

INSPIRALAW

The 50 women lawyers selection offers a diverse, inclusive and well deserved list

THE COCA-COLA ELEMENT

Bradley Gayton, Coca-Cola senior VP and global GC, and the new diversity & inclusion rules for external lawyers

TWO "PANDEMICS"

Adeodato Pinto, Efacec's GC, talks about how the company dealt with Luanda Leaks and COVID-19

A GENDER AND DIVERSITY VIEW

Iberian Lawyer gathers five top women GCs to debate around their vision of gender and diversity

PEPSICO'S DNA

John Rigau, vice president and general counsel at PepsiCo West Europe, talks with us about his role inside the legendary brand

For further info about the awards: awards@iberianlegalgroup.com
For further info about the other events: events@iberianlegalgroup.com

Iberian Lawyer

These events refer to Iberian Lawyer and they reward the best lawyers and law professionals in Spain and Portugal.

Labour Awards - Portugal	Rescheduling of the 2020 edition - Web Edition	21/04/2021
Labour Awards - Spain		Madrid, 20/05/2021
InspiraLaw	New Date	Madrid, 25/05/2021
IP & TMT Awards - Spain		Madrid, 30/06/2021
IP & TMT Awards - Portugal	New Date	Lisbon, 14/07/2021
Forty under 40 Awards		Madrid, 23/09/2021
Gold Awards		Madrid, 04/11/2021
LegalDay		Madrid, 04/11/2021
Legaltech Day - Iberian	Web Edition	18/11/2021
Labour Awards - Portugal		Lisbon, 02/12/2021

The Latin American LAWYER

The event aims to highlight the excellence of the lawyers of firms, experts in the sector of energy and infrastructure in Latin America.

Legaltech Day - Latam	NEW DATE, Web Edition	26/04/2021
Energy & Infrastructure Awards		Sao Paulo, 21/10/2021

INHOUSECOMMUNITY AWARDS

This event intends to reward the best professionals within companies: from legal affairs, HR, financial to tax departments.

InhousecommunityAwards Egypt	Web Edition	11/02/2021
Gold Awards		Madrid, 4/11/2021
Inhousecommunity Awards - Switzerland		Milan, 25/11/2021

LEGALCOMMUNITYWEEK

LC PUBLISHING GROUP

The international week of events for the legal business community in Milan.

Legalcommunity Week	Milan, 7-11/06/2021
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FINANCECOMMUNITYWEEK

LC PUBLISHING GROUP

The Global Annual Event for the Finance Community.

Financecommunity Week	15-19/11/2021
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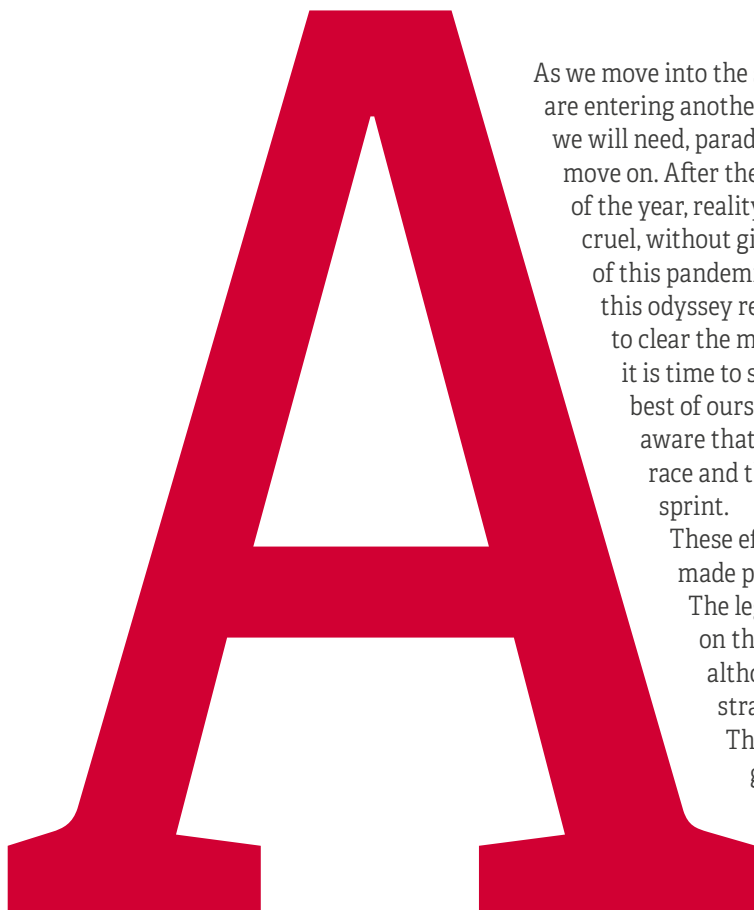
LC PUBLISHING GROUP

They are the events that are addressed to all the communities of the Group: legal, inhouse, finance and food.

Corporate Music Contest	Milan, 09/06/2021
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INSPIRALAW

by desiré vidal



As we move into the second quarter of the year, we are entering another decaffeinated spring in which we will need, paradoxically, plenty of caffeine to move on. After the euphoric hope at the beginning of the year, reality continues to appear harsh and cruel, without giving us a break amid the waves of this pandemic. One year on, and the end of this odyssey remains uncertain - it is necessary to clear the mind. To understand, finally, that it is time to survive. To continue giving the best of ourselves, but, at the same time, to be aware that this is more of a long-distance race and that there is still time for the final sprint.

These efforts have to be measured and made profitable, and law firms know it. The legal market continues to focus on the sectors that maintain demand, although with increasingly higher strain amid so much competition.

The leaders set an example and guide and encourage the younger lawyers who, as we see every day in the operations and matters that we cover, are exceedingly strong.

In this month of April, the breath of fresh air comes to us from InspiraLaw. A new edition of the initiative that recognises the role of women in the legal sector in Spain and Portugal. Along with the veterans, Iberian Lawyer highlights less well-known others but equally senior in their expertise. To all of them, congratulations are in order. There are many more than 50 lawyers who inspire us every day, but this is a selection that offers a diverse and inclusive list and, at the same time, well deserved. The celebration where these InspiraLaw Diversity & Inclusion recognitions will take place is scheduled for May 25. This edition has an international feel where Iberian Lawyer offers, among other matters, the final career among Linklaters global senior partner candidates with a special focus on Claudia Parzani. The Italian, an expert in Capital Markets, is presented as one of the winning options, and from Spain, we echo the interview that LC Publishing Group's editorial director, Nicola Di Molfetta, conducts for the group's Italian magazine, MAG. Two great Legal directors of legendary brands such as PepsiCo and Coca-Cola share their experiences with us. John Rigau, vice president and general counsel at PepsiCo West Europe, tells us, after 30 years with the firm, that "diversity, integrity, sustainability and meritocracy are part of the DNA of PepsiCo." Bradley Gayton, senior vice president and global general counsel of Coca-Cola, explains to us what the diversity and inclusion standards set by the company as a new requirement for its panel of signatures consist of. We also spoke with Adeodato Pinto, general counsel at Efacec, a company whose main shareholder was Isabel dos Santos, who at that time was the richest woman in Africa. According to Adeodato, Luanda Leaks and COVID-19, were Efacec's two "pandemics" in arguably their most complex year.

Straddling Miami and Barcelona, we get to know in more depth our April Partner Abroad, Ricardo Oliveras. The ECIJA partner was selected by Iberian Lawyer last February as one of the best Sports Law practice lawyers in Spain. As this month's Young and Unstoppable, we present Irene Terrazas, a lawyer who, at 28, has gained a very solid position within the profession, specifically in her areas of expertise; Public Contracting, Commercial and Corporate Law.

Among our collaborations this month, we highlight the one made up of five great general counsel; Ana Buitrago, Teresa Mínguez, Eva Argilés, Gloria Sánchez and Rocío Bonet, who debate in the ACC article on their vision of gender and diversity. Manel Atserias Luque, founder of the Mental Health Institute of the Legal Profession, puts his finger on the sore spot and reflects on the need to "put an end to the mental health crisis in the legal profession". Clara Cerdán, on behalf of the Women in a Legal World, Vanessa Fernández Lledó and Paloma de Carlos Álvarez, representing the World Compliance Association, complete the entries in this issue. 

OPEN FOR BUSINESS: HOW SPAIN AND PORTUGAL ARE INCREASING FOREIGN CAPITAL IN THEIR DEALS

8 APRIL 2021 • 17:00 - 18:30 CET

Speakers

Adeodato Freire Pinto, General Counsel, *Efacec*

Claudia da Cruz Almeida, Partner, *VdA*

Javier Rapallo, Head of Corporate Finance Spain, *Deutsche Bank*

José Gómez de Barreda Tous de Monsalve, General Counsel, *Globalvia*

Pedro Marques da Gama, Partner, *Pérez-Llorca*

Rui de Oliveira Neves, General Counsel, *Galp*

Moderator

Michael Heron, Journalist, *Iberian Lawyer*



REGISTER

PARTNERS

Pérez-Llorca  VIEIRA DE ALMEIDA



N 103 | April 2021

Chief Editor

desire.vidal@iberianlegalgroup.com

In collaboration with

michael.heron@iberianlegalgroup.com

Group Editor-in-Chief

nicola.dimolfetta@lcpublishinggroup.it

Managing Editor

ilaria.laquinta@lcpublishinggroup.it

Group Art director

hicham@lcpublishinggroup.it - kreita.com

Collaboration from LC Italy

roberta.mazzoleni@lcpublishinggroup.it

Country Manager Portugal & Brazil

carlos.montagnini@iberianlegalgroup.com

Managing Director

aldo.scaringella@iberianlegalgroup.com

Group COO

emanuele.borganti@lcpublishinggroup.it

Group Communication and Business Development Director

helene.thierry@lcpublishinggroup.it

Administration Officer

carlos.donaire@iberianlegalgroup.com

Contributors

alessio foderi, clara cerdán, giselle estrada ramírez, paloma de carlos álvarez, vanessa fernández lledó, victoria ortega

Editor

Oficina registrada:
C/ Covarrubias 3, bajo D
28010 Madrid - España
Tel. +34 91 563 3691
info@iberianlawyer.com
www.iberianlawyer.com
thelatinamericanlawyer.com

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Política editorial

Iberian Lawyer abre una ventana a la profesión jurídica ibérica para bufetes de abogados nacionales e internacionales y general counsel. La revista se financia a través de suscriptores y anunciantes, así como de firmas de abogados patrocinadoras que proporcionan las actualizaciones y perfiles legales incluidas en los Special Reports.

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THE CHALLENGE OF SUSTAINABILITY IN COMPANIES

22 APRIL 2021 • 11:00 - 12:30 CET

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LEADERSHIP

Linklaters appoints new managing partner in Spain

Linklaters has appointed **José Giménez Cervantes** (pictured) as managing partner of the firm in Spain for a four-year term. The appointment will be effective May 1 and is part of the natural rotation for this type of position at Linklaters.

He replaces **Íñigo Berricano**, who, after more than ten years dedicated to management matters in the Madrid office, will continue as a partner advising clients on Financial and Securities Market transactions.

José Giménez joined Linklaters as a partner in 2009 and is currently the head of the Public Law and Regulated Sectors practice in the Madrid office. In recent years he has held various decision-making positions at the firm, such as partner head of the Knowledge and Training and Marketing and Business Development departments in the Madrid office, as well as co-head of the Telecommunications sector (TMT) at Linklaters globally.

A State Lawyer since 1993 (on leave of absence since 2003), he was for three years secretary of the Board of the Telecommunications Market Commission (Comisión del Mercado de las Telecomunicaciones). José has extensive experience in advising, both on advisory and Litigation matters, large companies in sectors with a significant Regulatory component, mainly in the electricity and gas sectors, telecommunications, Public contracts and concessions, and administrative liability. He also advises infrastructure funds on the Regulatory aspects of their investments in regulated assets in Spain.

José is recognised as one of the leading experts in the Spanish market in the areas in which he advises. A prestigious international directory considers him as an outstanding expert in Public Law and Energy and Telecommunications.

Alejandro Ortiz, senior partner at Linklaters in Spain, commented: "We are enormously grateful to Íñigo for his work as managing partner of the Madrid office. We are also convinced that Pepe, another heavyweight in the firm and in our sector, will carry out his new role with the same excellence with which he has always carried out (and will continue to carry out) his work with clients."



TMT & INSURANCE LATERALS SPAIN

Bird & Bird lures three partners from ONTIER and Hogan Lovells

Bird & Bird has expanded its team in Madrid with the arrival of its new partner **Joaquín Muñoz**, an expert in New Technologies and Data Protection, who joins the firm from ONTIER, where he was global co-head of the TMT practice. Joaquín's appointment forms part of the firm's growth plan for the Madrid office.

Joaquín Muñoz (pictured left) has 18 years of experience advising technology companies on Digital Law, Data Protection, Information security, E-commerce Law, Entertainment Law, IT Outsourcing, Gambling Compliance, Intellectual Property and other issues related to the TMT industry. At Bird & Bird, Joaquín will be part of the Commercial and Privacy & Data Protection practices advising clients on Data Protection and Cybersecurity matters. Given his extensive experience in cloud, software, Medtech, collaborative economy, and in the fintech, retail and Legaltech industries, Joaquín will also work closely with the Tech & Comms and Media, Entertainment & Sports sector groups.

The firm has also strengthened its Dispute Resolution practice in Madrid with the addition of two partners specialising in the Insurance area. They are **Luis Alfonso Fernández Manzano** (pictured centre) and **Virginia Martínez Fernández** (pictured right), as well as two associates, all from Hogan Lovells.

The arrival of Luis and Virginia, along with a team of two associates, is a key milestone in the firm's strategic growth plan for the Madrid office, particularly in the Insurance and Reinsurance Regulatory area. There is a growing need for this expertise across the firm, and the arrival of the new team will further promote Bird & Bird's Insurance offering within the firm's International Dispute Resolution practice.

Fernández Manzano was the head of the Spanish Insurance and Reinsurance practice and Product Liability practice groups, as well as the Madrid Litigation practice at Hogan Lovells, taking over Ruiz-Echauri's position when he left the law firm to join Pérez-Llorca. Luis has extensive experience in Insurance Litigation, Liability Law, industrial claims, Insurance and Reinsurance coverage litigation, claims handling, medical malpractice, aviation claims, professional liability, directors' and officers' liability insurance, cyber risks and Financial services. He is also a recognised specialist in reinsurance contracts and industry regulatory aspects, as well as policy drafting and distribution agreements, insurtech, social benefits and pension regulation.

Virginia Martínez Fernández also comes from Hogan Lovells, where she was head of the Insurance and Reinsurance regulatory practice. She regularly advises clients on the interpretation of Spanish Insurance and Reinsurance and pension plan regulations, as well as on their distribution. She also has experience in the design of Insurance distribution structures in Spain, drafting and negotiation of all types of Insurance contracts (agency, third party administrator, intermediation contracts and reinsurance contracts) and submissions to the Spanish Regulator ("Dirección General de Seguros y Fondos de Pensiones"). Virginia also has extensive experience in the design and adaptation of insurance products, having collaborated in the launch of all types of insurance in Spain, especially mass insurance policies.

Joining Luis and Virginia from Hogan Lovells are associates **Teresa Repullo Conde** and **Virginia Domínguez Hierro**.



TAX PORTUGAL

Garrigues Portugal hires new Tax area partner from Morais Leitão

Garrigues has strengthened its Portuguese Tax team with the incorporation of **Miguel Pimentel** (pictured), who will assume the coordination of the Portuguese area of International Taxation. Pimentel joins partners **Pedro Miguel Braz**, head of the department and coordinator of the Contentious-Tax area in the country, and **Fernando Castro Silva**, who is in charge of Tax Consulting, with the task of leading the team, with more than 30 professionals.

Miguel Pimentel, who returns to Garrigues from Morais Leitão, where he was a managing associate, after having worked at the firm between 2010 and 2012, focuses his activity on the Financial sector, working on financing transactions, Mergers & Acquisitions, Venture Capital and Private Equity, as well as Product Taxation. He holds a Law degree from the University of Lisbon and an LL.M. in Tax Law from Georgetown University.

This new Garrigues partner has significant international experience. He has worked for several years in New York at KPMG and EY, advising large financial entities, including banks and asset managers, on international operations. Previously, he collaborated with the State Tax Affairs Secretariat and was a member of the IRC Reform Commission in Portugal, where he participated in multiple legislative projects in the Tax area.

Miguel Pimentel said, "It is with pride and a stimulating professional challenge that I return to the office where I had the opportunity to work at the beginning of my career. I assume this challenge and the commitment to enhance the brilliant work that Garrigues has been developing in Portugal, and more specifically, the Tax Law area. It is the right project at the right time."

João Miranda de Sousa, partner head of Garrigues in Portugal, describes the incorporation of Miguel Pimentel as part of the firm's commitment to continue attracting the best talent: "It is the return to this firm of an excellent lawyer, with an unusually varied professional career, marked by a strong international vocation."



Legaltech

Spain

CONNECT



14 APRIL 2021

17.00-18.30 (CET)

**LEGALTECH Y EL IMPACTO EN LAS CUENTAS
DE LOS DESPACHOS DE ABOGADOS:
¿QUÉ OCURRE CON EL VALOR AÑADIDO?**

Speakers

Alejandro Touriño, Managing Partner, Ecija

Arturo Lacave, CEO, ValistiQ - the legal procurement company

Inmaculada Joachim - W. Mateo, Senior Legal Counsel

Legal for Technology & Legal Transformation, Grupo Santander

Marina Bugallal, General Counsel Legal & Governance EMEA, NEC Corporation

*Moisés Barrio Andrés, Legal Counsel, Council of State of Spain, Ph.D, in Law,
professor of Law, UCM*

Moderator

Antonella Puntriano, Journalist, Iberian Lawyer & Latin American Lawyer

PARTNER **ECIJA**

REGISTER





ENERGY & LITIGATION LATERALS SPAIN

Dentons adds two partners from GA_P and MA Abogados

Dentons has hired **Fermín Garbayo**, who leaves Gómez-Acebo & Pombo, as the new head partner of the Energy area and State Attorney **José María García Santos**, who joins Dentons from MA Abogados, as a partner to lead its Litigation practice.

These new signings reinforce the commitment of the international firm led by **Jabier Badiola** to growth in Spain, which involves strengthening its most strategic areas in order to consolidate its position among the leading business law firms in the Spanish market.

Fermín Garbayo (pictured on the left) is a recognised expert in the acquisition and financing of renewable energy projects, both green and brownfield, as well as in the negotiation of construction contracts, Power Purchase Agreements (PPAs) and O&M contracts.

Throughout his professional career, the new partner head of Dentons' Energy area has been advising some of the main Spanish electricity companies on contractual matters for the diversification of their value-added product offering, as well as on Insolvency and Litigation, and national and international funds on the acquisition and/or development of energy and infrastructure projects, mainly in Spain. A partner at Gómez-Acebo & Pombo since 2004, he led the opening of its office in London (2007) and Lisbon (2009).

José María García Santos (pictured on the right) is an experienced Litigation lawyer specialising in Commercial Litigation, who has advised numerous multinational companies in the private sector throughout his professional career. He has extensive experience in Insolvency and Restructuring situations, as well as in White-Collar Crime proceedings. Before joining Dentons, García Santos has been of counsel at MA Abogados and Legal advisor to "LaLiga". He is also the secretary-general of a family office and a multinational agrotechnology company. As a State Attorney, he has represented the Administration before the High Court of Justice of Catalonia and the High Court of Justice of Extremadura and has held the position of head of the Legal Service of the State Agency of Tax Administration in Extremadura.

"The incorporation of an outstanding professional such as Fermín Garbayo to the firm is a reflection of our commitment to excellence and our commitment to offer the best quality advice to both national and international companies in such a strategic practice area in the Spanish and Latin American market as Energy," stated Jabier Badiola (pictured with both partners), managing partner of Dentons.

On García Santos' incorporation, Badiola added: "The incorporation of José María is an important step that reinforces the strategy of increasing the firm's presence in Spain, investing in quality talent in key practice areas for the firm, such as Litigation and Insolvency, which have been in greatest demand in recent months."





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IN-HOUSE SPAIN

Ilsa hires new Legal director

Ilsa has hired **Olga Polo**, who joins the company from Cintra (a subsidiary of Ferrovial).

Ilsa, the next private rail operator to make its debut on the Spanish high-speed rail network in 2022, has strengthened its management team with the appointment of Olga Polo (pictured) as Legal director. She is an international lawyer with over 15 years of experience in managing multicultural legal teams worldwide. She has extensive experience in M&A and asset management, bidding and developing infrastructure international major projects and leading the Corporate and Compliance matters of international companies. She holds extensive in-house experience, having worked at Siemens, Inditex and Grupo ACS.

For the last two years, she has been general counsel at Cintra for Australia and director and secretary of the Board. Previously she was head of the International Legal department for five years. Polo stated: "I'm a strong believer that a good professional always needs to explore further of your comfort zone and be exposed to new challenges.... as new positions, new countries, new sectors where you can develop every day your professional and personal skills and strengths."

Her specialities are matters related to M&A, Compliance, Corporate advice, PPPProjects (Public-Private Partnership Agreements-Concession Agreements), Project Finance, Stock Exchange Market Regulations, Governing Bodies' Corporate Activities (BoD, Shareholder Meetings), Design & Build Contracts, Joint Ventures, Services Agreements and Project related contracts.

She graduated in Law from the Universidad Autónoma de Madrid, where she also took doctorate courses in International Law. She also fulfilled a PDD (a Business Administration and Management programme) from the IESE Business School.



GRANTS & INCENTIVES

Deloitte Legal adds Carlos Bofill as partner

Deloitte Legal has hired lawyer **Carlos Bofill** (pictured), who joins as a partner to strengthen the Grants & Incentives area. This area is a Tax practice implemented at a global level that advises companies on the management of their R&D&I financing through the comprehensive treatment of their Tax incentives and the management of calls for public grants and subsidies. In addition, Carlos Bofill will join the Deloitte European Center for Recovery & Resilience, which integrates a multidisciplinary team of 250 professionals, coordinated by 18 partners, under the direction of **Enrique Gutiérrez**, partner head of Financial Advisory at Deloitte Spain. This centre offers comprehensive advice on the use of European funds to all types of organisations.

Bofill stated: "The project that Deloitte Legal is offering me means getting involved in one of the biggest challenges that the Spanish business world has ever faced, with one of the best advisors in the market. It is a decisive moment for many organisations, and I face it with enthusiasm, responsibility and determination."

The new partner has more than 20 years of professional experience linked to international consultancy firms Lowendalmasai and Ayming, where he held numerous responsibility positions, including international managing director. He holds a degree in Law from the Universidad del País Vasco, a Master's degree in Corporate Legal Consultancy from IE and an Executive MBA from the Chicago School of Business.

Expert Opinion ●●●●●●●●●●●●●●●●●●



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info@iberianlegalgroup.com



PROMOTIONS PORTUGAL

CCA promotes new partner, two area heads

CCA Law Firm has announced the promotion of **Tomás Assis Teixeira** (pictured left) to partner of the Real Estate area, **Miguel Neiva de Oliveira** (pictured centre) to head of the Public Law area and **Tito Rendas** (pictured right) to head of the Intellectual Property practice.

