurance matters. The firm has also a good experience in the Mining, Agribusiness and Health sectors.

BUSINESS

- Insurance & Reinsurance
- Maritime & Ports
- Agribusiness
- Dispute Resolution
- Arbitration
- Health regulation
- Administrative Law
- Corporate
- Labor
- Tax
- Mining & Environmental Law

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Alberto Rebaza



Augusto Loli



Roger Zavaleta



Claudia Quispe

POSITIONING

Our Firm was established in 2004 and after more than 14 successful years of sustained growth, is currently one of the top firms in the Peruvian Market. We have built up a full service firm, adding to our premier transactional practice, a number of highly specialized legal areas.

Dispute Resolution

Our Dispute Resolution team is highly experienced in complex and sensitive controversies. We focus our practice on defending the interests of our clients in all stages of arbitration, judicial cases and administrative proceedings.

In our arbitration area, we provide advice on a wide variety of issues, mainly those related to commercial contracts, corporate disputes, construction contracts, involving parties from the public and private sectors. Regarding our litigation area, we also developed highly specialized practice groups within its dispute resolution department, focused on areas such as civil, commercial, tax, labor disputes and constitutional disputes.

What distinguishes our team is the specialization of our advice in processes involving various areas of law. This is the result of the joint work with members from other areas of our firm, who are specialists in labor processes, bankruptcy, corporate law, taxation, administrative law, finance, and criminal law.

Our advice is continuous, since the controversy is in its earliest stages and during the beginning of the respective process, which allows us to have a deep knowledge of the case and provide optimal legal advice.

BUSINESS

- Mergers & Acquisitions
- Bankruptcy & Restructuring
- Projects & Infrastructure
- Financing & Capital Markets
- Regulatory
- Corporate
- Tax
- Labor
- White Collar Crime
- Corporate Litigation
- Arbitration
- Private Clients
- Venture Capital
- Compliance
- Mining

OFFICES

- Lima
- Santiago de Chile

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Marco Palacios Meza



Ysabel Espinoza



José Luján



Stephany Lanegra



Enzo Izaguirre



Fara Martínez

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

CONTACTS

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LAW FIRMS

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Fernando Silva



Tatiana Bastidas



Jorge Moreno



Mery Alonzo



Hugo Jimenez

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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Tatiana Bastidas, Partner
Jorge Moreno, Partner
Mery Alonzo, Partner
Hugo Jimenez, Partner

Top Advisors Directory
LAW FIRMS

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Andreas Länzlinger



Eric Stupp



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Aurélie Conrad Hari



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POSITIONING

We are a leading Swiss law firm with more than 170 lawyers in Zurich, Geneva, Lugano and Zug. 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
- Banking & Finance
- 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

MANGEAT has a well-established expertise in diverse and complex legal fields with a strong domestic and international experience. Being forward thinking, the firm has recently added two new practices, Risk Management & Compliance, and General Counsel Desk, which offer clients alternative services and foster synergies with other practice areas. We combine an innovative and creative approach to help our clients achieve their objectives and mitigate their risks in an ever-changing and uncertain economic, health and regulatory environment. We dare to care about our clients' reputational risk and help them navigate through each crisis and the wide array of legal challenges.

MANGEAT has continuously grown by including different ways of thinking, backgrounds, and cultures. The multilingual team members have been trained and qualified in Switzerland and abroad. They benefit from diversified industries and sectorial experience gained in private practice and in-house at multinational companies. Our team is also constantly collaborating with law firms and practitioners in other jurisdictions.

Dispute Resolution

MANGEAT regularly assists domestic and international clients in civil and commercial disputes, and cross-border proceedings. The practice ranges for instance from contracts, insolvency, employment, matrimonial and family matters, complex inheritance disputes, medical malpractice, to enforcement proceedings. Our Dispute Resolution team has also a reputable experience in high profile criminal proceedings, financial crime and investigations, and regularly assists clients before the various Swiss criminal courts and prosecution authorities.