Tomás Assis Teixeira, the new partner of CCA's Real Estate department, has developed his professional activity in the area of Real Estate Law and Tourism and, over the course of his career, he has advised several national and international groups on the promotion, licensing, construction, management, and sale of real estate and tourism projects in Portugal and in PALOP, more specifically in Cape Verde. Tomás provides legal advice on all aspects of Real Estate Law and Tourism Law, including the acquisition, structuring, construction, promotion, operation/management, and sale of all types of real estate and tourism projects, both in Portugal and in Cape Verde.

Miguel Neiva de Oliveira is the new head of CCA's Public Law area, having started his collaboration with the firm in February 2020. His experience focuses on Administrative Law matters, with an emphasis on Public Procurement, Litigation, Urban Planning, and Territory Planning. He provides advice to various entities, public and private, on the sectors of infrastructure, transport, health, construction, and regulated activities in general. Tito Rendas will head CCA's Intellectual Property practice, having started his collaboration with the firm in 2019. As legal counsel, he has been working in the areas of Intellectual Property, E-commerce, and Data Protection and advising technology companies, telecom operators, and rightsholders. As an academic, he has spoken at conferences and seminars at the European Parliament, Yale Law School, University of Cape Town, among many other institutions worldwide, and he has had his research published in renowned international law journals.

Domingos Cruz, managing partner of CCA said, "The appointment of Tomás, Miguel and Tito to partner and heads, respectively, is the most basic and fair recognition of highly brilliant career paths, which deserve to be celebrated. CCA is proud to witness the growth and overcoming of all its lawyers, and of these, in particular, this year. They are three lawyers who demonstrate, in a very consistent manner, great professional and human qualities, an essential condition for affirmation in our organisation. They are a true vitamin supplement for 2021."



1ª EDICIÓN

PREMIO CONEDE AL TALENTO JURÍDICO



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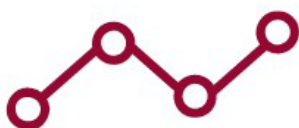


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- EXPEDIENTE CON NOTA MEDIA SUPERIOR A 8 EN DERECHO
- EN LOS DOS ÚLTIMOS AÑOS DE SU PLAN DE ESTUDIOS



1	<u>3.000 €</u> SANTANDER JUSTICIA	2	<u>2.000 €</u> URÍA MENÉNDEZ
3	<u>1.000 €</u> MUTUALIDAD DE LA ABOGACÍA	4	<u>750 €</u> ISIE LAW SCHOOL

TODOS LOS CANDIDATOS RECIBIRÁN UN PREMIO POR SU PARTICIPACIÓN



- PRESENTACIÓN DE CANDIDATURAS CON EXPEDIENTE Y CV
- FASE 1: SELECCIÓN DE LOS 50 CANDIDATOS CON MEJOR EXPEDIENTE
- PRESENTACIÓN DE UN VÍDEO DE 1 MINUTO DEL CANDIDATO
- FASE 2: SELECCIÓN DE 6 CANDIDATOS POR LA ASAMBLEA DE CONEDE
- FASE 3: RESOLUCIÓN DE UN CASO PRÁCTICO REDACTANDO UN DICTAMEN
- FASE 4: DEBATE JURÍDICO PARA ELEGIR A LOS PUESTOS 1º Y 2º, Y 3º Y 4º



- PRESENTACIÓN DE CANDIDATURAS: HASTA EL 3 DE MAYO
- PUBLICACIÓN DE LOS 50 CANDIDATOS SELECCIONADOS: 15 DE MAYO
- PRESENTACIÓN DEL VÍDEO PERSONAL: HASTA EL 29 DE MAYO
- PUBLICACIÓN DE LOS 6 CANDIDATOS SELECCIONADOS: 30 DE JUNIO
- FASES 3 Y 4: SEPTIEMBRE DE 2021. EDIFICIO ABELIAS, MADRID



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MENÉNDEZ



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PROMOTIONS SPAIN

GVA promotes five new partners

The Board of Partners of GVA (Gómez-Villares & Atencia) has agreed to appoint five prestigious lawyers as new partners of the firm: Eduardo Luque Delgado, Alejandro Hernández del Castillo, Javier Martín-Gamero Verdú, Álvaro García-Cabrera Mata and Antonio Caba Tena. All of them have extensive experience and professional prestige and were responsible for different departments of the firm.

Eduardo Luque Delgado has been an associate at the firm since 2005 and heads the Tax Law department. He has twice been president of the Spanish Association of Tax Advisors (AEDAF) and teaches Financial and Tax Law at the Universidad Autónoma de Madrid.

Alejandro Hernández del Castillo joined GVA Gómez-Villares & Atencia in 2013. He is head of the firm's Administrative Law department. He is a State Lawyer on leave of absence and delegate in Málaga of La Chambre; the Franco-Spanish Chamber of Commerce and Industry.

Javier Martín-Gamero Verdú heads the firm's Employment Law department, which he joined in 2016. He has extensive sectorial knowledge, acquired through the development of his more than 20 years of professional experience.

Álvaro García-Cabrera Mata joined the firm in 2018, together with the team of professionals and advisors who collaborated with him, and heads the firm's Urban Development, Environment and Water Law department. During his professional career, he has played an important role in providing legal advice on various general urban development plans and in many other aspects related to Urban Planning.

Antonio Caba Tena is the head of the firm's Criminal and Insolvency Law department after joining GVA at the beginning of 2021. His incorporation also meant the opening of a new office in Estepona and the addition of his talent and extensive professional background.

In the picture, from left to right: Antonio Caba Tena, Javier Martín-Gamero Verdú, Alejandro Hernández del Castillo, Eduardo Luque Delgado and Álvaro García-Cabrera Mata.

IN-HOUSE SPAIN

Iberdrola names new head of M&A Legal

Iberdrola has added **Gonzalo Cerón Hernández** (pictured), who joins from Martínez-Echevarría & Rivera, as the new head of its M&A Legal in-house team for its Madrid office.

Cerón Hernández has been a partner at Martínez-Echevarría & Rivera Abogados since July 2020, when he was hired by the firm led by **Albert Rivera** to coordinate the Commercial practice in its Madrid office. Before that, he was a partner at Andersen Tax & Legal in Madrid for ten years. Previously, he also worked for Dewey & LeBeouf as a Contract attorney and as an associate at Deloitte Legal, Araoz & Rueda, Baker McKenzie and Garrigues.

Gonzalo Cerón graduated in Law from the Universidad Autónoma de Madrid, and holds a Master's degree in Business Law from the Centro de Estudios Garrigues.

Iberdrola is a Basque Country-based electricity generation and distribution company, which develops power generation projects in many countries, employing more than 36,000 people, and which reported net profits of €3.6 billion for full-year 2020. Currently, the company places a strong emphasis on renewable energy generation, which made up 73% of its global portfolio in 2020, a year in which its investments in its portfolio surpassed €9.2 billion.



PROMOTIONS SPAIN

ECIJA promotes two partners

Following the recent additions of partners in the Competition and Corporate/M&A areas of ECIJA, the firm's Partners Committee has agreed to the appointment of two new partners, **Librado Loriente** (Litigation & Arbitration) and **Juan Eugenio Tordesillas** (Compliance). The promotion of both partners reinforces the front line of the firm's structure, which in recent years has seen exponential growth in its staff and recurrent work.

Juan Eugenio Tordesillas (pictured left) has relevant experience in advising on Regulatory Compliance and Corporate Governance matters, and after his previous experience as founder of the boutique Comter, he now becomes a partner after holding, for the last two years, the role of manager of the Governance, Risk & Compliance area of ECIJA in the Madrid office. Since joining ECIJA in 2017, Juan Eugenio has made a decisive contribution to the development of the area, providing solid technical knowledge and a clear business vision, as well as a special focus on the needs and interests of the areas and Corporate units supervising control and Compliance in different sectors of activity.

On the other hand, Librado Loriente (pictured right) has also been promoted to partner in the Dispute Resolution, Litigation and Arbitration area of ECIJA in Madrid after developing his professional career seven years with the firm. Since joining in 2014, the new partner has made a decisive contribution to building the loyalty of an extensive list of clients from multiple fields and sectors who required the firm to provide specialised Legal advice with high value-added. In this role, he has had a multidisciplinary role within the Dispute Resolution area, leading and coordinating Legal advice and defence projects for national and international clients in Civil and Administrative proceedings, especially in the retail, telecommunications, technology, banking and finance sectors.

On these promotions, **Alejandro Touriño**, ECIJA managing partner, said: "It's an act of justice to the work, effort and commitment shown by both professionals throughout their time with us. We are delighted that professionals like them continue to grow in ECIJA and help us to strengthen our position of multidisciplinary leadership. We are also confident that we will continue to strengthen other areas of the firm with the incorporation of new partners in the coming months, in line with our strategic growth strategy."



PROMOTIONS SPAIN

Latham & Watkins promotes Madrid office counsel to partner

Latham & Watkins has elected 19 new partners worldwide, including Madrid office counsel **Iván Rabanillo** (pictured). Promotions from counsel include accomplished lawyers with diverse experience across practices, industries, and markets.

“We congratulate our newest partners, all of whom are exceptional lawyers who embody our culture of teamwork, innovation, and unwavering commitment to client service. Through hard work and dedication, they have built practices that contribute significantly to the growth of our firm across key markets and in important industry sectors,” said **Rich Trobman**, chair and managing partner of Latham & Watkins.

Iván Rabanillo is a member of the Transactional Tax Practice in the Tax Department. He advises Spanish multinational groups and international investors on the Tax aspects of cross-border M&A, Financing, Capital Markets, and Restructuring transactions, dealing with cutting-edge tax structuring issues. He earned his LL.M. from New York University School of Law in 2007, a Master’s degree in Taxation from the University of Barcelona in 2003, and a Law degree from Universidade Salvador in 2001. He is admitted to practice in Spain, Brazil, and the state of New York.

Before joining Latham & Watkins as an associate in 2009 (year of the creation of the Tax department in Spain, under the leadership of **Jordi Domínguez**), he developed his career at Arthur Andersen, Garrigues and Cleary Gottlieb Steen & Hamilton in Brazil, Spain and New York, respectively. He was promoted to counsel in 2012.



TAX SEVILLE

EJASO ETL Global adds Tax head partner in Seville from CMS

EJASO ETL Global continues with its growth plan and the objective of expanding its range of services to medium-sized companies in the key economic sectors of our country and its main business centres. The latest move in this regard has been the signing of Carlos Palma (pictured right), until now counsel and head of CMS Albiñana & Suárez de Lezo Seville office, as partner head of the Tax area in its Seville office. The incorporation of **Carlos Palma** to the team led by **Javier Romero Macías** (pictured left) in the Andalusian capital after 21 years at CMS is an important addition to the firm’s range of services in the south of Spain, as it reinforces its Seville team with the speciality of Tax, which until now stood out in the areas of Commercial and Labour Law, and its Cordoba team, of recognised prestige in Competition and Public Administrative Law.

Carlos has extensive experience in the field of Corporate Tax advice, with special emphasis on advising family businesses and family offices, both on their relations with the tax authorities and in all types of Administrative and Contentious-Administrative Tax proceedings. He has also participated in numerous reorganisation and tax planning operations, in the implementation of post-merger tax structures and in the restructuring of national and international business groups.

For Carlos Palma, joining the EJASO ETL Global project means “continuing to grow in my professional career, forming part of a prestigious firm with a high penetration in the national and international business market.”

Javier Romero Macías highlighted that the incorporation of Carlos Palma to the Seville team “is proof of the firm’s firm commitment to talent, in order to offer the client a high-quality service in a branch of law of growing importance and necessity for the company.”



IN-HOUSE SPAIN

El Corte Inglés adds another ex-Pérez-Llorca to its Legal team

After more than seven years in the firm, **María Luisa Muñoz Saldaña** (pictured) leaves Pérez-Llorca to join the team led by **José Ramón de Hoces**.

In the new stage of her career, Muñoz Saldaña will also work under the lead of **Díaz Yeregui**, who was hired by El Corte Inglés in January 2021. During her time as a lawyer in the Public Law department of the Madrid office of Pérez Llorca (from 2013 to 2021), she specialised in Public Procurement, Aviation Law, advice on public business Restructuring operations, Administrative and Contentious-Administrative proceedings, as well as all types of advice from a Regulatory point of view.

She graduated in Law from the Universidad de Navarra and also holds a diploma in Economics from the same University. For two years, she was preparing for the competitive examinations for the Civil State Administrators, specialising, among other areas of Law, in the subjects of Public Administration Contracts, Budgetary Law, Administrative Law and Regulated Sectors. She also collaborates as a lecturer in the Administrative Litigation Practice of the Master's degree in Access to the Legal Profession at the Universidad de Navarra.

This is the third recruitment that El Corte Inglés' Legal team has made from Pérez-Llorca since summer 2020, following the hiring of José Ramón de Hocés and Rafael Díaz Yeregui, added to that of State Attorney **Luis Florencio Santamaría Pérez**, the two latter as Legal directors.



PROMOTIONS PORTUGAL

PRA promotes three lawyers to head of department

PRA-Raposo, Sá Miranda & Associados has promoted three new local heads of area in Lisbon and Oporto.

Tiago Fiuza, (pictured left) is now the partner head of the Commercial, Contracts and Competition area at PRA Lisbon, as well as the coordinator of the Commercial team at PRA Algarve.

Paula Favita Velez, senior associate (pictured centre), will carry out the local responsibility of the Litigation & Arbitration team, and Hugo Monteiro, senior associate (pictured right), has been appointed responsible for the Commercial, Contracts and Competition area at PRA Oporto. "These promotions are a way of recognising the work they have been doing at PRA, and it translates to the natural evolution of the commitment and progress they have shown", said **Pedro Raposo**, chairman of the Board of Directors at PRA.

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PRL, Calidad/MA y SSGG
Aldesa



Carles Frigola
Director Corporativo de
Relaciones Laborales y de
la Asesoría Jurídico Laboral
Globalia



**Dolores Carillo
Márquez**
Prof. Propia agregada
derecho del Trabajo y
de la Seguridad Social
*Universidad Pontificia
de Comillas - Icade*



**Fernando
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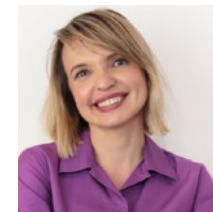
**María José
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**Pablo Galán
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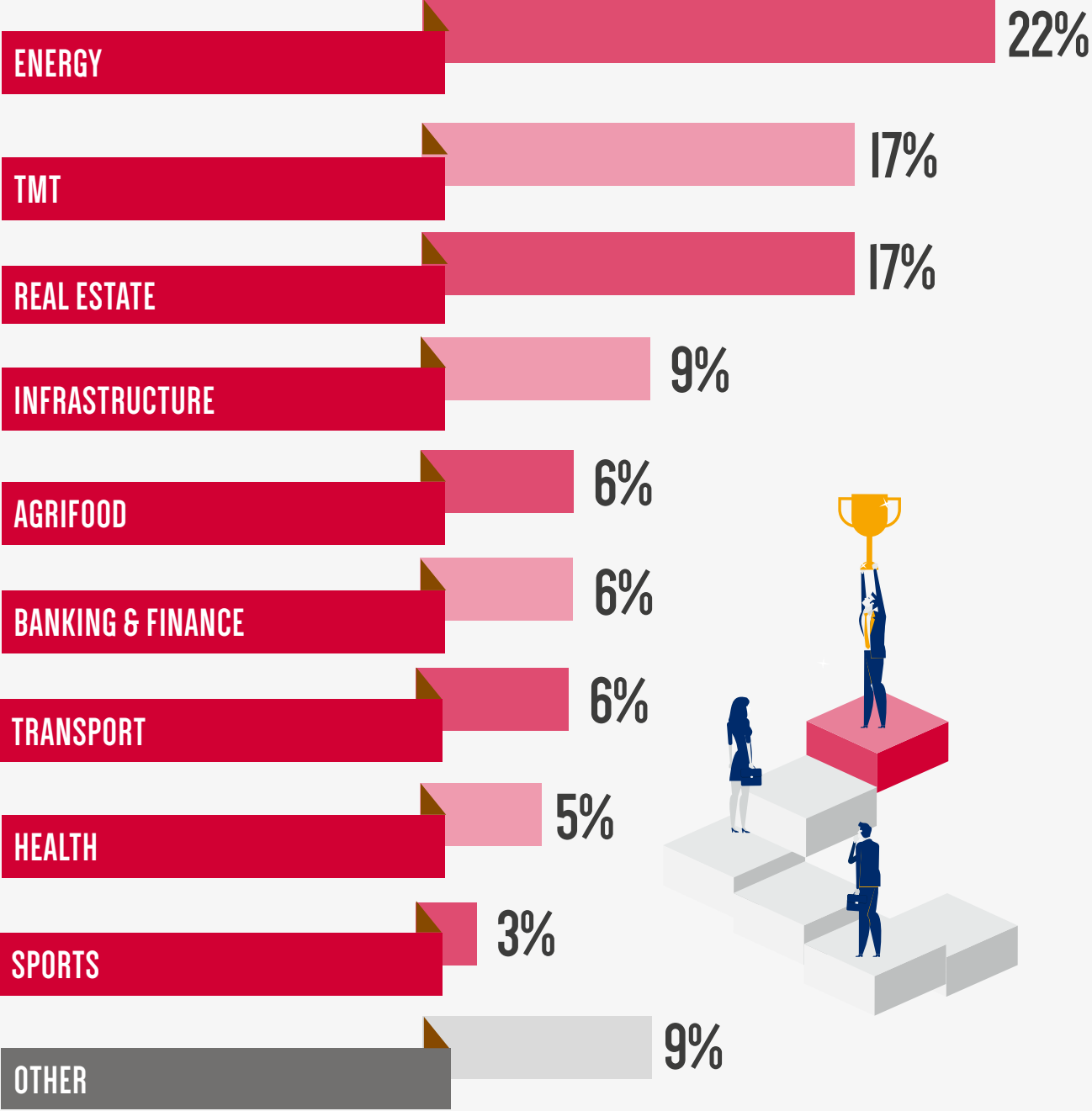


**Patricia Miranda
Villar**
Directora de la Asesoría
Jurídica
OUIGO España



SHAPING THE BRICK & MORTAR MARKET

IBERIAN DEALS: **KEY SECTORS**



Period: February 22, 2021 – March 21 2021 (source: Iberianlawyer.com)



According to the report “Emerging Trends in Real Estate. An uncertain impact. Europe 2021” by PwC and the Urban Land Institute, the two leading property types in the sector rankings are logistics and data centres. Both will benefit from the increased digitalisation pace across Europe – widely regarded as a positive trend reinforced by COVID-19. The shift to online shopping is accelerating; the value of goods sold online increased by 90 per cent in the second quarter of 2020, compared with the same period of 2019, and that requires a significant refocus for many owners in terms of their business plans and the way they want to hold their assets, focusing on logistics warehouses to provide a quick service to online shoppers. In 2020, investment in logistics assets in Spain amounted to €1.56 billion, according to EY’s “The Logistic Property Telescope” report. The logistics sector seems to have become the most strengthened niche following the COVID-19 crisis, which actually accelerated a growing trend that started years ago. In this regard, we have witnessed how investors are throwing themselves into the Spanish logistics market, like the acquisition of a logistic

property portfolio by Clarion Partners Europe to MERLIN Properties, with legal assistance from HSF and Linklaters, respectively.

The office real estate sector has maybe been the most common building type to be repurposed during 2020, showing a strong dependence on technology for remote working. Best-in-class offices with long leases remain in demand as seen with several deals in Barcelona’s @22 district, with Metrópolis’ acquisition of Diagonal 123 office building, advised by Cuatrecasas or Garrigues advising Dospuntos Asset Management on the sale of an office tower in the same district to DWS. This proves that Barcelona’s office market, which is tight with very low vacancy, is also expected to weather the COVID-19 disruption well. The trend for prime office building deals is also seen in Portugal, like the sale of a six-floor office building in Porto by M7, advised by SRS Advogados.

In no other sector has COVID-19 had such a sudden and devastating impact as it has in hospitality. Many hotels have seen their occupancy and income fall to a fraction of pre-pandemic levels overnight. This crisis, however, will also provide significant merger and acquisition opportunities for those hospitality companies with strong balance sheets, a clear strategic vision and the willingness to take disciplined risks in these uncertain times. In 2020, the hotel sector registered a total investment of €1.21 billion, which represents a decrease of 25 per cent compared to the previous year. And that figure accounted for just 13 per cent of the total investment in real estate assets in general during the same period. This month, Iberian Lawyer reported the sale of two well-known luxury urban hotels in Madrid downtown: the Madrid Edition Hotel to Archer, advised by Freshfields, and the Único Hotel to a private investor with the help of Pérez-Llorca. Several reports foresee the crisis as an accelerator of existing trends in the way the industry conducts its business and approaches investment

and management. Once the pandemic is under control, new habits formed by consumers during the pandemic may stay (home office, online shopping), some others might return to their previous situation, as is expected with tourism, and that will certainly shape the future of the brick & mortar property market.

LINKLATERS, HSF COUNSEL ON CLARION PARTNERS' LOGISTIC REAL ESTATE ACQUISITION FROM MERLIN PROPERTIES

Linklaters Spain has advised Spain's MERLIN Properties on the sale of a portfolio of three logistics properties in Madrid and Zaragoza to Clarion Partners, who was advised by Herbert Smith Freehills.

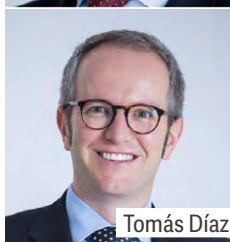
Clarion Partners Europe, Clarion Partners' European arm, the real estate investment fund manager specialising in logistics and industrial assets, has acquired a portfolio comprising three Spanish logistics properties, totalling 51,000 sqm. The acquisition, on behalf of one of its commingled funds, furthers Clarion Partners Europe's footprint in Spain, which now totals 350,000 sqm comprising 17 assets in and around the key conurbations of Madrid, Barcelona, Seville and Zaragoza.

Located in established and densely developed logistics markets around Madrid and Zaragoza, the portfolio comprises an asset in Azuqueca de Henares (Madrid), leased to German logistics group Dachser, a cross-dock facility in Getafe (Madrid), leased to the Spanish national postal service Correos Express, and a newly-built logistics platform in Plaza (Zaragoza), leased to Danish logistics operator DSV.

Clarion Partners Europe is focused on investing in logistics and light industrial properties located across Germany, the Netherlands, France, Spain, Italy and other European countries.



Gabriel Cabello



Tomás Díaz

MERLIN Properties SOCIMI (Spanish REIT regime) is one of the leading real estate companies listed on the Spanish Stock Exchange (IBEX-35), focused on the acquisition and management of commercial assets in the Iberian Peninsula.

"These are tenant critical assets located in what are some of Europe's most dynamic e-commerce markets where we believe we can achieve an attractive combination of rental and capital growth and where we have the ambition and expertise to continue scaling our exposure," said Alistair Calvert, CEO of Clarion Partners Europe.

Linklaters advised MERLIN properties with Real Estate counsel **Gabriel Cabello**. Herbert Smith Freehills advised Clarion Partners Europe with a team led by partner and head of Real Estate **Tomás Díaz**, and included junior associates **Álvaro Nieto**, **Martín Núñez**, **Dany Al-Tinawi**.

Practice Area

Real Estate

Deal

Clarion Partners Europe's acquisition of logistics portfolio from MERLIN properties

Law firm

Herbert Smith Freehills (Clarion Partners) and Linklaters (MERLIN)

Lead partner

Tomás Díaz Mielenhausen (HSF) and Gabriel Cabello (counsel, Linklaters).

Value

Not disclosed



Gerard Hernández



Antonio Gil

CUATRECASAS ADVISES METRÓPOLIS ON €55M REAL ESTATE DEAL IN BARCELONA'S @22 DISTRICT

Cuatrecasas has advised investment company Metrópolis on its acquisition of an office building located on Barcelona's Diagonal 123 from BFO for €55 million. The building, designed by the architect

Dominique Perrault, is one of the most emblematic in the area where Avenida Diagonal meets the 22@ District, the area with the highest demand for offices in the city.

Following the purchase, valued at €55 million, Metrópolis will undertake an exhaustive process of renovation and repositioning of the asset that will include the redesign of its common spaces and the implementation of improved quality and sustainability standards. All of this will take into account the new paradigm that envisions a more flexible work environment that enhances the experience, the feeling of belonging and collaborative spaces. The building has been purchased from BFO, the Bernat family's holding company.

Diagonal 123 is currently Breeam Gold certified and offers 10,170 square metres of office and retail space, together with 240 parking spaces and spacious terraces. The property, which was partially occupied by Vodafone until a few months ago, was developed by Hines and acquired by BFO in 2010. As of today, the property has an occupancy rate of close to 50%.

This sculptural office building, built in 2009, was designed by the prestigious French architect Dominique Perrault. Located on Diagonal, it has a privileged location in the 22 @ district and offers exceptional views over what has become the green lung of the district, Parc Central.

Metrópolis is a Barcelona-based business group that focuses its activity on the real estate investment markets. Created in 1992 as an investment vehicle, its shareholders share from the beginning a long-term investment strategy, which is of a calm and diversified nature, whose vocation pursues the generation of an attractive recurring dividend and the creation of value in the medium and long term.

Cuatrecasas advised Metrópolis with a Barcelona office team formed by M&A partner **Gerard Hernández**, Tax

partner **Antonio Gil**, together with principal associates **Lluís Puig** and **José Luis Garcia de Cal**, and associate **Claudio Hoyos**.

Practice Area

M&A, Tax

Deal

Metrópolis' acquisition of the Diagonal 123 office building in Barcelona from BFO

Law firm

Cuatrecasas

Lead partner

Gerard Hernández, Antonio Gil

Value

€55 million

SRS ADVISES M7 ON REAL ESTATE SALE

SRS Advogados has advised M7, the pan-European investor and asset manager, on the sale of an office building in Porto, owned by M7 Portuguese Active Fund, a Portuguese real estate investment fund.

The property located in Porto, consists of six floors, with a total area of 3,826 m² and 58 parking spaces, located in a prime commercial and residential area of the city. This property was acquired in October 2018, with the first investment to be completed on behalf of the fund, also with advice from SRS Advogados. The asset has now been resold by M7 after the implementation of measures to improve the quality and attractiveness of the building and following the implementation of a comprehensive management plan.

"This sale is in line with the fund's business plan and enables us to generate significant returns for investors. Additionally, it demonstrates our ability to successfully execute our asset management strategy in spite of the challenging market environment. It is an excellent result for the fund and further illustrates the strong investor appetite we see in the Portuguese real estate market. M7 remains focused on executing other asset management initiatives as we continue to add value to the vehicle," said Eduardo Craveiro Lopes, Senior Asset Manager at M7.



Neza Pereira de Campos

A Real Estate team from SRS Advogados, coordinated by partner **Neuza Pereira de Campos**, together with associates **José Pinto Santos** and **Mafalda Jardine Neto**, advised M7 on this deal. The partner believes that the market will continue to be active in this sector and that 2021 should be a very expressive year in terms of real estate transactions, similar to the previous year.

Practice Area

Real Estate

Deal

Sale of an office building in Oporto by M7

Law firm

SRS Advogados

Lead partner

Neuza Pereira de Campos

Value

Not disclosed

GARRIGUES COUNSELS DOSPUNTOS ON BARCELONA'S @22 €128M REAL ESTATE DEAL

Garrigues has advised Dospuntos Asset Management on the sale of an office tower in the @22 district of Barcelona to DWS.

Värde Partners, a leading global alternative investment firm, has announced that it has agreed on the sale of its One Parc Central office development in Barcelona to DWS for €128 million.

The sale was agreed through Dospuntos Asset Management, a Värde-controlled real estate company in Spain, formed in December 2017 following its carve-out from the residential developer Vía Célebre.

Located in the @22 district in Barcelona, the 23,500 square meter office tower forms part of the city's major urban transformation project, which seeks to establish a new technology and innovation hub in the former industrial area of Poblenu. Construction began in



Jaime Olazábal



Juan José Berdullas

the third quarter of 2019 and is expected to be completed in the third quarter of 2022. Dospuntos Asset Management initially acquired the land in October 2017 before securing planning and licensing approvals for a total of 53,000 buildable square meters, including office, student housing and residential uses.

One Parc Central will be 14 stories high with 2,158 square meters of terraces, with a view of the Parc Central de Poblenu and Avenida Diagonal. It will have three underground floors, with 154 parking spaces for cars, 133 spaces for motorcycles and 122 for bicycles.

Garrigues advised Dospuntos Asset Management (controlled by Värde Partners) with a Barcelona office team formed by Real Estate partner **Juan José Berdullas**, Commercial/Real Estate partner **Jaime Olazábal** and associate **Elisabet Terradellas**.

Practice Area

Commercial, Real Estate

Deal

Sale of an office tower in Barcelona by Dospuntos Asset Management to DWS

Law firm

Garrigues

Lead partner

Juan José Berdullas and Jaime Olazábal

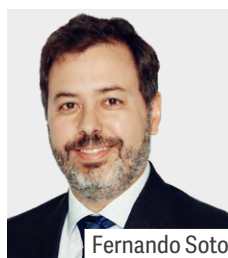
Value

€128 million

FRESHFIELDS COUNSELS ARCHER ON ITS €205M ACQUISITION OF THE MADRID EDITION HOTEL

Freshfields Bruckhaus Deringer has advised Archer Hotel Capital on its acquisition of the Madrid Edition Hotel from KKH Property Investors for €205 million.

Archer Hotel Capital, the hotel investment vehicle owned by the Singapore fund GIC and the Dutch pension fund APG, has closed the purchase of the Madrid Edition hotel for €205 million. The property will



Fernando Soto

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PROGRAMA*

09:30 BRT

SEÇÃO I

Tempos de eficiência: Clientes requerem eficácia e controle de custos
Como reagem e respondem os escritórios?

ORADORES:

Marcela Borella, Associate General Counsel, Embraer SA, Brazil

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MEDIA PARTNER

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Maiores informações: carlos.montagnini@iberianlegalgroup.com

continue to be developed by KKH, and is centrally located by the Puerta del Sol and Plaza Mayor in Madrid, Spain. The property was owned by KKH Property Investors, the hotel's developer, and operated under one of Marriot's premium brands.

Archer is a European hotel investor, which also owns the Westin Palace in Madrid and the Hotel Arts in Barcelona, with a portfolio of 11 hotels across Europe. Freshfields already advised on the formation of Archer in 2018 and subsequently on the sale of the Paris Marriott Rive Gauche Hotel and Conference Centre in 2019. The Madrid Edition hotel will be one of the sector's major premieres in the luxury segment. The hotel will have 200 rooms and suites and is expected to open in the last quarter of the year when construction is completed.

The Freshfields' team was led by London office Real Estate partner **Victoria Hills** and Madrid office Real Estate partner and co-lead of the global transactions group in Spain **Fernando Soto**, supported by Real Estate associates **Abigail Gibb** (London) and **Francisco Moya** (Madrid).

Practice Area

Real Estate

Deal

Archer's acquisition of the Madrid Edition hotel from KKH

Law firm

Freshfields Bruckhaus Deringer

Lead partner

Fernando Soto

Value

€205 million

PÉREZ-LLORCA ADVISES ON THE ACQUISITION OF HOTEL ÚNICO IN MADRID

Pérez-Llorca has advised the buyer on the acquisition of the famous luxury hotel Único in downtown Madrid Único Hotels, a chain of luxury boutique



Javier Muñoz Méndez



Alejandro Osma

hotels owned by Pau Guardans, has closed the sale of the building located at 67 Claudio Coello Street in Madrid, where the Hotel Único Madrid is located, to an investor advised by AIGA Advisory, an A&G Group company specialising in real estate transactions and alternative assets. The sale of the building responds to a move aimed at guaranteeing the company's liquidity in the face of the serious situation that COVID-19 has brought to the entire tourism sector. From the outset, this process was designed with the idea that Hotel Único would continue in this enclave in the Salamanca neighbourhood on a leasehold basis, as has been agreed. The deal has been structured as a "sale & leaseback", which guarantees a 20-year lease period, during which time Guardans will have the option to repurchase the property at a price at various times during the life of the lease. The financial terms of the agreement have not been disclosed.

Hotel Único Madrid has 44 rooms, The Bar, various facilities, a well-kept interior garden and houses the prestigious Ramón Freixá Madrid restaurant, awarded with two Michelin stars.

Pérez-Llorca acted as the buyer's legal advisor with a Real Estate team comprising partners **Alejandro Osma** and **Javier Muñoz Méndez**, along with associate **Aurora Vázquez**. The seller was advised by EY and CBRE.

Practice Area

Real Estate

Deal

The sale of the Hotel Único in Madrid by Pau Guardans to a private investor

Law firm

Pérez-Llorca

Lead partner

Alejandro Osma, Javier Muñoz Méndez

Value

Not disclosed

InspiraLaw: TOP 50 WOMEN IN THE IBERIAN LEGAL SECTOR

Once again this year, Iberian Lawyer wishes to recognise the important work carried out by the top women lawyers in the Iberian Peninsula, both in law firms and in-house. Our list presents, in this 2021 edition, 50 women from Spain and Portugal whose work promotes the role of women in the legal sector and in our society in general.

For this list, Iberian Lawyer has taken into account their recognised specialisation in their respective practice areas, their academic work and their active membership of associations and organisations that work to promote equality and diversity in the legal sector.

In addition, their careers in decision-making positions within the firms or companies and the assessment made of them by other colleagues as inspiring women have also been valued. Some of them are already veterans, and others appear for the first time in this ranking, which only aims to contribute to the great daily work that all these and many other women carry out.

ADRIANA DE BUERBA

White-Collar Crime partner

Pérez-Llorca

Adriana de Buerba has been a partner of Pérez-Llorca's White-Collar Crime and Investigations practice area since January 2010. She joined the firm in 2008 as head of the White-Collar Crime practice after working as a Public Prosecutor for ten years.

Her practice area focuses on White-Collar Crime and Corporate Compliance. She has taken part in many Criminal proceedings related to company crime, tax fraud, accidents at work, fraud and asset stripping and misappropriation. She boasts recognised experience in international judicial cooperation and is an expert on proceedings related to extraditions and European arrest warrants.

She has taught courses as the Initial Training Course for Prosecutors, and currently teaches on the Master's degree in White-Collar Crime Law at the Universidad Rey Juan Carlos and the Master's degree for Access to the Legal Profession at ISDE. Since January 2020, she is a member of the Academy of European Law (ERA) Board of Trustees.

Recognised by prestigious international directories under Corporate Crime, Corporate Compliance, White-Collar Crime and Criminal Defence, she is senior vice-chair of the IBA's Criminal Law Committee and a member of the Spanish Union of Criminal Lawyers, the European Criminal Bar Association and the European Fraud and Compliance Lawyers.



ALEXANDRA REIS

Senior counsel

Philip Morris International - Tabaqueira II S.A.

Alexandra Reis is senior counsel at Tabaqueira. With over 25 years of experience, Alexandra is a specialist in Commercial, Competition, and Labour Law.

Alexandra was legal counsel for PGA Portugalia Airlines for over six years (2003-2009). Her legal career also includes working in private practice, where for two years, she worked as a lawyer in the firm Macedo Vitorino & Associados (1995-1997).

Alexandra is recognised for her exceptional ability to navigate the complex laws and regulations affecting tobacco companies but is also recognised for her ability to innovate with the future in mind. She holds a degree in Law from the Universidade de Lisboa (1995). She has received several awards in the Compliance area and was recognised by the Iberian Lawyer 2019 *Gold Awards* as the In-house Counsel of the Year in the Consumer Goods & Manufacturing category. Alexandra has in the past been highlighted in some of the most prestigious leading legal directories.

ALMUDENA ARPÓN DE MENDÍVIL

Commercial/TMT partner

Gómez-Acebo & Pombo

Almudena is a partner in the Corporate and Commercial area and head of the TMT Group at Gómez-Acebo & Pombo. She is currently vice-president of the International Bar Association (IBA) and member of its Management Board.

She has wide experience in advising on Corporate and Commercial Law matters and is highly experienced in the telecommunications, media and technology sectors.

Almudena holds a Law degree from ICADE, a Master's degree in EU Law from the College of Europe in Bruges (scholarship from the Ministry of Foreign Affairs) and a PIL from Harvard Law School.

She was a member of the Board of Directors and member of the Executive, Appointments and Remuneration Committees of the Spanish satellite company Hispasat S.A. She is the secretary-general of Círculo Fortuny (the Spanish association of high-end brands) and its representative in the European Cultural and Creative Alliance (ECCIA).

Almudena is repeatedly ranked in prestigious legal directories as one of the leading professionals in the telecommunications, audio-visual and new technologies sectors.



ANA BUITRAGO

Legal director Spain & Germany

Amazon

Ana Buitrago is Legal director at Amazon Spain since 2012, where she has also been interim UK Legal director in 2019 and currently leads the Legal team of Amazon in Germany. She is a member of the Management Committee, DPO and chairs the Compliance Supervisory Board.

Buitrago accumulates more than 20 years of experience in in-house Legal positions. Before joining Amazon, she held senior Legal roles at two large IBEX companies, Iberdrola Renovables (2002-2012: secretary-general and secretary of the Board) and Terra Lycos (2000-2012: Global Business Legal director). She initiated her career in private practice at Uría Menéndez, where she focused on Corporate and M&A.

Buitrago holds an LLM (Magna Cum Laude) at Fordham University School of Laws (NYC'96) and is a teacher in several LLM programs. She and her teams have been recognised with several international awards and mentions.

She has been awarded by Iberian Lawyer as In-House Team of the year – Retail & E-Commerce in 2020, In-House Counsel of the Year – Retail & E-Commerce in 2019, and EU Regulatory Team - European Counsel Awards - Intl Law Office and ACC (2008) (Iberdrola Renovables). She has also been recognised in several editions of *InspiraLaw* initiative.

ANA ISABEL MONTERO

Legal director

Japan Tobacco International

Ana Isabel Montero is the Legal director of Japan Tobacco International (JTI) in Iberia since 2010. She is part of the company's Executive Committee and is responsible for all Legal matters affecting JTI's operations in Spain, Portugal, Andorra and Gibraltar. She provides strategic advice on Regulatory and Compliance matters and on how regulatory changes impact the way the company conducts business. She has extensive experience as a Commercial and Corporate lawyer and is a Regulatory expert specialised in the tobacco industry.

She began her career at Clifford Chance in 2000, specialising in Intellectual Property Law and, prior to joining JTI, she worked as in-house counsel of a Spanish pharmaceutical corporation. Ana Isabel holds a Law degree from the University of Salamanca and a Master's of Laws (LL.M) in European Law from the University of Leiden (The Netherlands). Additionally, she has completed executive education programmes at Instituto de Empresa, IMD, Hult Ashridge and London Business School.

She has received several recognitions from Iberian Lawyer, as winner of the *Gold Awards* to the Legal Team of Spain in 2016 and recognised as one of the top 50 women lawyers in Spain and Portugal in the *InspiraLaw* rankings of 2018 and 2019.



ARACELI SAENZ DE NAVARRETE

Tax partner

EY Abogados

Araceli is a Tax partner in the Madrid office of EY Abogados. She holds a degree in Law from the Universidad de Salamanca and a Master's degree in Tax Law from the Instituto de Empresa (IE). She has been with EY for all her career; she started at EY Málaga and moved from there to Madrid

some years later. She specialises and is passionate about Tax Law, more specifically in M&A transactions and advises multinational groups, Private Equity houses and clients operating in the financial sector.

Araceli has over twenty years' experience in Taxation, ten years as a partner, and currently heads the Financial Services Office team at EY Abogados. We usually see her leading the Tax team in relevant transactions in the Spanish M&A market, where she assists in areas such as vendor and buyer Due Diligence, Tax structuring, modelling or advising in the Tax aspects of complex international Restructurings. She combines this practice with rendering of ongoing Tax advice to financial clients.

Araceli lectures in M&A at the Master's degree in Tax at the Instituto de Empresa (Madrid) since 2012. Her professional activity has been recognised by the most relevant Legal directories.



BELÉN QUINTAS

Legal director

Indra

Belén Quintas Fernández is head of Legal of Indra Soluciones Tecnologías de la Información, the dominant company of the IT affiliates of the multinational Indra's group. Belén is responsible for providing Legal assessment to financial services, telco, media and advanced technologies. Belén stands out from her current work the notorious complexity of the commercial agreements mainly due to being highly regulated sectors.

Belén joined Indra in June 2017, following the takeover of her former employer, the Spanish listed company TecnoCom Telecomunicaciones y Energía, S.A. Belén spent nearly eight years as a Legal advice manager at TecnoCom, where she had the opportunity to build the Legal department. Belén started her career at PwC's Legal services, where she specialised in Legal, Due Diligence and in advising on Mergers & Acquisitions.

Belén acquired and developed a great set of soft skills due to the participation in an international leadership programme promoted by PwC at Washington DC in 2007/2008. From 2009 to 2015, Belén collaborated with CEU Business School Madrid as a Corporate Law teacher in the Master of Laws in International Business Law and as a teacher of Corporate Law and M&A for its executive version from 2009 to 2013.



CARLA DE ABREU LOPES

Legal counsel manager

Samsung Electrónica

Carla de Abreu Lopes joined Samsung Electronics Portugal as Legal counsel manager in 2012.

These past nine years of hard work have been recognised by her colleagues with the company's "Best Support Award." Before joining Samsung, Carla practiced law at Garrigues for ten years, which she joined straight from Law school. During her traineeship, she won a "Special Achievement Award at the European Law Moot Court Society Competition" - EU Law. At Samsung, Carla developed templates for client and supplier contracts and implemented internal policies to ensure compliance with applicable laws. She advised on the sale of Samsung's printing division to H.P. in 2017. In addition, she has written several articles in Competition Law publications. Carla graduated in Law from the Universidade de Coimbra and holds an LL.M. in European Community Law from the University of Leiden (The Netherlands). She is listed in some of the most prestigious international legal directories.



CARMO SOUSA MACHADO

Chairwoman and partner

Abreu Advogados

Carmo Sousa Machado is chairwoman and partner at Abreu Advogados, where she has spent the majority of her legal career spanning nearly three decades. She joined Abreu in 1996, becoming a partner in 1999. She holds a Law degree from the Universidade de Lisboa (1990) and a post-graduate diploma in Labour Law from the Universidade de Lisboa (2000). Her practice is focused on Civil and Employment Law in Portugal, including Litigation. She was responsible for the creation of the Employment Law practice area at Abreu. She has been the chairwoman of the Board of Directors of Abreu since April 2017, and was managing partner from 2004 to 2007. Since 2019, she is the chair of Multilaw, a leading global network of independent law firms. She is also vice president at the Portuguese Bar Association, for the triennium 2020-2022. She is recognised by some of the most prestigious international leading legal directories.



CLARA CERDÁN

Secretary-general and general counsel

Grupo FerroAtlántica

Clara Cerdán is the general counsel and secretary of the Board for Grupo Ferroatlántica (Ferroglobe), a position she has held since 2014. Prior to joining Grupo Ferroatlántica, she spent seven years with Sacyr, where she was the head of the International Legal

department. From an academic perspective, she is an International Business Law teacher at Universidad Carlos III and Universidad Politécnica at MDI; as well as Governance and Compliance teacher at ICADE and Centro de Estudios Garrigues.

She is also the author of several publications and founding partner and vice-president of the Women in a Legal World Association (WLW). Cerdán holds a Law degree from Universidad Complutense de Madrid and a Business degree from the European Business School in Madrid, London and Paris, both degrees with honours and extraordinary award.

She holds a PDG at IESE, an AMP at Esade and Wharton and the Global Leadership Program at Harvard. Clara has received numerous awards from Iberianlawyer: *Gold Awards 2020-2017*, *Best In-house Lawyer Spain & Portugal*, *Iberian Lawyer 2020*, *Awards Distinction at the Innovation & IP Forum 2019* and *InspiraLaw 2018-2020*.



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CLÁUDIA DA CRUZ ALMEIDA

M&A partner

VdA

Cláudia Cruz de Almeida is a partner at VdA. She has spent her entire legal career at the firm, joining as a trainee in 1999 and becoming a partner in 2014. She is a partner in the M&A practice, and has been involved in several transactions mainly focused on Acquisition Finance, Corporate Finance and Acquisitions and Sales of companies. Cláudia has also advised several clients on Securities-related matters and on Securities market deals. Cláudia is the author of various articles in publications specialised in Acquisition Finance, Corporate Finance and Securities Matters, such as "International Acquisition Finance: Jurisdictional Comparisons", *European Lawyer*, (co-authorship of the Portuguese chapter of the book). In 2020, Cláudia was the top female dealmaker in Portugal, with six transactions totalling €3.8 billion. She holds a Law degree from the Universidade de Lisboa and a post-graduate degree in Securities Law from the Securities Institute, Universidade de Lisboa. She is recognised by some of the most prestigious international legal directories.



ELENA CUATRECASAS

M&A partner

Cuatrecasas

Elena Cuatrecasas, an M&A partner at Cuatrecasas Barcelona office, has extensive experience in all types of national and international Corporate transactions, including Mergers & Acquisitions, Joint Ventures, Private

Equity transactions, leveraged buyouts (LBOs), management buyouts (MBOs) and Restructurings of groups of companies. She advises on all types of Corporate and Commercial contracts.

She also specialises in the pharmaceutical, biotech, life sciences and TMT sectors, advising these industries and investors from both a transactional and contractual perspective.

She worked in the UK and was head of Cuatrecasas New York office from 2014 to 2017. She is secretary of the Board of several international companies. She is also an active member of the American Bar Association and the International Bar Association (IBA), where she is a regular moderator and speaker, and of the Spain-US Chamber of Commerce. She is the author of numerous articles that appear in specialised journals and collective publications.

She holds a degree in Law from the Universidad de Barcelona and an LL.M. from the University of London. She is recommended by various Legal directories as a lawyer specialising in Corporate and M&A, Private Equity, Life Sciences, Health Care and Biotechnology.