We offer on time, succinct and practical legal advice and solutions in highly sensitive contexts. We are experienced in managing complexity and risks in cross-functional matters. We are agile in challenging the status quo and leveraging legal project management to efficiently assist our clients in complex dispute matters.

BUSINESS

- Banking & Finance
- Corporate & Commercial
- Data Protection
- Dispute Resolution
- Employment
- Financial Crime & Investigations
- Pharmaceuticals, Healthcare, Life Sciences
- Real Estate & Construction
- Restructuring & Insolvency
- Risk Management & Compliance
- General Counsel Desk
- Spanish & Latin-American Desk

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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

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- Punta del Este

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 Top Advisors Directory
LAW FIRMS

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USA

POSITIONING

Cravath strives to be the firm of choice for clients facing their most difficult and critical disputes. Trained across multiple disciplines and equipped with a broad range of experience, our litigators think outside the box and apply creative solutions to complex matters, regardless of the subject matter, industry or client's role in a particular dispute. The credibility and experience we bring to each matter, and our preparation of each case from the outset as if it is going to trial, give us a strategic advantage in all steps of dispute resolution. Some of our practice areas include:

Antitrust

From prevailing for IBM after trial in the landmark government case over alleged monopolization of the computer market during the 1970s-'80s, to vindicating American Express before the U.S. Supreme Court in one of the most significant government antitrust enforcement actions in history, Cravath continues to be the go-to firm for major antitrust litigation. Our practice is chaired by the only person to have ever served as both the chief antitrust lawyer for the United States and an FTC commissioner. We represent clients in securing regulatory clearance for major transactions, such as Anheuser-Busch InBev's \$123 billion acquisition of SABMiller. We also advise clients on business conduct or potential investments and handle government investigations.

Arbitration

Cravath has successfully represented U.S. and foreign companies in domestic and international arbitrations, as well as mediations and other ADR proceedings, involving diverse industries and various areas of the law. We regularly engage in early case assessment and identify ADR options as part of our approach to dispute avoidance and resolution. We have represented clients in a variety of venues in disputes administered by the International Chamber of Commerce, the American Arbitration Association, the World Intellectual Property Organization and the London Court of International Arbitration, as well as in "ad hoc" arbitrations.

General commercial

Cravath regularly represents clients in high-stakes commercial litigation. Our practice includes breach of contract, ERISA, False Claims Act, environmental, unfair competition, mass tort, product liability and employment matters. Representations include obtaining a judgment of over \$800 million for a client in a breach of contract case and securing an arbitration victory in a multibillion-dollar contract dispute. We have also handled several environmental matters (culminating in four trials and an arbitration) and numerous *qui tam* actions.

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www.cravath.com

Intellectual property

Our team includes the former head of the U.S. Patent and Trademark Office. We handle patent, trade secret, trademark and copyright matters involving complex technologies and products, as well as commercial litigation that frequently arises from IP matters, such as antitrust and breach of license claims. We bring to each case a trial lawyer's courtroom perspective and deep trial experience, which distinguish us from many firms who may be IP specialists but do not try cases on a regular basis. We also advise clients on national and worldwide IP strategy.

Investigations and regulatory enforcement

Cravath handles major white collar criminal defense matters, regulatory enforcement actions and investigations for individuals and corporations, both foreign and domestic, in diverse industries. We also assist clients in handling complex internal investigations, conduct fact-finding exercises with respect to shareholder demands and advise company executives and directors on compliance obligations, potential areas of exposure and preventive measures. Our team includes attorneys who have spent portions of their careers at U.S. government agencies.

Securities

We have achieved significant wins and established important precedent in mega-deal litigation, traditional securities fraud litigation and regulatory enforcement matters on behalf of every key category of defendant: issuers, financial institutions and audit firms. Our wins and innovative strategies from the boardroom to the courtroom have given corporate defendants greater ammunition to protect critical business interests and leveled the litigation playing field. Securities cases rarely go to trial, and we have tried four in the past several years. We have also eliminated claims against our clients in excess of \$50 billion in recent years.

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