ELIZABETH TORRECILLAS POWER

Valencia office managing partner

Uría Menéndez



Born in Valencia, she studied Law at the Universidad de Valencia, and after graduating, she took a Master's degree in Tax Law. After a short period in a small practice, in 1995, she learnt that Uría Menéndez was opening an office in Valencia and decided to participate in the recruitment process. When she joined the firm, the Valencia office was formed by four lawyers and one secretary, and now they are over 60 people.

"I switched from Tax Law to Commercial Law and learnt surrounded by extraordinary professionals in an environment that encourages study, urge to improve and search of excellence, where decency and ethics are within the firm's DNA. In 2004, pregnant with my first child, I became a partner, and in 2019 was appointed managing partner of the Valencia office. In 2021 I was recognised Lawyer of the Year in Banking & Finance Law in Valencia by a prestigious legal directory. In addition to my practice, I teach Commercial Law at university and in several post-graduate degrees. In a world where full professional development and decision-making positions are not always easy to achieve for women."



FERNANDA MATOSO

Life Sciences partner

Morais Leitão

Fernanda Matoso joined Morais Leitão in 1984, where she has spent her entire legal career. She became a partner in 1988. She holds a degree in Law from the Universidade Livre de Lisboa (1984). Fernanda coordinates the Life Sciences

practice area and was previously the coordinator of the Public Law and Urban Planning practice area. She was a member of the firm's Board of Directors for several years.

Fernanda's sustained knowledge of the national health market and health care system is highly recognised. She has extensive knowledge and expertise in the Regulatory framework of the pharmaceutical industry activity and respective products. During her career, Fernanda led several projects in the Public Law area, such as the expropriation project for the construction of "Ponte Vasco da Gama" bridge over the river Tagus (Lisbon), and the subway project executed in municipalities of Lisbon's surrounding area ("Metro Sul do Tejo"). One of the most challenging projects lead by Fernanda was "Cidade Administrativa", which aimed at the relocation of the majority of ministries and related public services to a new location in Lisbon.

GABRIELA RODRIGUES MARTINS

Corporate & Finance partner

SRS Advogados

Gabriela Rodrigues Martins is a partner in the Corporate & Finance department at SRS Advogados. She started her legal career at the prestigious Brazilian law firm Mattos Filho & Suchodolsky in São Paulo, before relocating to Portugal and joining PLMJ as an associate in 1989, where she was promoted to the partnership in 1996. She was the founding partner of AAA Advogados in 2008 before their subsequent merger with SRS Advogados in September 2020.

She is arguably one of the most prestigious lawyers in Portugal in Corporate, M&A, Capital Markets, Contracts and Private Equity transactions and Privatisations. With over 30 years of practice in Portugal, Gabriela is also admitted to the Brazilian Bar Association and continues to advise national and international clients on relevant matters. Gabriela holds a degree in Law from the Universidade Católica Portuguesa and is recognised by some of the most prestigious international leading legal directories in Corporate Law.



ISABEL CHARRAZ

Country Legal counsel Portugal and Greece

Citibank Europe

Isabel Charraz joined Citibank in 2003, joining the Legal and Compliance department as Legal and Compliance Officer. In December 2007, she was appointed Consumer Legal head, launching the Retail business and Internet channel for credit cards acquisition in Portugal. In July 2009, she was appointed general counsel and

Compliance and Control head and Anti-Money Laundering Compliance Officer (AMLCO) until 2014. She is the Data Privacy Officer since 2009. She is currently the country Legal counsel for Portugal and Greece, including Cyprus and Malta. She has a post-graduation in Banking and Securities Law, a post-graduation in Capital Markets, Banking and Insurance Law and another in Public Companies. In 2016 she was recognized by a prestigious international legal directory in Iberia as one of the most innovative lawyers in Portugal. In 2018 for the 2nd time in a row she was included in another international list. In 2019, CEP Portugal's Legal team was recognised in the *Gold Awards* as best Banking and Finance Legal team in Iberia awarded by Iberian Lawyer. In 2020 she was included in the *InspiraLaw* list as the one of the most 60 inspiring women in the legal sector in the Iberian Peninsula by Iberian Lawyer.



ISABEL FERNANDES

General counsel

Grupo Visabeira



Isabel Fernandes has been the general counsel at Grupo Visabeira since 2006. She manages a complex group of companies in different markets. Prior to her current role, Isabel was associate director - Tax & Legal at PwC from 1998-2006 in Maputo, Mozambique. Between 2002 and 2006, Isabel assumed the role of correspondent for the International Bureau of Fiscal Documentation (IBFD). She stands out for her expertise in Corporate Law, Corporate Governance and Restructuring, as well as in Contractual matters. She has significant international experience in Tax & Legal matters. Fernandes was a member of the jury for the Iberian Lawyer *Forty under 40* awards in 2017 and won, together with her team, the Corporate Portuguese team award at the 2018 Iberian Lawyer *Gold Awards*. She was also a finalist in the 2016, 2018 and 2019 *Gold Awards* and recognised several times in *InspiraLaw*. She holds a degree in Law from the Universidade de Coimbra (1992).



ISABEL LAGE

General counsel

Fidelidade Group

Isabel Lage is the general counsel of Fidelidade Group, Portugal's market leader in both Life and Non-Life Insurance. She has more than 25 years of outstanding experience and in-depth knowledge of the Insurance sector. As an in-house legal professional, she provides comprehensive advice to the Group, relating both the operations in Portugal and abroad, covering Insurance, Corporate, Regulatory and Real Estate. Isabel Lage is known for having extensive knowledge on managing cross-border transactions and being involved in a large number of landmark projects and deals. The Legal team led by Isabel Lage, is experienced and very respected in the market and has also been recognised by a number of awards, publications and leading legal directories. The Legal team she leads stands out as a true business driver, overseeing projects of great importance to the Group and its growth. As general counsel, Maria Isabel represented Fidelidade and won, along with her colleagues in her Legal department, In-House Team of the Year - Insurance at Iberian Lawyer's *Gold Awards* in both 2019 and 2020.

LEONOR SAMPAIO SANTOS

General counsel

José de Mello Capital

Leonor Sampaio Santos is the general counsel at José de Mello Capital, where she has spent the last 20 years of her career, being the head of Legal until 2017. She began as a trainee at PLMJ (1999-2001). It has been a career full of successes and challenges culminating in perhaps the highlight of her career, when Leonor oversaw the sale of the majority stake in Brisa, which took place during the first COVID-19 confinement period in 2020. This was arguably one of the most relevant M&A transactions in Portugal last year. In the Portuguese media, at the time, she was quoted as saying that she will never experience another challenge like this one, that she had the feeling that she was swimming in the high seas and that she is proud to have lived it. She holds a degree in Law from the Universidade de Lisboa (1999). She has in the past been recognised by some of the leading international legal directories.



LOLA CONDE

Legal COO

Banco Santander

She is the current Santander Legal COO, reporting to the deputy secretary of the Board and head of the Legal department of Banco Santander. Lola has developed her career as a lawyer in fields as diverse as e-business, retail banking, HR, Purchases, costs, communication and Corporate Governance, both at a national and international level, managing teams in high-impact projects.

She holds a degree in Spanish and European Community Law from the Universidad CEU, with an extraordinary award, and completed post-graduate studies at IE, MMBA Deusto. She combines her professional activity with her passion for teaching.

As Santander Legal COO, she has been entrusted by the Legal senior management with an innovative function within the internal Legal services of multinationals in general and of the group in particular, and which was born inspired by the new corporate strategy and culture. Her mission is to define and develop within the Legal department, under the tutelage of senior management, and as direct support to it, a non-technical-legal but management function, to achieve objectives of improvement of its efficiency and effectiveness, communication actions, management and dissemination of knowledge, with a focus on the personal and professional development and motivation of the team's people.

MAFALDA BARRETO

Lisbon office managing partner

Gómez-Acebo & Pombo



Mafalda Barreto has been a partner at Gómez-Acebo & Pombo since 2013. Mafalda assumed in January 2018 the role of managing partner of the Lisbon office. She began her career at Teixeira de Freitas where she was an associate (1998-2005) and partner (2005-2013). Mafalda has been leading the major operations in the M&A and Banking areas of the Lisbon office, as well as in the Restructuring practice area, advising noteworthy international corporations and investment funds. She is specialised in Banking & Finance, Corporate and M&A, Joint Ventures, Capital Markets, Restructuring, Foreign investment and Corporate Disputes. She holds a degree in Law from the Universidade Católica Portuguesa (1998), a post-graduate in Tax Law from the Instituto Superior de Gestão (2001) and a post-graduate in Corporate and Commercial Law from the Universidade Católica Portuguesa (2004). She has in the past and continues to be recognised by some of the leading international legal directories and rankings.



MAFALDA FERREIRA

Public Law, Projects and Energy partner

DLA Piper ABBC

Mafalda Ferreira is a partner at DLA Piper ABBC. She began her career at Sérvulo, where she was a trainee and associate lawyer (2004-2008). She was a senior lawyer at Uría Menéndez Portugal (2008-2019) and Uría Menéndez São Paulo (2010-2012). She joined DLA Piper ABBC as a partner in 2019.

Her practice is focused on the areas of Public Law, Projects and Energy. She advises clients on Public-Private Partnerships, Public Procurement, Projects, Administrative and Regulatory Law, Project Finance and Litigation. Mafalda possesses an extensive track record in Investments, Acquisitions, Disposals in the Water /Wastewater, Energy and Transport sectors. She holds a degree in Law from the Universidade Católica Portuguesa (2004), and an Intensive International Master of Laws (LL.M.) in European Public Law (2005). Mafalda was recognised as Lawyer of the Year in Infrastructure & Construction at the Iberian Lawyer 2020 *Forty under 40* awards. She has in the past and continues to be recognised by some of the leading international legal directories and rankings.

MAFALDA MARCARENHAS GARCIA

Lead counsel

IBM



Mafalda Marcarenhas Garcia is the lead counsel at IBM, where she has been working for the last eight years. She holds a degree in Law from the Universidade Católica Portuguesa (1996) and an LL.M. in Corporate and Commercial Law from University College London (2000).

Marcarenhas Garcia started her career at Linklaters before joining Cuatrecasas Portugal in 2001, where her practice focused on Corporate and Commercial Law, Mergers & Acquisitions, Financial Law, Corporate Finance and Project Finance and she was also a member of the firm's Angolan Desk. In 2013 Mafalda joined IBM, where she has held several senior positions, including IBM Lead counsel - EU Cloud Code of Conduct (2017-present), Lead counsel for GDPR related matters (2018-present) and most recently IBM Legal department Privacy Legal lead for Public Cloud, Cloud Platform and AI Applications (2020-present). Mafalda has in the past been recognised by some of the leading international legal directories and rankings.

MANUELA TAVARES MORAIS

Dispute Resolution partner

PLMJ



Manuela is a partner in the Dispute Resolution practice at PLMJ. With over 20 years' experience, she works in various areas of Civil and Commercial Law, with a particular focus on Civil Litigation

and on Insolvency and Corporate Restructuring. She has provided expert advice to both Portuguese and foreign clients on court proceedings involving different jurisdictions, in particular, in cases of Insolvency and Liquidation of credit institutions. She has been involved in various successful client initiatives, including PLMJ's cycle of training exclusively dedicated to the reform of the Civil Procedure Code, with the objective of providing lawyers with in-depth knowledge of both the theory and the practice of the new code. This was open to Legal directors or in-house lawyers from companies that were clients of PLMJ.

Manuela also represents creditors and debtors in the negotiations in Special Corporate Recovery Proceedings. Manuela has spent her entire career at PLMJ, joining straight out of Law school as a trainee in 1994. She was promoted to partner in 2007. She holds a degree in Law from the Universidade de Lisboa (1994). Manuela has been consistently recognised by some of the leading legal directories and rankings during the last two decades.

MARÍA ECHEVERRÍA-TORRES

Head of Legal & Compliance

Nokia Networks



María has spent much of her career advising high tech and telecommunications companies on Legal, Governance and Compliance topics. She started her career in the IP department at the prestigious law firm Uría Menéndez. She joined Nokia in 2010, where she serves the company in the position of head of Legal & Compliance. In her current role, María leads a team based in different jurisdictions to provide Legal and Compliance support to the business operations. She advises the senior management team on Legal, Compliance and Regulatory matters.

María has acted as faculty and has written reports for the General Council of Spanish Lawyers and the Madrid Bar on Compliance and the future of the in-house Legal profession. She serves Women In Compliance as a judge, and she cooperates as faculty in the Anti-Corruption annual forums.

Prior to Nokia, María held various Legal roles at General Motors, Hewlett Packard (formerly Electronic Data Systems) and Nortel Networks.

María has been recognised with the Iberian Lawyer *Gold Awards* Best Counsel in the field of Privacy Law / GDPR and has been selected as Top 50 Women Lawyers Leading Change by several editions of *InspiraLaw*, and *Gold Awards* Best Counsel in Global Compliance 2016.



MARÍA EUGENIA GAY

ICAB dean

Gay-Rosell & Solano founding partner

A lawyer and a mediator, María Eugenia is the current president of the Council of Catalan Bar Associations and dean of the Barcelona Bar Association (ICAB), vice-president of the General Council of Spanish Lawyers, president of the International Relations Committee of the General Council of Spanish

Lawyers and president of the Spanish Chapter of the World Jurist Association (WJA).

She is also president of the Inter-collegiate Association of Professional Associations of Catalonia, president of the Mediation Commission of the Fédération des Barreaux de Europe (FBE) and director of Collective Members of the International Union of Lawyers (UIA). She is also a member of the Catalan Association of Democratic Lawyers and a member of the Catalan Association of Inheritance Law Experts.

María Eugenia Gay is a founding partner of the law firm Gay-Rosell & Solano and current partner of the firm's Barcelona office. She is a specialist in Civil Litigation Law and has extensive experience in Family Law, especially in Matrimonial Law, as well as in Inheritance, Civil Liability, Registry Law, Associations, Foundations and Professional Associations. She has been a tutor in Civil Law and lecturer on the Master's degree in Civil Litigation Law, both taught at the ICAB, among others.

MARÍA JESÚS GONZÁLEZ-ESPEJO

Managing partner

Instituto de Innovación Legal

María Jesús González-Espejo (Chusa) is one of the world-leading experts in Innovation, Legaltech, Strategy and Legal Marketing. As managing partner of Instituto de Innovación Legal, she advises law firms, lawyers and organisations.

She has created several corporate and professional brands and is a lawyer passionate about Technology Law. Maria Jesus devoted the first half of her career to the practice of Law, specialising in IP, Data Protection and Contracts Drafting. Admitted to the Madrid bar in 1989, she practised first as a lawyer at Clifford Chance and Gómez-Acebo & Pombo, and later as corporate in-house counsel.

She is the author of several books on Innovation and LegalTech, law firms management, Innovation and Legaltech. She also contributes frequently to professional media.

She teaches in several universities and lectures in conferences and workshops.

She has been vice-president of the European Legaltech Association (ELTA) and co-organiser of Madrid #LegalHackers. Currently, she is vice-president of the Latin American Legal Professionals Women Association (AMJI). She has been recognised by the International Legal Technology Association (ILTA) as one of the five most influential women in Legal Tech. The Madrid Townhall named her ambassador of Madrid, and she is included in a prestigious ranking of leading Spanish women.



MARÍA JOSÉ LÓPEZ

Legal director

LaLiga

With a degree in Law from the Universidad de A Coruña, María José López has been the director of LaLiga's Legal area since 2015, although she has been part of the company since 2013. She worked in the

Dispute Resolution department of EY. Since her arrival at LaLiga, López is commended for contributing to the evolution of the professional football league with the commercialisation of its audio-visual rights in a collective manner for the first time in its history, as well as her provision of expert Legal support for the competition's internationalisation, creating affiliates and projects that contribute to the aforementioned commercialisation of audio-visual rights.

She is also distinguished for developing and implementing legal strategies that protect the IP rights and audio-visual content of the competition.

Other important matters she has contributed to include different litigations regarding the scope and reach of LaLiga competencies, dealing with anti-piracy legal measures and facilitating strategic sponsorship agreements on a global scale.

A prestigious international legal directory has recognised her as In-house Lawyer in 2018, 2019, and in 2020, she was highlighted by Iberian Lawyer in the practice of Sport sector (*Top 10 In-house Lawyer in the sport Sector in Spain*).

MARÍA PILAR GARCÍA GUIJARRO

Managing partner

Watson Farley & Williams



María Pilar is the managing partner and head of the Corporate department of Watson Farley & Williams (WFW) Spain. She has over 19 years of experience in the energy and infrastructure sectors. She covers all aspects of corporate transactions, including M&A, Private Equity and Structured Finance. María Pilar has advised numerous investment funds and industrial companies on M&A transactions, Private Equity and Joint Ventures at a national and international level, on both aspects, the Acquisition and the Financing (MBOs, LBOs, JVs, SHAs).

She also has extensive experience advising banks and financial institutions on all types of Structured Finance (Acquisition Finance, Project Finance and Asset Finance) and Restructuring and Refinancing processes.

Her experience covers the development, sale and purchase, financing and refinancing of renewable projects, gas natural/LNG and electricity. She has advised many sponsors and funds in multiple projects, domestic and international, in Spain, Europe, Middle East and LATAM. María Pilar has also devoted some of her time to dispute resolution in the energy sector.

María Pilar teaches Corporate, M&A and Structured Finance at Universidad Pontificia de Comillas ICADE Master's degree in Access to Legal Profession. Prestigious international legal directories have recommended her expertise over consecutive years.

MARLEN ESTÉVEZ

Litigation, Mediation & Arbitration partner

Roca Junyent



Marlen is partner and head of the Litigation, Mediation & Arbitration department at Roca Junyent, as well as co-head of the Innovation department and the Latam Desk. She is also founder and president of Women in a Legal World.

She has a prolific international career as an expert in the field of Dispute Resolution, which she combines with the performance of executive positions in the Council of European Lawyers and the Royal Academy, as well as being a member of the Advisory Board of universities, publishers, arbitration courts and Endeavor.

In the educational field, she teaches Arbitration and Mediation at IE University, Universidad Pontificia Comillas and Universidad Carlos III, among others. Her brilliant career has been acknowledged by several renowned international directories which have selected her as a leading lawyer in her field.

She has also been chosen as one of the 20 most relevant lawyers in the Spanish legal profession, as one of the 500 most influential women in Spain and has been awarded in the Top 50 *InspiraLaw* Awards in Spain and Portugal, Top 60 Women in the Iberian Legal Sector and *Forty under 40* by Iberian Lawyer.



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MARTA AFONSO PEREIRA

Employment partner

Linklaters

Marta is the head of the Employment practice of Linklaters Lisbon office. She advises Portuguese and international companies on Labour Law and Social Security issues, including on-staff benefits (pension schemes and stock option plans), collective labour negotiations, company restructuring, post-structuring and staff transfers, disciplinary procedures and executive recruitment and dismissals, as well as on Employment Litigation. Marta advises companies in a wide range of sectors, including banking, insurance, investment funds, professional services and consultancy, healthcare, pharmaceuticals, transport and automobile sectors. Marta works closely with the firm's Corporate lawyers to counsel on the Employment issues in cross-border transactions, including in Lusophone Africa. Marta studied Law at, and holds a post-graduate degree in Labour Law and Social Security Law from the Universidade de Lisboa Law School and holds a post-graduate degree in Company Law from the Universidade Católica Portuguesa Law School. Marta has been consistently recognised by some of the leading legal directories and rankings.



NIEVES BRIZ

Barcelona office managing partner

Dentons

Nieves is the Barcelona office managing partner of Dentons, where she is responsible for the design and development of the firm's business strategy in the Catalan market. She is also a partner in the Corporate and M&A practice group.

At Dentons, she is a member of the Global Diversity & Inclusion Committee and the Women's Advancement Committee. She is also president of the International Women's Forum (IWF) in Spain. She is a member of the SyC Advisory Board Women Legal Practice, the Board of Directors of ACG Barcelona, the Advisory Board of the ESADE Law School, and also the Advisory Boards of several technological and industrial companies.

She is a regular speaker at conferences organised by business schools and business organisations such as IESE, ESADE and CGAE, and she participates in mentoring programs with global consultancies. Previous to Dentons, she developed her professional career at Fieldfisher JAUSAS as an M&A and Compliance partner, and she worked at EY Abogados for 25 years, where she was the first woman and the youngest at the time to be appointed an international quota partner. Her career has recently been rewarded with recognition as one of the leading women in the Spanish legal profession by a media of the legal sector.

PALOMA BRU

TMT and Cybersecurity Partner

Pinsent Masons



Paloma Bru is the partner head of the TMT and Cybersecurity practice at Pinsent Masons Madrid. She joined Pinsent Masons in 2018 after leading the TMT practice at Jones Day, where she worked since 2001.

Paloma has an extensive career focused on advising Spanish and foreign companies on local and international Commercial Contracts, Privacy and Data Protection, Cybersecurity, Outsourcing, E-Commerce and information society services.

Paloma offers a full range of services to her clients in Commercial matters, preparation of public offerings, Corporate transactions, relations with regulatory institutions and the formulation of allegations and appeals in relation to the rules and legislation governing the sector. In the area of Privacy, she advises companies on their adaptation to Spanish and European Data Protection laws, as well as representing them in claims related to this issue.

Paloma holds a Law degree from ICADE and a Master's degree in telecommunications Law from the same institution. She was ranked in the Top 10 in Iberian Lawyer's 2020 *Best Lawyers in Cybersecurity* ranking.

PALOMA FIERRO

Financial Regulatory partner

Linklaters



Paloma is a partner and the head of the Financial Regulatory practice at Linklaters Madrid office. She has broad experience in Financial Markets Regulation, including banking and investment firm group Reorganisations, Insurance-related transactions

(Mergers, portfolio transfers and share deals), Regulatory M&A and in the setting up of credit institutions, branches and representative offices.

Her work also includes the incorporation of hedge fund managers and the creation and registration of traditional, alternative and hedge funds. She is also an expert in derivatives, including structuring and negotiating equity derivatives and structured products, as well as designing transactions with insolvency protection components. Paloma is one of the two global diversity partners of the firm.

The 2009 through 2021 editions of one of the main legal directories rank her as a leading individual in Financial Regulation services, describing her as a go-to lawyer and highlighting her in-depth knowledge of Regulatory matters. She is also described as a go-to person for any Regulatory question in Spain.

PATRÍCIA AFONSO FONSECA

Head of Legal

NOVO BANCO



Patrícia Fonseca is head of Legal at Novo Banco, with experience in Capital Markets transactions (equity and debt), Derivatives, Securities and Banking. She also maintains contact with the Banking and Finance regulatory and supervisory authorities. Before working as an in-house lawyer, she worked at an international law firm (Linklaters LLP, Corporate Finance) in Corporate Law, Mergers & Acquisitions, Private Equity, Corporate Governance and Corporate Restructuring. Patrícia Fonseca leads a team of 14 lawyers and three support staff at Novo Banco.

She is an in-house legal professional with in-depth experience in both equity and debt capital markets, as well as extensive knowledge of derivatives securities and banking regulations. Fonseca has been recommended for her efforts in managing cross-border transactions, such as the recent sale of a major Portuguese investment bank to a Chinese investor for approximately €378 million. She holds a degree in Law from the University of Lisbon (2002). She is praised for her team management skills and was recognised in Iberian Lawyer's 2019 *InspiraLaw* and 2017 *Forty under 40*, and won the In-house Counsel of the Year Banking & Finance distinction in 2019 *Gold Awards*.



PATRICIA MANCA

New Law partner

PwC Tax & Legal

Patricia leads the New Law Legal Management Services area of PwC Tax & Legal in Spain, advising organisations, particularly in the areas of Legal and Compliance, in their optimisation and digitalisation transformation processes.

Her extensive career and experience of more than 24 years of professional practice has been focused on the Corporate & Compliance area, advising national and international organisations on the design of comprehensive Compliance models, acting as support for the Chief Compliance Officer, and on Corporate Governance matters, acting on a recurring basis as non-board member secretary of several entities, carrying out projects for the diagnosis of governance models, protocols for decision-making by governing bodies, evaluation of conflict of interest policies, etc.

Patricia has also participated in numerous Corporate Restructuring projects, advising mainly on the transformation aspects affecting the distribution chain and its processes.

She is a Law graduate from Universidad CEU San Pablo, and has spent more than 22 years at PwC T&L after a period of practice at Mullerat & Roca prior to its dissolution.

PILAR MENOR

Global co-chair Employment & senior partner

DLA Piper



Pilar Menor is DLA Piper's Employment Global co-chair, head of Employment and senior partner at Madrid. She was the country managing partner in Spain between 2012-2020.

She has extensive experience in Employment and Social Security Law, including business Restructuring operations, Employment Litigation, collective bargaining negotiations, senior management agreements and Employment aspects of M&A.

Pilar is president of the Spanish Forum of Employment Lawyers (Forelab), Board member in the Council for Madrid region Bar Associations, active member of various professional memberships, such as the International Bar Association, European Employment Lawyers Association, WLW, Woman Forward, Fundación Probono España and Madrid Bar Association.

She is also member of various DLA Piper committees: Diversity Council, chair of the EMEA working group on D&I, vice-chair of DLA Piper LAW (Leadership Alliance for Women) gender balance internal network and a member of Mental Health and Wellbeing Steering committee.

Pilar is recognised year after year by prestigious international legal directories as a leading Labour lawyer and also by Iberian Lawyer (*InspiraLaw*, Iberian Lawyer 2017-2020, Labour Lawyer of the Year, *Labour Awards* 2020).

She is the author of publications on Employment Law and D&I, and a frequent speaker on events and round tables on Employment Law and D&I.



RITA CORREIA

Tax & Energy partner

Miranda & Associados

Rita Correia is a partner at Miranda & Associados, where she has spent her entire legal career and was the second lawyer to join the firm with Agostinho Pereira de Miranda in 1989. Rita's practice is focused on Oil & Gas and Tax, areas in which she is recognised

for her knowledge and experience. Her practice covers several Lusophone jurisdictions in Africa. She heads Miranda's Tax practice and is a member of the Energy Practice. Rita has advised on a significant number of Oil & Gas transactions in close cooperation with Angola-based attorneys, including negotiations for Production Sharing Contracts, Risk Service Contracts, Joint Venture Agreements, Farm-Ins and Farm-Outs, among many others.

She has been involved in the Tax planning of several international Joint Venture Agreements and in the setting up of various Foreign Investment Projects in Angola and elsewhere in Africa. She has nearly 30 years of experience in dealing with Oil & Gas Upstream Regulatory, Taxation Advisory and Litigation issues in coordination with Angola-based attorneys. Rita also has extensive experience in leading project teams comprising lawyers from different departments of the firm and Miranda Alliance attorneys.

RITA GOUVEIA

Litigation & Arbitration partner

CMS Rui Pena & Arnaut

Rita Gouveia is a partner at CMS Rui Pena & Arnaut, having joined the firm from Cuatrecasas Portugal in 2018. She has more than 20 years of experience, and her practice is focused on the area of Litigation and Arbitration, concerning domestic and international Disputes in the scope of Corporate Relations, M&A Operations, Financial and Banking Transactions, Distribution Contracts and Service Agreements. She is a Civil Litigation and Forensic Practice lecturer at the Universidade Católica Portuguesa, where she has also taught, as from 1998, subjects such as General Theory of Civil Law, Rights in Rem, Succession Law and Obligations Law. She holds a Law degree and Master's from the Universidade Católica Portuguesa and spent most of her career at Cuatrecasas Portugal as an associate (2000-2009) and as a partner (2009-2018). She is an Executive Commission member of "Comissão de Arbitragem Nacional da ICC Portugal" (Portugal international Chamber of Commerce). Rita has been consistently recognised by some of the leading legal directories and rankings.



ROSA ESPÍN

Co-CEO

Ambar Partners

Rosa Espín is co-CEO of Ambar Partners. She holds a PhD in Global Public Law *Cum Laude* from the Universidad Autónoma de Barcelona and a Law & Business Administration degree from ICADE. She also holds a High Legal Studies degree from Cardiff University and is completing an Executive MBA at IESE Business School.

Rosa Espín is an expert in Regulatory Law, ESG and Litigation, having practised for more than 12 years at Latham & Watkins, where she was counsel and worked in the Madrid, London and Brussels offices. Rosa Espín has always been involved in initiatives to promote female talent, leading important initiatives at a global and European level.

Throughout her career, Rosa has been selected by a prestigious international ranking within the energy sector, as well as recommended as best lawyer in Litigation.

Currently, Rosa is leading one of the most disruptive projects in the legal sector in Spain.

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ROSA VIDAL

Managing partner

BROSETA

Rosa is the managing partner of BROSETA since 2016. She is a lawyer specialising in Administrative Law, Planning Law, Environmental Law, Real Estate and Construction Law, Infrastructures and Energy. Prior to joining the firm in 2006, she had an extensive career as a State Attorney in different decision-making positions.

Among other functions, she has been Chief State Attorney in Soria, Castellón and Valencia; secretary of the Board of Directors of the Port Authority of Castellón; substitute secretary of the Regional Economic-Administrative Court of Valencia; member of the Valencia Monitoring Group of the Tax Crime and Money Laundering Observatory; member of the Public Procurement Arbitration Court, and chair of the Board of Directors and general manager of RTVV.

She is also an Arbitrator of the Civil and Commercial Court of Arbitration, has extensive teaching experience and is a regular author of specialised articles and essays on her field of practice.

She holds a degree in Law from the Universidad de Valencia, specialising in Public Law; training in Business Studies at the Universidad Jaime I and a Master's degree in Business Management at the Universidad CEU San Pablo, as well as an Advanced Course in Community Law at the Court of Justice in Luxembourg. She has been recognised in all editions of Iberian Lawyer *InspiraLaw*.



ROSA ZARZA

Labour partner

Garrigues

Rosa Zarza is the partner head of Garrigues' Labour and Employment Law department, with more than 200 professionals worldwide and a member of the firm's Management Committee.

Rosa joined Garrigues in 1990; ten years later, at only 33 years old, she was named partner. In 2011, she took on her current role, making her one of the women with the highest leadership and management position at the firm. In fact, Rosa was the first person to head up the Labour and Employment Law department at a global level after that area underwent its large-scale consolidation and expansion.

Ranked as a leading lawyer in the Iberian market, under her leadership, the department came out even stronger from the economic crisis, gaining a more international scale through its presence in the 13 countries in which Garrigues has its own offices. Together with Spain, this presence is particularly noteworthy in Portugal and Latin America. This department participated in the most important and complex Labour Restructurings in the last years.

She has been recognised by *InspiraLaw* initiative in several editions, *Iberian Top 50 lawyers in Business Law 2020*, and *Lawyer of the Year - Public Sector Employment, Iberian Lawyer Labour Awards 2020*.



RUTH BREITENFELD

*Head of Legal
Cepsa Trading*



Ruth Breitenfeld is the head of Legal at Cepsa Trading and the vice president for Cepsa Portugal. She has more than 20 years' of multinational legal experience. Ruth is recognised for her vast management and coordination experience, both internally and with external local and international partners, with a successful and proven delivery record. She has been at Cepsa, a Spanish multinational Oil and Gas company with operations in several countries, for 15 years, prior to which she was the senior Legal adviser at BP Portugal. She holds a degree in Law from the Universidade de Lisboa and a post-graduate in Competition Law from the Universidade Católica Portuguesa. She has been praised for the successful team she has established at Cepsa, and her defining task at the company was the creation and development of a high-calibre team. The legal team at Cepsa was recognised as In-house Team of the Year – Energy & Renewables, at the Iberian Lawyer 2019 *Gold Awards*.



SAGRARIO FERNÁNDEZ

*General counsel
DIA Group*

Sagrario began her professional career at Garrigues in the Environmental, Telecommunications and Commercial departments.

In 1998, she joined Indra as Corporate Legal counsel, participating in its privatisation and listing. In 2001, she joined Iberbanda (currently Telefónica), as head of Legal Affairs, HR and Regulation and secretary of the Board until 2006, when she joined Informática El Corte Inglés as Legal counsel.

In 2008, she joined Prosegur group as general counsel and secretary of the Board of Directors with responsibility in the areas of Legal, Compliance, Corporate Governance, Regulation, Labour contingencies, Data Protection and international M&A in 17 countries. In 2018 she joined Codere as Corporate Legal director and Compliance Officer.

Since September 2019, she is general counsel and vice secretary of the Board of Directors of DIA Group, with responsibility in the areas of Legal, Compliance, Data Protection, Insurances, IP rights, internal control and Cybersecurity.

She holds a degree in Law from the Universidad Complutense de Madrid and a Master's degree in Digital Business from DIBEX, ISDI. She is currently taking a Master's degree in AI at the Artificial Intelligence Institute. She has been a participant in the Banco Santander UCLA W50 programme and in the PwC Women to Watch.

SARA MOLINA PEREZ-TOMÉ

Digital Transformation consultant

Deloitte Legal

Sara is a Digital Transformation consultant in Legal Management Consulting at Deloitte Legal. She has participated in projects of transformation of operating models, business process reengineering and implementation of technological solutions (AI, RPA) from a systemic people management perspective within agile frameworks. She has developed her career both in the legal sector and in organisational projects in different companies in sectors such as the energy sector, the medical sector and the food industry.

She was also founder and president of the Law Firm Management and Innovation Section of the Madrid Bar Association, co-organiser of Legal Hackers Madrid, member of the Technical Cabinet of Woman in Legal World, vice-president of the Mental Health Institute and collaborator of the Lefebvre Innovation Observatory.

She is coordinator and author of the *"Manual de Dirección, Gestión y Marketing jurídicos"* and *"Ellas: Retos, Amenazas y oportunidades en un mundo interconectado"*, and regular speaker at conferences, universities and business schools. She has written several articles on Management, Legaltech and Innovation in the sector.



STÉPHANIE SÁ SILVA

General counsel

TAP

Stéphanie Sá Silva is the general counsel at TAP. Stéphanie leads the Legal team and has been described in the past as being "an outstanding lawyer with an in-depth knowledge of several areas of Law", who aside from her day-to-day work, assists the Executive Committee and the regulatory transactional work. Some of the Legal team's highlights include the package of financing agreements in total amount of circa €250 million which was closed with financial entities such as Macquarie, Banco do Brasil, Citigroup and JP Morgan since mid-2018. It has been instrumental to establishing the fleet renewal involving 37 new aircraft and operation of ten new routes until the end of 2019. Stéphanie has been at TAP since 2018 and leads a Legal team of 22 employees. Before joining TAP in 2018, she worked at PLMJ. Prior to this, Stéphanie was an associate at Cuatrecasas Portugal, specialised in EU & Competition Law. She graduated in Law from the University of Paris II, Panthéon - Assas, in 2004, obtained a Master's degree in European and International Law at Louvain Catholic University in 2005, and a post-graduate diploma in EU Competition Law at King's College London, in 2009.

SUSANA GUERRERO

Legal director

Iberian Diageo

Susana Guerrero is Legal director for Southern Europe at Diageo, a world's leading drink business. In her role, she leads the Legal support for Diageo business activity in Spain, Portugal, France, Italy and Greece. She also sits at the Diageo Southern Europe Executive team. Since 2019, Susana is also an associate lecturer at Universidad Autónoma de Madrid, where she lectures on Corporate and Commercial Law.

Prior to joining Diageo in 2010, Susana was a lawyer at Gas Natural Fenosa (today Naturgy), where she provided legal support to the Group's upstream activities, mainly in the North Africa region. She also has law firm experience, having worked as an associate lawyer at Pérez-Llorca and CMS Albiñana & Suárez de Lezo, focusing primarily on Competition and Antitrust Law.

Susana holds a Law degree from the Universidad de Granada, a Master's degree in EU Law from the Universidad Carlos III de Madrid, and an LLM from Columbia University School of Law.



TERESA MÉNDEZ

Commercial/M&A counsel

Allen & Overy

Teresa Méndez is counsel in Allen & Overy's Corporate/M&A department in Spain. She has more than 15 years of experience and specialises in the structuring and execution of M&A and equity transactions.

She has participated in some of the most relevant IPOs in Spain, as well as in capital increases, secondary offerings and accelerated placements. She has advised both issuers and underwriters in several of the most relevant IPOs in recent years, including those of Cepsa, Applus+, Euskaltel, Talgo and Unicaja Banco, as well as in Enel's IPO of Endesa. She has extensive experience in Corporate Governance matters, particularly in relation to listed companies. She also has extensive experience in both public and private transactions, with particular expertise and experience in takeover bids.

Her credentials also include some of the most complex transactions carried out as part of the Restructuring of the Spanish financial sector, such as the creation of Sociedad de Gestión de Activos Procedentes de la Reestructuración Bancaria (SAREB).

She ranked first in TTR's ranking of top female lawyers in M&A transactions by value, 2020.



TERESA MÍNGUEZ

Legal director and Compliance & Integrity officer

Porsche Ibérica



Teresa Mínguez is Legal director and Compliance & Integrity officer for Porsche Ibérica, S.A., where she holds the overall responsibility for all Legal and Compliance matters related to the businesses of all Porsche entities in Spain and Portugal. She has also assumed the functions of Data Protection Officer of the group's entities in Iberia.

She is the representative of the Association of Corporate Counsels (ACC) in Spain and a member of the National Legal Committee and International Committee of the World Compliance Association.

She has written, lectured and participated as a speaker on legal topics relating primarily to Corporate Governance, Compliance and Innovation in Legal area. Mínguez qualified as Solicitor of England and Wales in 2004 and obtained her Master of Laws (LLM) from the Instituto de Empresa (Madrid) in 1998. She has been awarded with the Iberian Lawyer's *Gold Awards* in the Fashion & Luxury category in 2019 and 2020 and has been recognised within the *InspirLAW* initiative in several editions.



VICTORIA ORTEGA

President

General Council of Spanish Lawyers

Victoria Ortega Benito has been president of the General Council of Spanish Lawyers since January 2016 (re-elected in 2020). She is also president of the Spanish Professional

Union, first vice-president of the European Council of Liberal Professions and vice-president of the World Liberal Professions Organisation. She is councilor of the Council of State and member of the General Coding Commission.

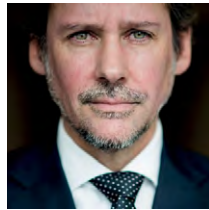
Born in Palencia, she lives and practices in Cantabria. She holds a PhD in Law from the Universidad de Valladolid, and she is a practising lawyer since 1981. She has been dean of the Cantabria Bar Association (2000-2008); vice-president of the General Council of Spanish Lawyers (2002-2008), and secretary-general of this institution from February 2011 to December 2015.

As for her academic activity, she has been a Litigation Law full professor at the Universidad de Cantabria since 1992. She is the author of several publications and monographic texts on Litigation and Administrative Law.

In 2009 she received the Gran Cruz al Mérito en el Servicio de la Abogacía (Grand Cross of Merit in the Service to Law) and the Gran Cruz de Raimundo de Peñafort (Grand Cross of San Raimundo de Peñafort), the highest award given by the Ministry of Justice in Spain.



Alexandra Reis
Senior Counsel
Philip Morris



António Neto Alves
General Counsel / Company Secretary
The navigator Company



Catarina Coutinho
HR Associate Director
CBRE



Isabel Charraz
Country Legal Counsel
Portugal & Greece
Citibank Europe



Isabel Fernandes
Head of Legal
Grupo Visabeira



Isabel Lage
General Counsel
Fidelidade



José Almeida Fernandes
Tax Director
Semapa



Luis Graça Rodrigues
Legal regional Counsel
Indra



Maria do Rosário Vilhena
HR Head
Nestle Portugal



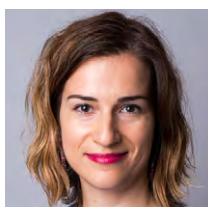
Patrícia Afonso Fonseca
Head of Legal
Novo Banco



Patrícia Mendes
Head of Legal & Compliance
Volkswagen Financial Services



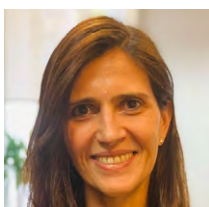
Pedro Vaz de Alamada
Legal & Business Affairs Manager
Novartis Farma




Teresa Carvalho de Oliveira
Head of Legal
Vinci Energies



Tiago da Mota
Director of Legal & Business affairs
The Walt Disney Company



Vanda Valente
General Legal Counsel & Compliance Officer
Bank of China

A portrait of Claudia Parzani, a woman with long, wavy brown hair, wearing a blue double-breasted blazer over a white top. She is looking directly at the camera with a slight smile. The background is a vibrant, abstract composition of blue, yellow, and red geometric shapes.

THE RACE OF **CLAUDIA PARZANI** TO LINKLATERS SENIOR PARTNERSHIP

CLAUDIA PARZANI

She could be the first Italian to take on the role of Linklaters' senior partner globally. From Capital Markets to the commitment to gender equality, Iberian Lawyer portrayed the lawyer who, from Milan, will try to take the helm of a magic circle firm

by nicola di molfetta



Whatever happens, 2021 is set to become a year of historical significance for Linklaters. The magic circle law firm is indeed preparing to elect a new global senior partner. And, for the first time, in over 180 years of history, will be a woman. To make the story particularly interesting also for those observing the sector from outside UK is the fact that among the candidates there is an Italian: Claudia Parzani.

The lawyer, based in Milan, is a star of international equity Capital Markets, regional managing partner for the western Europe area and global Business Development & Marketing partner of the law firm is indeed one of the three professionals called to respond to this "appointment with history": the senior partner election race. The other two in the running are **Aedamar Comiskey**, global head of Corporate and **Sarah Wiggins**, partner of Corporate M&A practice. Both based in London.

Initially, there was also a man running for the position. It was Tom Shropshire, global head of the US practice. A relevant candidacy considering the strategic interest that the American market represents for the Anglo-Saxon law firm. However, Shropshire has decided to call itself out of the game. And last February 22nd, he announced his decision to leave Linklaters to



enter the in-house practice. He will be the new general counsel of the multinational Diageo, a company active in the alcohol business, which includes brands such as Guinness, Harp, Kilkenny, J&B, Johnnie Walker, Smirnoff and many others.

Current senior partner, Charlie Jacobs, has decided to leave the firm to join J.P. Morgan as co-head of investment banking. And at this point it seems clear that in May he will pass the baton to a woman. Linklaters' first time will not be the first time ever in the international legal landscape. There are several global legal organizations that have recently seen a woman rising to the top.

To stay in the UK, for example, we can remember Margaret Robertson, CEO of Withers, who has held this position since 2007. More recently, we have also witnessed the election of Erin Webber to the role of managing director and president of Littler, followed a few months later by that of Georgia Dawson as the first senior partner in the history of Freshfields Bruckhaus Deringer, up to the case of Shauna Clark who since last January is the new global and US chair of Norton Rose Fulbright.

But let's go back to the race for the Linklaters summit which will end next May after all the partners of the firm have had the opportunity to express their preference.

As stated by Jacobs in a video released within the law firm on the day he announced his retirement, the profiles

of the contenders are all "strong and different".

Claudia Parzani comes to this appointment with a strong path that has led her to become a point of reference in the international business community and not only within the Italian legal market.

In September 2020 she was included in the HERoes 100 Women Executives category which celebrates the 100 women, in top positions at the international level, who are driving change by using their influence and professional position to actively promote an inclusive culture. Parzani had already received similar awards in 2019 (the only Italian in the 100 Women Executives category), in 2018 (Top 10 Female Role Model for the Financial Times and HERoes) and in 2017 (Top 10 Champion of Women in Business for the Financial Times and HERoes).

From Franciacorta, she has also been president of Allianz Italia and vice president of Borsa Italiana since April 2017, positions that came after she was a member of the boards of directors of the same insurance company and of the company that manages the stock markets as well as a member of the boards of directors of the Politecnico di Milano, of Valore D (an association which he also chaired between 2013 and 2016), of the 24 Ore Group and of Moleskine.

Her legal career, on the other hand, began (after graduating from the University of Milan) with three years spent in Clifford Chance followed by another four years in White & Case, during which he also had the opportunity to do a secondment in Credit Suisse. Returning to the American law firm, Claudia Parzani became a partner in 2005. And about two years later, after a quick move to the Cba studio, she joined the team led by Andrea Arosio who accepted the challenge of relaunching Linklaters'

THE LAW FIRM

in figures

1838

Foundation year

30

Offices around the world

500

Partners

2,370

Lawyers (excluding partners)

20

Countries where the law firm is present

5,290

Members of staff


£1.64

billions billed in 2020

presence in Italy after the end of the alliance with Gianni & Origoni.

At the first level track record (she followed all the Unicredit capital increases, she dealt with the transformation of Bper into a joint stock company, she worked on the listing of companies such as Fineco, Anima, Massimo Zanetti or Equita and more recently she supported Tim in his Brazilian operation), has been able to support a constant commitment on the gender issue front by becoming not only a role model but a real thought leader expressing a peculiar ability to think outside the box and embrace change.

As already mentioned, the election of a woman to the role of senior partner of the law firm founded in 1838 by John Linklater and Julius Dods will be a historic first. And Claudia Parzani is definitely used to the first times. She was the first female partner of Linklaters in Italy (2007), the first to be appointed managing partner of the western Europe area (late 2016) and the first partner to hold the role of global head of BD & Marketing (2018).

Obviously, in addition to honors, a victory would bring with it a number of burdens. According to many international observers, there are at least three issues that will immediately enter the agenda. The future senior partner will have to carry out the management of the covid emergency and in particular its related effects (starting with the need to conceive and implement a new work organization that includes remote working in a structural way); moreover, whoever wins this race for the top will have to take care of pursuing the international development strategy of the law firm (and so: how to win the American challenge). All this must be added to managing the eternal puzzle of remuneration policies, still considered fundamental to making the firm competitive and able to maintain its attractiveness towards the best talents on the market. 

CLAUDIA PARZANI



TIMELINE

Path

2007

Claudia Parzani enters as partner of the Capital Markets department of Linklaters in Milan

End of 2016

She was appointed regional managing partner for the Western Europe area and, in this capacity, she sits on the firm's Global Executive Committee and chairs EuroCom, the board formed by the heads of Linklaters' various European offices.

2018

She is also appointed global Business Development & Marketing partner (first partner to fill this role and to lead a business team) (primo partner a ricoprire tale ruolo e a guidare un business team)

NEW BY-LAWSE FOR A PROFESSION IN CONSTANT UPDATING



by victoria ortega,
president of the General Council
of Spanish Lawyers

VICTORIA ORTEGA

VICTORIA ORTEGA



I do not know if the legal profession is among the first professions in the history of civilisation, but I am sure that law has always been crucial to the evolution of our world. Nothing can be organised in society without law. From the moment law existed, the figure who advocates for its respect and compliance took on the utmost relevance. Many have been the regulations that over the centuries have established the role of lawyer and the tools at his or her fingertips. We can say broadly that the more advanced a State has been in democratic terms, the greater the protection that the practice of law has enjoyed.


Little further explanation specifies the extent to which the 1978 Constitution offered our profession the development that had been denied to it during the four-decade period preceding it. The constitutional text not only valued the work of lawyers, but underpinned their role as essential in the development of the rule of law. The course of time and the adoption of successive rules have consolidated their position as a central element in defence of rights and freedoms.

“THE NEW BY-LAWS DELVE INTO THE PROTECTION OF LEGAL PROFESSIONALS, BUT THEY DO SO TO THE SAME EXTENT AS THE TRANSPARENCY AND GUARANTEE REGIME THAT ITS CLIENTS MUST ENJOY”

And yet, 42 years later, there was still a long way to go in such essential aspects as the guarantees that should be attributed to those who offer citizens the essential knowledge of the laws and the functioning of the complex judicial system. In this sense, the new General By-Laws of the Legal Profession come, if not to completely repair the gaps that existed, at least to complete the bulk of the demands that the legal profession had been demanding for several decades. Considering that the exercise of defence cannot be understood if the lawyer and his or her client are not attended by the main shield and protection tool that is professional secrecy. The unwavering privacy of communications in the deliberation process and in the preparation of cases is a critical cog in the wheel of rights protection and claims for damages. And it is not that professional secrecy was not a reality in the By-Laws that are still in force and will remain so until 1st July. But, for the first time, all aspects are collected in an exhaustive way. And as a sample, it is sufficient to refer that from now on, it will be the lawyer who, before a search warrant in his or her office, acts as an actor capable of demanding the presence of his or her dean. In the 2001 By-Laws, that power rested solely with the judge and/or the government authority. I hope and trust that, as the text contains, the new regulation will also prevent the confiscation without discretion of all files of a professional office, since search warrants can only affect documents related to the case being



ABOUT VICTORIA ORTEGA

Victoria Ortega Benito is the president of the General Council of Spanish Lawyers since January 2016 (she was re-elected in January 2020). She is also president of Unión Profesional and vice president of the European Council of the Liberal Professions and of the World Organisation of the Liberal Professions. She is also an advisor to the Council of State. She holds a PhD in Law from the Universidad de Valladolid and has been a practising lawyer since 1981. She has been dean of the Cantabria Bar Association (2000-2008) and secretary-general of the General Council of Spanish Lawyers (2011-2015). She has been a Litigation Law lecturer at the Universidad de Cantabria since 1992. In 2009 she was awarded the Gran Cruz al Mérito al Servicio a la Abogacía (Great Cross of Lawyer Profession Merit) and the Gran Cruz de San Raimundo de Peñafort. 

“THE NEW BY-LAWS OF THE LEGAL PROFESSION COME, IF NOT TO COMPLETELY REPAIR THE GAPS THAT EXISTED, AT LEAST TO COMPLETE THE BULK OF THE DEMANDS THAT THE LEGAL PROFESSION HAD BEEN DEMANDING FOR SEVERAL DECADES”



VICTORIA ORTEGA


“I HOPE AND TRUST THAT, AS THE TEXT CONTAINS, THE NEW REGULATION WILL ALSO PREVENT THE CONFISCATION WITHOUT DISCRETION OF ALL FILES OF A PROFESSIONAL OFFICE, SINCE SEARCH WARRANTS CAN ONLY AFFECT DOCUMENTS RELATED TO THE CASE BEING INVESTIGATED IN COURT”

investigated in court.

Providing lawyers with such unavoidable protection was and is undoubtedly as necessary as it is irreplaceable for the legal profession. It is fundamental for people in an investigation or lawsuit, who should in principle have no secret with their legal representative.

As could not be otherwise, the new By-Laws delve into the protection of legal professionals, but they do so to the same extent as the transparency and guarantee regime that its clients must enjoy. That is why the new rule governing lawyers enshrines such relevant aspects as the advance of a fee forecast, the fluidity of information and a system of complaints that must be provided with the utmost diligence by Bars and Councils. Also, providing transparency in terms of deontological sanctions and commitment to services through quality letters from institutions will help us to be more useful and efficient when lending them to our Bar members and provide a better perception of the attention we directly give to citizens.

The estimate is moderately optimistic, because, as I have explained, it is a significant step forward. And yet we must not forget that our profession requires a permanent updating, not only in terms of knowledge of legal practice, but also in terms of the claim of rights not recognized or recognized but still to be materialized.

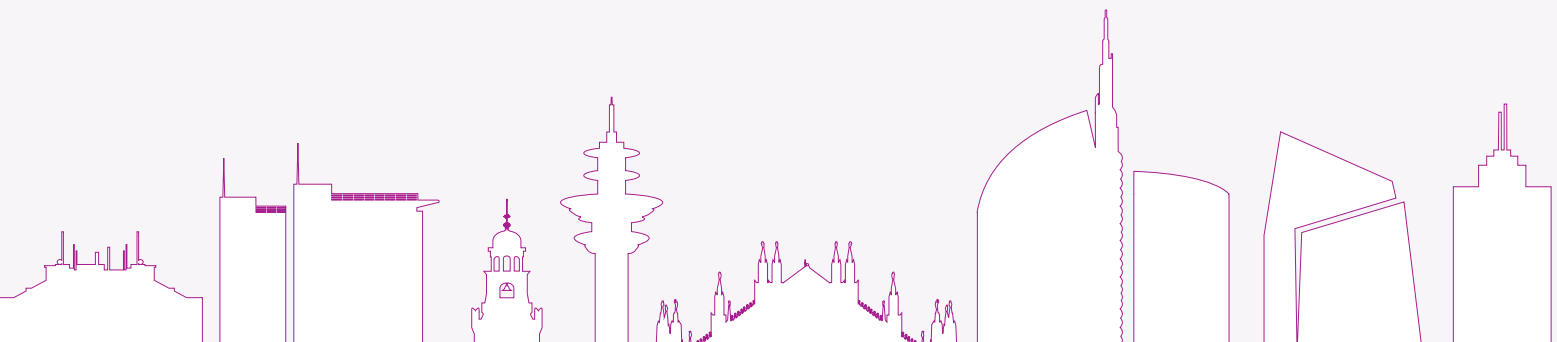
As soon as we have achieved a new goal, I have no doubt that others will soon emerge. And as soon as it happens, we will get to work. Because that is the spirit that gives law its ability to continue transforming society. 

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Legalcommunity Week 2021 – Program (in progress)

CWP: Conferences and working program

SEP: Social events program

 Open with registration

 Invitation only


MONDAY 7 JUNE			Partners	Address
9:00 - 13:00	 CWP	Opening conference: "Innovation and artificial intelligence"		Fondazione Stelline Corso Magenta 61, Milan
14:00 - 16:00	 CWP	Roundtable: "New media"		Fondazione Stelline Corso Magenta 61, Milan
16:00 - 18:00	 CWP	Roundtable: "Influencer Marketing"		Fondazione Stelline Corso Magenta 61, Milan
16:15 - 18:00	 CWP	Roundtable		Fondazione Stelline Corso Magenta 61, Milan
From 18:30	 SEP	Corporate Counsel Cocktail	GattiPavesiBianchiLudovici	GPBL Piazza Borromeo 8, Milan
TUESDAY 8 JUNE				
8:00 - 9:30	 CWP	Breakfast on Finance		Gianni & Origoni Piazza Belgioioso 2, Milan
9:15 - 13:00	 CWP	Conference: "Africa and the Middle East"		Fondazione Stelline Corso Magenta 61, Milan
16:00 - 18:00	 CWP	Roundtable: "ESG, companies & labour law: an evolving scenario"		Fondazione Stelline Corso Magenta 61, Milan
18:00 - 20:00	 SEP	European Green Deal: tools and opportunities for sustainable industries		Milan (venue tbc)
WEDNESDAY 9 JUNE				
11:00 - 13:00	 CWP	Roundtable: "NRRP: the new Italy Projects and procedures to build the future"		Fondazione Stelline Corso Magenta 61, Milan
14:30 - 18:30	 CWP	Conference: "LATAM's Energy and Construction Industries: trick or t(h)reat?"		Fondazione Stelline Corso Magenta 61, Milan
18:00 - 20:00	 SEP	Discussion and Cocktail		Legance Via Broletto 20, Milan
18:30 - 20:30	 SEP	Talks & Cocktail		Toffoletto De Luca Tamajo Via San Tomaso 6, Milan
19:30 - 23:30	 SEP	Corporate music contest		Milan (venue tbc)








Legalcommunity Week 2021 – Program (in progress)

CWP: Conferences and working program

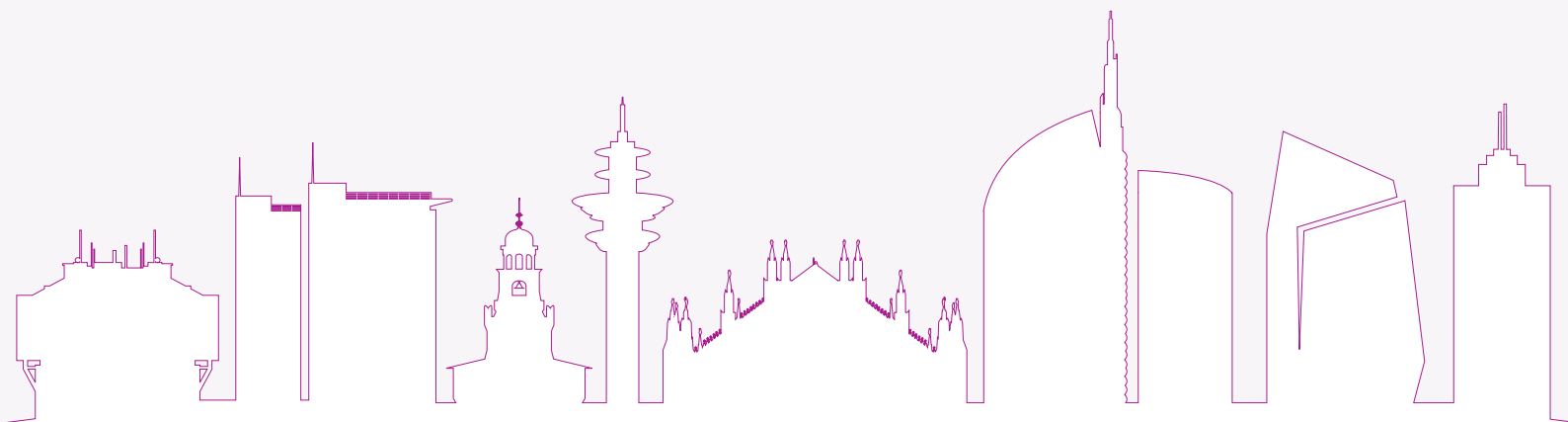
SEP: Social events program

 Open with registration

 Invitation only

THURSDAY 10 JUNE				
9:00-11:00	 CWP	Breakfast Roundtable		Fondazione Stelline Corso Magenta 61, Milan
9:00 - 13:00	 CWP	Conference on Finance	CHIOMENTI	Fondazione Stelline Corso Magenta 61, Milan
19.15 - 23:30		Legalcommunity Corporate Awards		Milan (venue tbc)
FRIDAY 11 JUNE				
18.00	 SEP	International guest greetings		Milan (venue tbc)

SEE YOU FROM 7 TO 11 JUNE 2021



for information please send an email to : helene.thiery@lcpublishinggroup.it

BRADLEY GAYTON

COCA-COLA SETS BOLD D&I RULES FOR PANEL FIRMS

Senior vice president and global general counsel (GC) of the company Bradley Gayton tells *Iberian Lawyer* about the new guidelines outlined in an open letter to outside counsel in the US

by Iliaria Iaquinta

Enough with good intentions. Diversity and inclusion (D&I) in law firms has been for too long a matter of communication rather than a field of action. It's time for pragmatism and real commitments. And **Bradley Gayton** takes it seriously. At the end of January, the senior vice president and global general counsel (GC) of The Coca-Cola Company published the letter (see the box) sent to its external advisors in the US containing bold D&I requirements they should comply with to be included in its first-ever panel of preferred firms, expected within 18 months. Those who aim at being included in the list, in addition to traditional quality standards, will also have to comply with the latest guidelines on diversity and inclusion.

Firstly, law firms will need a D&I action plan with measurable goals and which includes the personal commitment of the managing partner.

More generally, law firms will have to: produce quarterly analysis of the diversity of teams working on the company's matters, demonstrating their adequate composition in terms of gender and ethnicity; provide transparency into how origination credit is awarded and identify at least two diverse attorneys among the potential successors of the Coca-Cola's reference partners.

As for new matters, at least 30% of each of billed associate and partner hours will have to come from diverse lawyers, with at least half of that from black attorneys.

Those who fail to meet these commitments will be encouraged to work collaboratively with other firms or associations to assemble matter teams and will

have two consecutive quarters to resolve the issue. If they fail, the bottling giant will cut 30% from the firm's fee until the commitment is met and, in case of continued failure, the termination of the relationship.

The guidelines – the percentages of which were defined by observing the US Census data and will be adjusted over time as it evolves – currently only apply to the United States, but will soon be extended, with appropriate customizations, throughout company's global organization.

Iberian Lawyer interviewed Gayton to look deeply into the initiative. Here's what he told us:

Over the last decade, several large companies have committed to develop initiatives aimed at fostering diversity in the legal world...

The good news is that we have moved up the maturity curve in the conversations we are having. We seem to be past discussing if and why diversity is important.



THE HARD TRUTH IS THAT OUR PROFESSION IS NOT TREATING THE ISSUE OF DIVERSITY AS A BUSINESS IMPERATIVE

Notwithstanding these efforts, and those made by law firms, we still see a lot of inequalities in the legal profession. Why?

The hard truth is that our profession is not treating the issue of diversity as a business imperative. We are too quick to celebrate stagnant progress and reward intention. We need to commit ourselves to specific actions that will accelerate the diversity of the legal profession and must no longer celebrate good intentions or highly unproductive efforts that haven't and aren't likely to produce better diverse staffing. If we approach the issue of diversity like any other business imperative, we would allocate capital and invest in aspects of our business that move us forward to achieve our goal and grow profitably. I have personally traveled to firms, sat down with partners, worked through plans and reviewed scorecards. I have probably spent thousands of hours doing this in the last five years alone. This work has absolutely had an impact on individual people at specific firms but not the systems level change we need. It felt like the right time to try a new approach.



WE MUST NO LONGER CELEBRATE GOOD INTENTIONS OR HIGHLY UNPRODUCTIVE EFFORTS THAT HAVEN'T AND AREN'T LIKELY TO PRODUCE BETTER DIVERSE STAFFING

The fact that it is so hard to find a solution highlights that the problem is very complex... How should it be approached to achieve real results and drive effective systemic change?

This is an unnecessarily stubborn issue. We have a true crisis on our hands and if we treated it that way and worked to solve it as we would any other business issue, we would allocate capital and implement solutions that drive real results. We need to make it unequivocally clear that there is demand for diverse attorneys and the firms that foster them.

Why is it so important that the legal profession fully commits to diversity and inclusion goals?

Diverse teams drive better business outcomes. Our profession needs to be representative of the population it serves if we are going to attract and retain the top talent and continue to win on behalf of the organizations we work for. It's that simple. All of us in leadership positions need to be the drivers of that change – and we will be better for it.

In your public letter to outside counsel you mentioned that the D&I requirements set would be a “significant factor” in determining law firms’ inclusion on the new panel. May you please dig a little deeper on the weight of “significant factor”? How much importance will you give to it? Will it be a *conditio sine qua non*?

Meeting the new guidelines set forth in the letter will be essential for firms to be considered for the preferred panel. Traditional factors will also be considered including budget and practice-area expertise, among others.

Will you ask law firms to respect the D&I targets in any case, even if they will not be required to handle large projects but just low-value legal work for you?

The guidelines apply to all legal work. We will start with all new matters, and then extend to existing matters over time as well. It's important that we



BRADLEY GAYTON

work with firms who share our values and are able to put together winning teams for us.

Do you plan to revise the guidelines and possibly set stricter criteria in the medium-long term? Do you already know what criteria you'll follow to tighten the current requirements?

My hope is that these guidelines will be adjusted over time, with an ultimate aspiration that at least 50% of billed associate time and billed partner time will be from diverse attorneys.



ALL OF US IN LEADERSHIP POSITIONS NEED TO BE THE DRIVERS OF THAT CHANGE – AND WE WILL BE BETTER FOR IT

How are law firms reacting to the D&I guidelines? Do you think that they will be easily able to respect the new requirements?

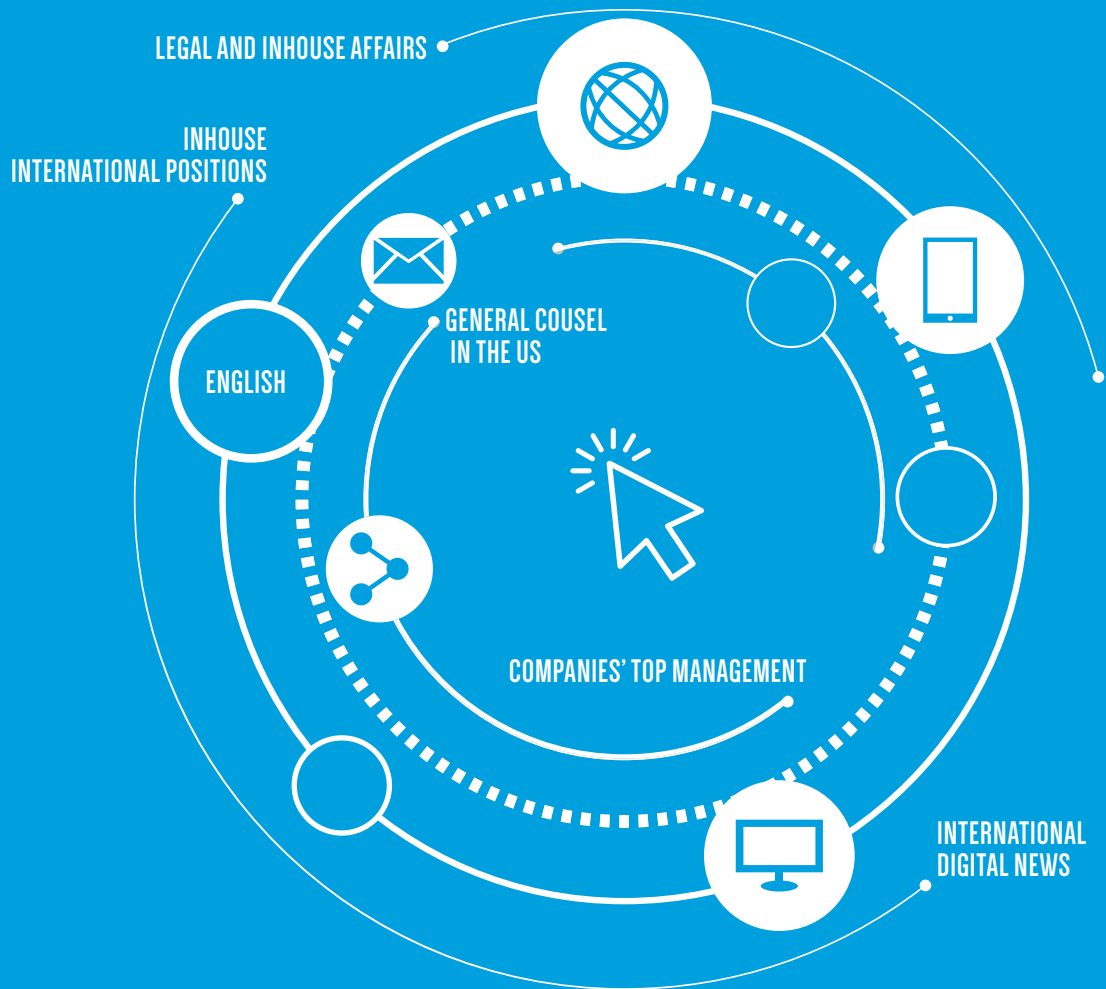
The reaction has been incredible. I'm both proud and humbled by the broad support from so many firms, legal departments and individuals across the business community.





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MY GOAL HERE IS TO CREATE DEMAND FOR DIVERSE ATTORNEYS AND THE FIRMS THAT FOSTER THEIR GROWTH


**WHO IS
BRADLEY M. GAYTON**

He joined The Coca-Cola Company in 2020 as senior vice president and global general counsel, overseeing all legal and security functions.

Previously, Gayton served as group vice president, chief administrative officer and general counsel at Ford Motor Company where he managed a team of over 600 people across more than 20 countries with responsibility for the company's litigation, tax, compliance, corporate and intellectual property efforts as well as company facilities and real estate.

Gayton is widely considered a leading advocate for advancements in legal technology, diversity and inclusion and equal justice for low-income citizens.

During this tenure at Ford Motor Company, he fostered a culture of innovation in the legal group through a number of technology initiatives exploring the application of artificial intelligence and big data to create operational efficiency and enhanced solutions to complex legal issues.

After sponsoring the creation of the Legal Alliance of Women, Gayton instituted a number of initiatives impacting the hiring and career development process of his team as well as outside counsel. He also created the Ford Law Career Academy, a program that aims to add greater diversity to talent pipelines for future generations by introducing minority high school students to careers in law. Gayton championed a culture of pro bono work across his team at Ford Motor Company and saw a significant increase in pro bono hours during his tenure. 

Many of our law firm partners are already in discussions with our team about how they can meet these guidelines. Those conversations are broadly focused on the capabilities within the four walls of the firm and understanding where strategic partnerships make sense.

What will happen to law firm with long-established relationship with you that will be unable to prove they comply with the new D&I targets?

Performance will be measured and evaluated quarterly. For new matters that fail to meet the commitment over two consecutive quarters, a non-refundable 30% reduction in fees payable will occur until the commitment is met and, continued failure may result in the firm no longer being considered for work.

My hope is that it never gets as far as reducing fees or no longer doing business with a firm. My goal here is to create demand for diverse attorneys and the firms that foster their growth. I look forward to working together with firms to have work done by a diverse slate of attorneys and not doing business with firms doesn't achieve that goal of creating demand.



Bradley M. Gayton
SVP, Global General Counsel



Monica Howard Douglas
Ethics, Compliance and Privacy



Benny Lee
Marketing and Intellectual Property



Anjali Kelotra
Regulatory, Digital and Emerging



Ben Garren
Commercial Trans. and Competition



Russ Bonds
Litigation and Employment



Jennifer Manning
Corporate Secretary and M&A



Christos Kalamatianos
Strategic Security

Do you plan to extend the guidelines to Europe? If so, what requirements will you set for the region, considering that it lags behind the US with regard to diversity in its legal environment?

The new guidelines only apply to firms in the United States for now, but international expansion is the next step. We are currently working with our teams in markets outside the U.S. to better understand the local nuances and what type of initiative could have the most impact. I hope to have more to share on this later in the year.

In the letter you shared with your outside counsel you encouraged other law departments to join Coca-Cola's initiative. Have you received any message or commitments from other GCs? If not, do you expect that other GCs will join the effort? I have had a number of legal departments reach out

and am in the process of meeting with each of them to share our learnings. We can enact greater change with more organizations onboard, so I am happy to share my experience and help where I can. Those discussions will take place over the next few weeks. 📧

THE LETTER



Bradley M. Gayton
Senior Vice President
General Counsel

The Coca-Cola Company
1 Coca-Cola Plaza
Atlanta, Georgia 30313

January 28, 2021

To: U.S. Law Firms Supporting The Coca-Cola Company

Re: **Commitment to Diversity, Belonging, and Outside Counsel Diversity**

I write you with a heavy heart. For decades, our profession has had discussions about why diversity is important. We have developed score cards, held summits, established committees and written action plans. These efforts are not working. I'm reminded of this by the alarming number of new partner headshots that continue to be proudly published with an obvious lack of diversity and when I read that Black equity partners will not reach parity with the Black U.S. population until 2391.

The hard truth is that our profession is not treating the issue of diversity and inclusion as a business imperative. We are too quick to celebrate stagnant progress and reward intention. We have a crisis on our hands and we need to commit ourselves to specific actions that will accelerate the diversity of the legal profession. Our profession needs to be representative of the population it serves. All of us in leadership positions need to be the drivers of that change - and we will be better for it.

We know how to develop and implement clear timebound actionable plans that move organizations and industries to solve complex problems. In the grand scheme of things, the issue of the diversity of our profession is not a complex problem. If we approach this like any other business imperative, we would allocate capital and invest in aspects of our business that move us forward to achieve our goal and grow profitably.

As a consumer of legal services, we believe that diversity of talent on our legal matters is a critical factor to driving better business outcomes. We will no longer celebrate good intentions or highly unproductive efforts that haven't and aren't likely to produce better diverse staffing. Quite simply, we are no longer interested in discussing motivations, programs, or excuses for little to no progress - it's the results that we are demanding and will measure going forward.

The Coca-Cola Company's legal department has thought deeply about the design of our collective efforts and how we might change the present trajectory and bend the arc so that we are on a path to achieve parity. Our plan is far from perfect, but we believe that it offers greater promise than continuing down the current path hoping to reach a different destination. We encourage other law departments to join us in the initiatives outlined below or develop their own to further accelerate our progress.

While the above actions focus on the United States for now, we intend for these initiatives to be customized and applied throughout our global organization.

Coca-Cola Company Actions - Over the past several months, the Global Legal team at The Coca-Cola Company as well as many across the organization has looked deeply into the meaning of our Company's purpose in relation to advancing Social Justice, Diversity, Inclusion and Belonging.

We believe our company should be representative of the markets that we serve. Within the U.S., 51% of our lawyers are ethnically diverse and 23% of that group is Black, 18% Asian, and 10% Hispanic. Additionally, 53% of our U.S. based lawyers are women. We are pushing ourselves to think boldly about the actions we take inside our company, within our areas of expertise and across the community to drive significant collective change.

As a function, we believe that pursuing diversity is not only the right thing to do, but it's a business imperative to do so quickly. We know firsthand that a diversity of thought, perspective and experience is critical to drive the best work and outcomes for our Company. In this light, we are announcing the following actions and initiatives:

- **Joined the American Bar Association's Resolution 113** - We have joined this initiative to expand and create opportunities at all levels of responsibility for diverse attorneys; to assist in facilitating the creation of opportunities for diverse attorneys; and to direct a greater percentage of the legal services we purchase, both currently and in the future, to diverse attorneys.
- **Leaders at the Front** - I have publicly committed to a personal action plan to promote diversity and inclusion through the Leaders at the Front Program of the Leadership Council on Legal Diversity.
- **MWBE Spend** - The Coca-Cola legal team will increase annual North American spend with minority or women-owned enterprises from 1% to at least 10% this year and target further increase in the future.
- **Move the Needle Fund (MTN)** - As one of the founding General Counsels of MTN, in collaboration with 29 other legal departments and four law firms, our legal team and I are helping to develop and test experimental efforts, such as the Diverse Partner Directory and the Diversity Dividends Collective, that break down barriers for experienced diverse lawyers to advance into leadership.
- **Mansfield Rule Certification** - We will seek Mansfield Rule Legal Department certification during the upcoming certification window and implement the requisite tracking and processes to drive consideration of a broader pool of candidates when hiring and promoting lawyers for internal and outside counsel roles.
- **Pipeline Parity** - A proud co-founder of a new initiative with Diversity Lab that focuses on ensuring a greater diversity of law school hires by challenging long held assumptions around recruitment efforts, including which law schools are targeted and the success factors considered when selecting and hiring talent. More on that to come soon.

Revised Outside Counsel Diversity Guidelines - We are revising our outside counsel guidelines for our US-based firms to provide for the following commitments from our outside counsel:

D&I Information	Outside counsel commit to providing KO with self-identified diversity data (including American Indian or Alaska Native, Asian, Black, Women, Hispanic/Latinx, LGBTQ+, Native Hawaiian or Other Pacific Islander and Persons with Disabilities) for KO's quarterly analysis of the diversity of teams working on KO matters.
Billed Time Commitments	For each new KO matter following the revision to the guidelines ("New Matters"), you commit that at least 30% of each of billed associate and partner time will be from diverse attorneys, and of such amounts at least half will be from Black attorneys. Work performed by diverse attorneys is expected to be accretive to their development and advancement at the firm. These percentages are approximately linked to U.S. Census population data. These minimum commitments will be adjusted over time as U.S. Census data evolves, with an ultimate aspiration that at least 50% of billed associate time and billed partner time will be from diverse attorneys with at least half of that amount from Black attorneys. You will also work to apply the above commitment to our existing matters with your firm.
Quarterly Evaluation	The responsible KO attorney for each New Matter will review performance against your commitment for New Matters each quarter. For New Matters failing to meet the commitment, you will be required to provide a plan to meet your commitment. Failure to meet the commitment over two quarterly reviews will result in a non-refundable 30% reduction in the fees payable for such New Matter going forward until the commitment is met and, continued failure may result in your firm no longer being considered for KO work.
Collaboration with Other Firms	If your firm cannot internally meet the above commitments, we encourage you to work collaboratively with other firms, including member firms of the National Association of Minority and Women Owned Law Firms, to assemble matter teams that meet the commitments. We can assist you in this regard and provide introductions and suggestions.
Publish Diversity Plans	Your Managing Partner will publish a personal commitment to diversity, inclusion and belonging and related action plans setting forth measurable goals.
Relationship/Matter Credit	You will provide transparency as to how origination, relationship, and matter credit is apportioned on KO matters, or if the firm does not use origination, relationship, and matter credit as a compensation or evaluation metric, how work on KO matters is factored into a firm attorney's performance evaluation and compensation.
Relationship Partner/Succession Planning	You will identify two or more diverse attorneys, at least half of whom are Black, as candidates for succeeding to the relationship partner role with KO. KO's goal is to have at least 30% diverse relationship partners at our highest-spend and preferred panel firms with at least half of these partners being Black.
Preferred Firm Panel	KO expects to select a panel of preferred firms within 18 months following implementation of the revised guidelines. Meeting the commitments above will be a significant factor in determining your firm's inclusion and ongoing status on the panel.

I hope you will join us in this work and embrace these changes as an opportunity. While there is a long road ahead to effect systemic change around social justice, diversity, inclusion and belonging, we believe that the actions outlined above are steps in the right direction and look forward to working toward our shared goals with our law firm partners. As a legal community, we must use our collective power and knowledge of the law to enact meaningful change. Together, there is endless good we can do and I look forward to your partnership.

Sincerely,

Bradley M. Gayton



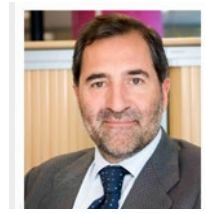
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Directora de la Asesoría
Jurídica, Secretaria General
& Líder de la Oficina de
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García-Aboal**
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Cañero**
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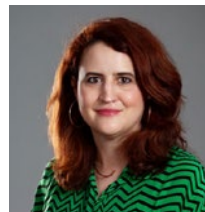
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Senior Group Legal Counsel
and DPO
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Micro Focus

JOHN RIGAU:

“DIVERSITY,
INTEGRITY,
SUSTAINABILITY
AND MERITOCRACY
ARE PART OF
PEPSICO’S DNA”

It is clear from his words that we are dealing with an orchestra director who is used to composing and conducting all kinds of repertoires. It is not for nothing that John Rigau, vice president and general counsel of PepsiCo Western Europe, is celebrating 30 years with the company, and now, when he talks about his career, he is also talking about his life. Rigau acknowledges that he is proud to belong to a senior management team made up of executives who developed their careers in the company and in which its CEO is a Barcelona native, Ramón Laguarta, who began his career at PepsiCo Spain and now heads a company that exceeds the three largest IBEX companies combined in terms of market capitalisation.

by desiré vidal

After almost 30 years with the same company, we imagine you have PepsiCo in your DNA and vice versa. Tell us, how have you experienced this evolution over the years and the different positions and roles to become, today, VP, general counsel Western Europe and Public Policy and Government Affairs South West Europe?

My career at PepsiCo has been very dynamic, which has allowed me to work in a variety of projects, multinational legal environments as well as in global and diverse teams. I really feel very privileged to work for one of the world's leading companies in an international position.

PepsiCo has

allowed me to develop professionally in a culture and values that I am identified with. Diversity, integrity, sustainability and meritocracy are part of our DNA, as well as constant growth and continuous learning. PepsiCo has also allowed me to work alongside world-class global executives.

After a first year of induction in the USA, Mexico and the UK, I started my career as the group's Legal manager in Spain with the challenge of creating an internal department. It was a very interesting time in which the main objective was to centralise all the company's legal work, establish efficient processes and systems and reduce reliance on external advisors. Subsequently, I was offered the responsibility of running the Legal department of the PepsiCo Restaurants division for Southern Europe and North Africa in a period of great expansion and growth of the Pizza Hut and KFC businesses. Following the spin-off of this division from PepsiCo, I was given new responsibilities until I became general counsel for Continental Europe for the Foods business unit as PepsiCo expanded into the emerging markets of Eastern Europe through acquisitions and joint ventures. Those were intense years, as in addition to buying local companies, we had to integrate them into the PepsiCo structure as well as to find local talent and, in my case, organise the Legal department and develop PepsiCo's compliance standards. Following the integration of the beverages, juices, snacks and cereal businesses, I now lead the Legal department for Western Europe for all PepsiCo divisions.

You are currently head of PepsiCo's Western European Legal department, which includes 15 markets, and you are also responsible for Government Affairs and Communications for Spain, Portugal and Italy. How is your team structured? How many lawyers make up the Legal department you manage and what would you highlight from all of them?
The PepsiCo West Europe legal team is



I WOULD HIGHLIGHT MY TEAM'S ABILITY TO UNDERSTAND THE BUSINESS AND ITS STRATEGIC PRIORITIES, BEING GOOD RISK MANAGERS, PRAGMATIC WHEN DEALING WITH COMPLEX SITUATIONS AND POSITIVE ATTITUDE



comprised of 14 lawyers located in four business units: 1) France, 2) Benelux and Scandinavia, 3) Germany, Switzerland and Austria and 4) Spain, Portugal and Italy. I also lead the Government Affairs and Communications team for Spain, Portugal and Italy with a team of five professionals.

The team is made up of a mix of generalist and specialist lawyers, taking into account the variety of legal areas involved in the food and beverages and consumer goods sector. Our practice area essentially covers M&A, Distribution and Competition, Regulatory, Advertising and Sponsorship, Intellectual Property, Real Estate, Labour and Compliance. I would highlight my team's ability to understand the business and its strategic priorities, being good risk managers, pragmatic when dealing with complex situations and positive attitude.

You started as a lawyer at Baker McKenzie, but after that period, you switched to private practice. Don't you miss your time at the firm? What do you miss and what don't you miss?

The truth is that I never imagined I would develop my career in a private company. In fact, I remember that when I told my trusted partner at Baker McKenzie about joining PepsiCo, he told me that it wouldn't be more than three years before I returned to the law firm. We still laugh about that comment as almost 30 years have passed, and I can assure you that I feel very privileged for the career PepsiCo has offered me. At an early stage, I remember feeling a certain nostalgia for the firm's friendships and being able to delve more deeply into legal issues in contrast with the speed, results orientation and pragmatism demanded from the business. The company allows us to have a holistic view of all projects, to experience them from their early stage to their subsequent implementation. Also, in the company, we learn to make

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decisions beyond providing legal advice. This is a differential point with respect to law firms, although we collaborate closely with them for projects requiring technical complexity or special expertise.

You have been a member of the jury of the *Forty under 40* awards of Iberian Lawyer for nine years (2008-2017). In so many years, what is your assessment of the training and the maturity state of the new generations of lawyers that you have seen competing from this position? Have you followed the professional career of any of them afterwards?

I am very grateful to have been part of the *Forty under 40* jury since its inception. Iberian Lawyer has always been a pioneer and visionary in encouraging the growth and development of the legal profession, and these awards are a reflection of that. Being a member of the jury has allowed me to see the evolution of the talent and excellence of young lawyers in Spain and Portugal, with tremendously competitive nominations that make the jury's job very difficult. In 2021, Spanish and Portuguese lawyers are very well prepared and able to work in global environments. I believe that there is no longer the gap that existed in my early days in the corporate legal environment with respect to Anglo-Saxon lawyers. I have followed the careers of many of the *Forty under 40* winning lawyers, and I am happy to see how they include the award in their CVs and cover letters. It is a further sign of the recognition of the award in the legal world and the pride it represents to be on the list.

Despite the impact of COVID-19, which caused the hospitality sector to be paralysed for so long, 2020 was - we understand - not a bad year for PepsiCo. We imagine that the lack of sales was made up for by selling to Food/Retail; supermarkets, petrol stations etc. Which divisions and products and in which markets performed best, and why do you think this was?

In 2019 our sales between the out-of-



THE COMPANY
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ALSO, IN THE
COMPANY, WE
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DECISIONS
BEYOND
PROVIDING
LEGAL ADVICE



ABOUT JOHN RIGAU

Rigau is currently vice president and general counsel for PepsiCo Western Europe.

He leads a professional team spread over five countries covering responsibility for the Legal function in 16 European markets.

From 2016 to July 2018, he served as president of ANFABRA, the Spanish Soft Drinks Association. He currently holds the position of vice president of the Association.

At PepsiCo, John has held multiple and varied positions. Among others, he has been general counsel for Pizza Hut and KFC for Southern Europe and North Africa during the years of expansion of the restaurant division and general counsel for PepsiCo Foods Europe, participating in acquisitions and business development in Eastern European countries. John is also responsible for Corporate and Institutional Affairs for Spain, Portugal and Italy, as well as a member of the Board of Directors of several companies and Joint Ventures of the PepsiCo group in Europe.

John chairs the Barcelona Bar Association's Corporate Lawyers' Committee, is a member of the Executive Committee and trustee of EADA and an academic speaker at ESADE and ISDE Law & Business School.

Prior to PepsiCo, John was an associate at Baker & McKenzie Barcelona.

John holds a Law degree and a CSEP from Columbia Business School (NY). 

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home (Horeca) and in-home consumption (supermarkets and traditional retail) channels were balanced at 50%. In 2020 we were impacted by the closure of the Horeca channel and the lockdown measures. Faced with this new reality and due to changes in consumer buying habits, we focused on meeting the growing demand from the retail channel. We also redeployed our sales force to focus on supermarkets and convenience stores. Our broad product portfolio with leading brands such as Lay's, Cheetos, Doritos, Ruffles, Pepsi, 7Up, Gatorade, KAS, Quaker and Alvalle also helped us to gain relevance and remain very present in Spanish households, also due to the boom in the consumption of snack products.

The pandemic has forced all consumer products companies to review and reinforce their safety processes for both workers and consumers. What measures did PepsiCo take?

From the outset, priority was given to the safety of our employees and teams, mainly in our production plants and sales force, as they were the most exposed. Our plants and supply chain remained operational at all times, with maximum safety and security for our employees. Despite multiple and numerous difficulties, the supply chain worked in



I AM VERY GRATEFUL TO HAVE BEEN PART OF THE FORTY UNDER 40 JURY SINCE ITS INCEPTION. IBERIAN LAWYER HAS ALWAYS BEEN A PIONEER AND VISIONARY IN ENCOURAGING THE GROWTH AND DEVELOPMENT OF THE LEGAL PROFESSION, AND THESE AWARDS ARE A REFLECTION OF THAT



perfect coordination with suppliers and customers to ensure supply at all times. Due to the high turnover of our products in these channels and staff shortages in some stores, we increased the frequency of visits and also assisted in the replenishment of products. The attitude and commitment of our frontline team has been exemplary throughout the pandemic and especially in the moments of greatest uncertainty.

PepsiCo has an important solidarity aspect. We understand that, having been in this company for so long, it is also partly because you see yourself reflected in these values that make up PepsiCo's leitmotif. In this sense, what values do you still "fall in love" with today?

PepsiCo is a company with strong caring and supportive values, and wherever we operate, we are always looking for ways to support communities and help the most vulnerable. We use our size and reach to make this happen. Possibly this culture has had a positive influence on me personally, and I value working in a purpose-driven company where there is a real focus on sustainability and people. In the most difficult moments of the pandemic, we were able to support more than 25,000 families with €1 million through the Educo Foundation and the Red Cross. In addition to this much-needed support, we donated products to health workers, volunteers and food banks. It was a very gratifying experience, and we were proud to be able to collaborate in these solidarity projects.

After so many years and in a company that owns so many different products: Pepsi, Lay's, Gatorade or Doritos, among many others, what kind of issues have given you the most headaches? Brand issues, contracts with suppliers, competition issues, advertising... Is the eternal "war with Coca-Cola" a reality or a legend?

I have had the opportunity to work on



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JOHN RIGAU


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IT IS TRUE THAT THERE IS A HEALTHY COMPETITION IN THE COMMERCIAL FIELD WITH OUR MAIN COMPETITOR AND IN MARKETING CAMPAIGNS THAT ALWAYS REQUIRE THE INVOLVEMENT OF THE LEGAL TEAMS. I BELIEVE THAT THIS COMPETITION IS POSITIVE, ENRICHES BOTH COMPANIES AND ENCOURAGES CONSTANT INNOVATION IN THE MARKET FOR THE BENEFIT OF OUR CONSUMERS

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a wide variety of matters ranging from corporate transactions, sponsorship contracts with celebrities and sportsmen, design of commercial and distribution networks and compliance issues, as well as organising legal teams aimed at providing an efficient service to the business. I have fond memories of the acquisitions we made in emerging markets such as Poland, Serbia, Russia, Turkey, Romania and Israel, where the sellers were family groups that had developed successful food companies. In these projects, the negotiation had an emotional component that went beyond the legal one, and close links were established with the sellers until the sales transaction materialised. It is

ABOUT PEPSICO

PepsiCo products are enjoyed in more than 200 countries around the world. PepsiCo generated more than \$70 billion in net sales in 2020 through a complementary food and beverage portfolio that includes Frito-Lay, Gatorade, Pepsi-Cola, Quaker, Tropicana and SodaStream. PepsiCo's product portfolio includes a broad range of 23 brands, each generating more than \$1 billion in estimated annual sales. PepsiCo's new vision is "Be the Global Leader in Convenient Foods and Beverages by Winning with Purpose", which reflects the company's ambition to win sustainably in the marketplace, as well as to integrate purpose into all aspects of the business. 

true that there is healthy competition in the commercial field with our main competitor and in marketing campaigns that always require the intervention of the corresponding legal teams. I believe that this competition is positive, enriches both companies and makes for constant innovation in the market for the benefit of our consumers. In other areas, such as defending the sector against regulatory changes such as discriminatory taxation of soft drinks or advertising restrictions, we are on the same side of the table and working together in the employers' trade associations.

PepsiCo has some of the world's top Spanish executives in its ranks. What factors are key to developing a career in a multinational like yours?

Developing a career in a global company provides many opportunities for growth while requiring the skills to navigate a complex, demanding and competitive



PEPSICO IS
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MAKE THIS
HAPPEN



environment. Fortunately, a large organisation like PepsiCo nurtures and promotes internal talent, and it is remarkable to see how a large part of the senior management is made up of executives who have developed their careers in the company after overcoming critical experiences and responsibilities in the food and beverage businesses in different geographical areas. I am proud that PepsiCo's global CEO is a Barcelona native who started his career at PepsiCo Spain and now leads a company that exceeds the three largest IBEX companies combined in market capitalisation. There are many factors that contribute to success in a company like PepsiCo and that are also applicable to lawyers. In this regard, I would highlight knowledge of the business, intellectual curiosity beyond the functional area, capacity for integration and collaboration in cross-functional work teams.

Finally, how is PepsiCo dealing with the economic recovery?

Despite the harshness of the current crisis, we face the future with optimism. The impact on the business is undeniable, but we can see the light at the end of the tunnel. Without a doubt, I believe PepsiCo has come out stronger because, despite all the difficulties, we have been able to adapt to the new situation in record time, incorporate a more winning mindset and accelerate our transformation in critical areas of the business. Add to that the fact that we have great brands and the best team, and I think we have reason to be positive.

Furthermore, we have been fortunate and privileged not to have stopped our activity throughout the pandemic, and moreover, to have continued with key projects and investments, such as in Spain, the launch last spring of the new Alvalle plant in Murcia, the expansion of our logistics centre in Burgos, where we have our snacks plant, as well as the incorporation of the new 100% recycled plastic Pepsi bottles, thus accelerating our commitment to sustainability. 

SURVIVING TWO PANDEMICS DURING 2020

To say that 2020 was a challenging year for Oporto-headquartered Efacec would be a gross understatement. In this intriguing interview with general counsel Adeodato Pinto, the infamous Luanda Leaks scandal was discussed and the impact this had on the business. The company's majority shareholder, Isabel dos Santos, who at the time was Africa's richest woman, saw her assets frozen by the Angolan and Portuguese states. Despite these colossal challenges during this period, Efacec has fared admirably and, more importantly, survived, which resulted in the company becoming nationalised. Iberian Lawyer asked Adeodato about all of the challenges their Legal department faced, not to mention the COVID-19 pandemic and how external law firms are selected to work with Efacec.

by michael heron



ADEODATO PINTO

After over 12 years of working as a private practice lawyer, what made you decide to go in-house?

I decided to move to an in-house role, mostly due to the challenge of knowing the business, Efacec, and supporting the company from the beginning to the end. When I worked as a private practice lawyer at Cuatrecasas Portugal (2003-2014) and then at Miranda (2014-2015), I always loved working with industrial clients. I followed them very closely and loved the idea of the production and manufacturing process as well as supporting the structure from the management, to the commercial contracts, in order to understand the business. I was always interested in a role where I could perform these functions, and Efacec, being a huge company in the north of Portugal, it was a great fit for me.

Can you summarise the last 12 months and the impact that COVID-19 has had on Efacec's business?

I can summarise the last 12 months in the following ways. During the first two to three months of the pandemic, it felt like there were 24 hours until the end of the world, and I was having to find a way to work 48! In order to summarise 2020, if I was still at university and had to sit a Law exam that included a case study of what happened to Efacec during the last year and all the legal challenges we faced, I would never have believed that something like this could happen in real life! 2020 was a year in which we had to deal with serious compliance issues of our main shareholder at that time, Isabel dos Santos, arising from the Luanda Leaks story, and that affected a lot of countries where she had investments and ownership in companies. This was a huge challenge to manage, as it impacted the relationship of Efacec with all of its stakeholders. We had to manage damage control with clients, suppliers, financial institutions, employees and at the same time try to cooperate with all related parties to find a solution to unlock the shareholder issue. Following the Luanda Leaks news and upon invitation of the Board of Directors, Mrs Isabel dos Santos immediately agreed to sell her shares, but as you can imagine, there were several legal constraints to overcome in order to execute that transfer.

Following the request of the major shareholder, we conducted an M&A process that resulted in several non-binding offers received by June 2020, but at that time, the shares had been judicially seized both in Angola and in Portugal at the request of the Angolan state, and there was no way to conclude the deal. At the same time as this situation gained traction,

there was obviously the COVID-19 pandemic which began to affect Europe more severely in March 2020, with several countries enforcing lockdown on its citizens, including Portugal. We had to deal with the different problems that the pandemic brought to export companies like ours. Borders closed, travel bans and employees prevented to go to or come from work sites. *Force Majeure* clauses were invoked either by us and by our suppliers but some of our work related to strategic electric or water infrastructures, and so those functions had to continue and we had to find legal exceptions to perform those functions. 80% of our contracts are outside of Portugal, such as in the USA, Denmark, the UK, India, Algeria, Rwanda and the countries of the Persian Gulf, so we had to organise ourselves in all of these different jurisdictions and quickly assess the impact of the pandemic and of the Covid-19 urgency legal amendments. They were truly demanding times.

“

DURING THE FIRST TWO TO THREE MONTHS OF THE PANDEMIC, IT FELT LIKE THERE WERE 24 HOURS UNTIL THE END OF THE WORLD AND I WAS HAVING TO FIND A WAY TO WORK 48!

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The pandemic situation aggravated the difficulties we faced with the shareholder blockage and this impacted the relationship with the financial system, which ultimately blocked any financial support. We had to manage this process during the first semester of 2020. We had to change our business model and re-negotiate contracts with suppliers and clients. As all of our credit lines were suspended, we had to find innovative ways to find compromises. When I look back now, I am amazed at how the company reacted and survived during this period. Then on July 2nd the company was nationalised by the Portuguese government, and a whole new set

of legal challenges started for the second half of the year. It was the first nationalisation of a non-financial company in Portugal for more than 40 years, so there was not much (if any) jurisprudence or even doctrine to help us assess all the effects and legal impacts of the nationalisation. The financial blockage was lifted, and we concluded a €70 million loan agreement in August and immediately started to try to solve the problems with suppliers and clients that had emerged during the first semester. The Legal department played a key role in supporting the management and the business units in all these issues, so I can say for sure that 2020 was, professionally the most challenging year ever for my team and for me, and I'd like to give note of the fantastic work that all my colleagues have performed.

How many people work in the legal department you lead today? Have you grown the team?


When I joined the company in 2015, we were a team of six, and now we are 10. By Portugal standards, it is a relatively big legal department. 80% of our business is overseas where we make international contracts. Almost all of our products are customised, and we have very few commodity products. Therefore, a lot of the contracts have to be tailored and are very different. We also have eight business units with different products. Throughout 40 countries in the world, we have 13 international subsidiaries and 29 overseas branches. I have a contract team with five lawyers, which gives direct support to the business units, where they review and negotiate contracts. Given the value size of the contracts my team has to review, they are mainly relatively senior lawyers. My team will review on average €330 million worth of contracts per year, which equates to roughly 80% of our contracts and Efacec's business, and on top of that we also review the contractual documents of all the offers made by Efacec. We also work closely with the project teams of the 20 major projects of the company, which means that we globally handle contracts that easily overpass €1 billion a year.

How do you select your external legal advisors? Do you have panels/have lawyers pitch regularly for work? how much do you value sector experience?

We externalise 20% of our legal work to outside counsel (law firms). The commercial contracts we outsource legal work for tend to be Portuguese contracts as we mainly work with Portuguese law firms but if I have a contract in Italy, Spain or the US they are unable to advise us. Often this work

ABOUT ADEODATO PINTO

Adeodato Freire Pinto is a Corporate lawyer with 17 years of experience in Corporate, Commercial, Projects and Finance Law matters, including drafting and negotiation of all type of contracts. He also has large experience in Intellectual Property Rights issues. In November 2015, he was appointed head of Legal of Efacec Power Solutions, the largest Portuguese solutions provider for the electrical and electromechanical sector with a presence in over 60 countries. He is also the secretary of the Company of the Holding of the Group. In that role, he is responsible for a legal team of more than ten people, manages the work of external counsel and coordinates the legal support to all Business Units and shared services of the Group, as well as the legal interaction with the more than 30 international subsidiaries and branches of the Group.

He is a Law graduate from Universidade de Coimbra and holds a Master's degree in Corporate Law from the same institution. Before joining Efacec in 2015, he worked at Cuatrecasas Portugal and Miranda & Associados. 

will be done internally or we will seek a foreign or international law firm if the matter is very specialised, especially if the contract value is over €20 million. All Portuguese and overseas Dispute Resolution cases we use external counsel for. To give you an idea, we have around 20 open litigation cases now. The corporate work and housekeeping for our 13 international subsidiaries and 29 branches is managed by local law firms in those countries. The corporate team in our legal department are five

lawyers, including myself, so we are split 50% in corporate and 50% in contracts. The Employment Law work is managed by our HR department. We don't have a panel of preferred firms in Portugal, but I am working on this and would like to create one in the not too distant future. I rely on legal directories when choosing external counsel to work with overseas. We have been able to find a number of good medium-sized law firms we work within the different countries where we are. Unfortunately, our budget doesn't allow us to always hire tier 1 or even tier 2 law firms as their fees are too high, especially in Europe, the USA and the Persian Gulf. We look for firms specialised in infrastructure contracts; therefore sector experience is very important and gives us a lot of comfort knowing they understand our business.

What changes have you seen in the legal market in the way law firms communicate with GCs?

I feel that law firms now understand the importance of communicating to us their sector experience, which is a very relevant and important issue.

Understanding our business is fundamental to give confidence to our internal clients. The in-house department is often an intermediary between the business and our external advisors. Our colleagues and stakeholders trust us because we understand their language. It is really important for me that I can see that the external law firm we work with can speak our language and understand our business and culture. Otherwise, we have to act as translators between the internal business and outside counsel, which can be very time-consuming. I seek in external counsel a lawyer or team that I can discuss



MY TEAM WILL REVIEW ON AVERAGE €330 MILLION WORTH OF CONTRACTS PER YEAR, WHICH EQUATES TO ROUGHLY 80% OF OUR CONTRACTS AND EFACEC'S BUSINESS



ABOUT EFACEC

Efacec is one of the largest Portuguese companies in the field of energy, engineering and mobility, with 13 subsidiaries and 29 overseas branches, ensuring a strong presence in different international markets. Efacec group is the worldwide leader in the fast-charging infrastructure market for electric vehicles. It is a company with a strong exporter profile and international presence in 40 countries. 

strategic points with. I need support sometimes with the decisions I make. It is not enough to know the law, but also to know our business and to help us think strategically managing all the stakeholders.

How is the legal tech evolution impacting your organisation and your relationship with external advisors?

I have seen a number of things happen and change in the market during the last few years with regards to Legaltech. Until 2019 I worked a lot with one of the big law firms here in Portugal, and they have some legal technology solutions which really helped our business. When the Brexit issue started to be relevant, we made an assessment of all of our contracts to see which had exposure to Brexit clauses. We asked this big law firm to perform a Due Diligence on all of our contracts with British clients, and they used AI software to analyse these contracts to determine risk exposure. This was very quick and comforting to us knowing the sophistication behind this process. This is the best example I can give you of firsthand experience with Legaltech in Portugal.

What is your biggest frustration when working with external law firms?

My biggest frustration when working with external counsel is when they stick to the law and just provide us with information about what the law or what the contracts state. We don't need to be explained the law; we know the law. I can see what the law is, using internal resources. We need help to overcome problems and find solutions.



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SOMETIMES WE WANT TO KNOW WHICH LAWYER IS PERFORMING THE WORK AND BUILD A RELATIONSHIP WITH THEM, AND WE DON'T MIND THAT IT IS NOT ALWAYS THE PARTNER

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What do you value the most when working with external counsel?

One of the main things I try to find when we work with law firms, are lawyers that feel they are our lawyers, and not just lawyers of the law firm where they work. This is a very subtle thing, but it makes a big difference. The work for us is clearly given to them by the partner, and they then submit this work to their overseeing partner. Sometimes we want to know which lawyer is performing the work and build a relationship with them, and we don't mind that it is not always the partner; we understand that. When working with the partner, I appreciate feeling that he or she is “my” lawyer, like in the old days, a person that will provide us with general strategical advice, and not only legal opinions, naturally based on legal knowledge, but also io all the experience gained during their professional life with their other customers. Firms that are able to balance this, we really value and appreciate. ¹⁵



**RICARDO
OLIVERAS:**
“A GOOD SPORTS
LAWYER
SHOULD BE A
GOOD TEAM
GOALKEEPER”

We travelled to Miami to get to know Ricardo Oliveras, selected by Iberian Lawyer in the last February issue as one of the best lawyers in the Sports Law practice in our country. A partner at ECIJA for more than seven years, he now lives between the United States and Spain and acknowledges that “landing” in Miami is comfortable on a personal level due to its international component and the influence of Latin American culture. His teaching and approachable nature has broadened our vision of the magnitude of the issues covered by Sports Law which, fortunately, goes beyond football stars and millionaire contracts.

by *desiré vidal*

RICARDO OLIVERAS

Ricardo Oliveras, partner at ECIJA, you have been living and residing in Miami since August 2019. However, on the Internet, you continue to appear as a resident of Barcelona on various platforms. How has the change been? Were you already familiar with these territories? How has the experience of “settling in” been on a work and personal level?

My position as head of ECIJA's Miami office forces me to work between the United States and Spain, although with a greater presence in the Americas. From my situation in Miami, I travel frequently to our Latin American offices, an activity that, although it was stopped due to the appearance of Covid, I hope to resume in a couple of months. Being displaced and living in Miami has not prevented me from continuing to handle and advise on transactions for clients in Spain, as at ECIJA we work as a team. Likewise, my Sports Law practice has a very strong international component as it is a global industry and I can perfectly well be advising on a matter for an Argentinean client before FIFA in Switzerland as for a contract of an American marketing agency with a Spanish promoter in Barcelona. The fact that I am in Miami, Barcelona or Madrid does not affect me in any way in this

practice, especially when a large part of the clients I advise in the sports industry are foreign (not Spanish) companies or sportsmen and women.

I was familiar with the United States as I studied there for a year (the old COU), and I also had the opportunity to travel around the United States quite a lot in recent years and to spend 2 or 3 months there in previous years. For all these reasons, I was not unfamiliar with the country or the culture, although Florida (Miami) is not the real United States, due to its large international component and the influence of Latin American culture. As a Spaniard, “landing” in Miami is comfortable on a personal level.

You have been an in-house lawyer, a law firm lawyer and you also have an important teaching experience. During all these years, which stage do you remember most fondly and which gave you the greatest professional satisfaction?

Each of my professional stages has given me great personal experiences, as well as professional training. I consider myself lucky for the great teachers (bosses) I have had, in addition to working with great professionals and

cultivating good friendships.

The role of a firm lawyer is completely different from that of a corporate lawyer, both in terms of the way of working and the objectives. I consider myself a lucky professional for having worked on both sides of the tennis court, which has allowed me to have a practical and real vision of the needs of a corporate lawyer without losing the legal rigour and to provide the legal knowledge and advice that a law firm, such as ECIJA, should give to its clients.

Without a doubt, teaching brings me great joy and teaches me every day. It is rewarding to share your experiences and professional knowledge with students and to interact with lawyers from younger generations than mine. Finally, teaching forces you to be up to date in legal-sports matters and this is a challenge.

Your career as a lawyer spans several sporting practices, in which one do you feel most at home, and in which type of operations would you say you are “in your element”?

That's right, the practice of Sports Law (or as I like to say to my students, Sports Industry Law) ranges from Contractual and Labour Law

PERHAPS I PERCEIVE THAT WHERE I BRING THE MOST ADDED VALUE TO THE CLIENT IS IN THE PREPARATION AND NEGOTIATION OF CONTRACTS SUCH AS SPONSORSHIP, AGENCY, SPORTSPERSONS OR IN THE FIELD OF FOOTBALL, NOT ONLY FOR TECHNICAL-LEGAL ISSUES BUT ALSO FOR THE KNOWLEDGE AND PRACTICE OF THE INDUSTRY

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to Tax, Corporate, Litigation and Intellectual Property Law. I really feel comfortable in all these areas related to sports projects. Perhaps I perceive that where I bring the most added value to the client is in the preparation and negotiation of contracts such as sponsorship, agency, sportspersons or in the field of football, not only for technical-legal issues, but also for the knowledge and practice of the industry. Likewise, in Litigation matters, in particular in FIFA jurisdiction and arbitration before the Court of Arbitration for Sport, where strategy and experience is a plus, I feel very confident. Finally, in recent years I have had the opportunity to participate in acquisitions of various sporting “assets”, such as football clubs, tennis academies, car racing circuits, and the truth is that due to the global nature of a transaction of this nature, it is really interesting and satisfying to be able to advise the client on the various legal issues that arise.

Do you think there are stars in Sports Law? From the outside, it is perceived as somewhat complicated to enter this prestigious club of legal players. Is this the case? What does it take to be a “star” in Sports Law? In your profession, theoretically, are goals, leagues, one-on-one matches... more important? Can a draw be desirable?

As in other areas of Law, in the field of Sports Law, there are lawyers of recognised prestige. In fact, Spain is a benchmark in the field of Sports Law, not only nationally but also internationally and, undoubtedly, this has been

ABOUT RICARDO OLIVERAS

Ricardo is a partner in charge of the Sports Law, Corporate/M&A, Startups, Innovation and Entrepreneurship practice area at ECIJA, where he joined in 2014 to create the area. He is a lawyer with extensive experience in Corporate Law and the Sports industry, having started his professional career at KPMG Abogados in 1997. In the Sports industry, Ricardo has been in-house counsel for entities organising international sporting events (America's Cup Management -2004 to 2007-, Superleague Formula Motorsport Series -2008 to 2011). He has collaborated with and advised national and international sports federations and associations, right-holders/promoters of sporting events, clubs, agencies/agents of professional athletes and, in general, companies and professionals operating in the field of Sports, which has given him extensive knowledge of the workings of the Sports industry in all its aspects. Among his recent collaborations, he has advised FIFA on all legal matters related to the bid submitted by the Spanish and Portuguese Football Federations to host the 2018 World Cup. He was also Legal and Corporate advisor to Superleague Formula.

In addition to football, he has been involved in consultancy in other sports such as sailing, motorsports (cars and motorbikes) and cycling, among others.

Ricardo is academic co-director of the Master's degree in Sports Management and Legal Skills co-organised by Futbol Club Barcelona in collaboration with the leading academic institution in postgraduate law courses, ISDE, and is also a guest lecturer of the Master's degree in International Sports Law LLM.

He holds a degree in Law from the Universitat Abat Oliba CEU and an LLM in Commercial & Corporate Law from ISDE, and an executive programme in Business Administration & Management from the University of Navarra IESE. 

thanks to the fact that we have had great references in this field, which has allowed lawyers of my generation and younger ones to advise on this field following the path marked out by masters such as J.J. Pintó or Juan de Dios Crespo. Likewise, the boom of sport in Spain as an industry in its own right, particularly since the year 2000, has given rise to sporting issues of great media, economic and legal importance. For many years, Sports Law was a very difficult sector to enter, very closed and, let's say, “cronyism”, as there was

no perception on the part of the operators in the sports industry (clubs, sports entities, agents, sponsors, etc.) that a lawyer with knowledge in the field of the sports industry from a legal perspective could really be a differential factor. Lawyers of many sports entities or organisations, when they required a lawyer, resorted to the family or trusted lawyer. However, little by little, Sports Law has been consolidated as an own practice within the Law and this, together with the boom of the sports industry

SPAIN IS A BENCHMARK IN THE FIELD OF SPORTS LAW, NOT ONLY NATIONALLY BUT ALSO INTERNATIONALLY AND, UNDOUBTEDLY, THIS HAS BEEN THANKS TO THE FACT THAT WE HAVE HAD GREAT REFERENCES IN THIS FIELD, WHICH HAS ALLOWED LAWYERS OF MY GENERATION AND YOUNGER ONES TO ADVISE IN THIS FIELD FOLLOWING THE PATH MARKED OUT BY MASTERS SUCH AS J.J. PINTÓ OR JUAN DE DIOS CRESPO



in Spain, means that there are really business opportunities. We must bear in mind that not everything is about football or elite sportsmen and women, but there is much more.

To make a simile, I believe that a good Sports lawyer should be a good team goalkeeper, who, from his position, has a complete vision of the position of his team (the client) and should not allow legal “goals” to be scored against him. The client is the star of the team and for whom the work is done and, therefore, who decides and wins the matches and titles.

Beyond the actual practice, do you think that personal charisma is an important trait to cultivate for any lawyer who wants to succeed in his or her career? In these times, when competition is so high, is it more important to have commercial skills than to be a good lawyer?

Charisma, empathy, and a certain dose (or awareness) of emotional intelligence are traits that help the professional development of any person in any industry, and a lawyer is no stranger to this. However, I believe that for a lawyer, the

most important thing is his or her training and knowledge because that is what we are hired and asked to advise on.

Competition has forced us to be on the streets and be active in attracting clients, and logically, commercial skills are necessary, but the decision to hire will not be made if you do not have and demonstrate knowledge and value-added.

Do you enjoy working in a team and what team do you have at ECIJA?

Working in a team is all advantages, if you have the mentality and commitment to do so. In our profession, each lawyer has his or her own style, and when you work in a team, you have to know how to get the best out of everyone. Moreover, in the legal field, working in a team




ABOUT ECIJA'S SPORTS LAW DEPARTMENT

ECIJA is one of the best multidisciplinary firms in the Spanish market in TMT, IP and Data Protection. It is also considered one of the leading law firms in the field of Digital Economy and innovation in Spain.

Regarding the area of Sports and Entertainment Law, ECIJA was one of the first Spanish law firms to invest in this area of Law by setting up a specialised area on the occasion of the celebration of the World Athletics Championships in 1999.

ECIJA's Sports Law area is composed of a multidisciplinary team that brings together professionals from TMT, IP, Corporate, among others, and is led by Hugo Écija, founder of the firm, Pablo Jiménez de Parga, vice-president, Ricardo Oliveras, partner, and Xavier Muñoz, partner. The team advises and represents athletes, clubs, federations, associations and leagues on all types of proceedings (UEFA, FIFA, Labour, disciplinary, Commercial, liability and doping, among others) and Arbitration (Court of Arbitration for Sport (CAS), Court of Arbitration for Football, Basketball Arbitration Tribunal (BAT), International Automobile Federation (ICA), etc.).

Likewise, ECIJA has adopted a relevant role in the field of E-sports, where it has worked with different publishers, tournament organisers, platforms, teams and players (individually and via federation).

Finally, ECIJA has advised on the acquisition of broadcasting rights for sporting events such as the Madrid Tennis Open, Formula 1, the Motorcycle World Championship and the Handball World Championship. Among the clients it regularly advises, LaLiga and Atlético de Madrid stand out. 

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TO MAKE A SIMILE, I BELIEVE THAT A GOOD SPORTS LAWYER SHOULD BE A GOOD TEAM GOALKEEPER, WHO, FROM HIS POSITION, HAS A COMPLETE VISION OF THE POSITION OF HIS TEAM (THE CLIENT) AND SHOULD NOT ALLOW LEGAL "GOALS" TO BE SCORED AGAINST HIM. THE CLIENT IS THE STAR OF THE TEAM [...], IS WHO DECIDES AND WINS THE MATCHES AND TITLES

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allows you to handle matters and operations that would be impossible on your own. At ECIJA I have a multidisciplinary team of more than 100 lawyers who can help and support the firm in any legal-sports advice. Although it is true that the Sports Law team is made up of a specific group of lawyers at ECIJA, we rely on lawyers from other areas, for example, Litigation, Tax or New Technologies, to provide advice on any field or client's needs.

What issues or types of operations require your time most frequently since you have been in Miami?

We handle queries from the ECIJA network, whether from Spain, Portugal or Latin America, relating to the incorporation of companies in the United States, investment matters, taxation (for example, between the United States and Spain (and vice-versa), guidance on immigration matters or Data Protection issues. We act with one leg of the Network and support and accompany the client in any matter he/she may need for the United States, working with US law firms. We guide the client according to their legal needs and sector.

Finally, what are your plans for the future?

Our plans are to consolidate ECIJA's office in Miami, so that it becomes a link between our offices in Europe and Latin America. Likewise, to promote professional collaborations between ECIJA and US law firms, as well as to give greater presence and visibility to ECIJA as a leading Latin American law firm in the United States. I am optimistic that all limitations on movement and travel restrictions will soon be lifted. 🇺🇸

RICARDO OLIVERAS

IRENE TERRAZAS

IRENE TERRAZAS: "IT IS IMPORTANT TO PUT YOURSELF IN THE CUSTOMER'S SHOES"



She left Science for Arts studies. This 28-year-old lawyer has gained a very solid position within the profession, specifically in her specialities; Public Procurement, Commercial and Corporate Law among others. As a lawyer at Mariscal & Abogados for almost three years, she recognises that mentoring is a fundamental

part of learning, especially in the legal sector. Working with clients from several jurisdictions, she is grateful for her international training for the possibilities of meeting people from other countries and living with different cultures, as well as being tolerant and versatile at work.

by desiré vidal

At just 28 years old, you have gained a very solid position within the profession, specifically in your areas of expertise (Public, Commercial, Corporate Law, etc.). You have not lost your time. Did you always want to become a lawyer? How did you plan your career to make sure you are where you are? Who advised you?

The truth is that I had never thought about studying Law. In fact, I studied sciences in high school. Initially I was thinking of studying something related to health sciences... how curious the twists and turns of life!

In relation to how I planned my career, I think I would have changed several things looking backwards, although I do not regret any of my decisions. Planning what I wanted to do was not very easy, especially since I did not have family or friends in the law firms world who could guide me or provide me with useful information. However, I have always bet on international experience, a good postgraduate education and languages.

Woman and lawyer, your colleagues at the law firm speak highly of you. What do you think about the Gender Gap? Does gender-based discrimination affect you or have you been affected by it in the past?

At a personal level, I have to say that I have never felt discriminated on a gender basis. However, despite my short professional experience, I have seen women around me who have suffered some kind of discrimination, and I know several cases indirectly, through colleagues who work in other firms.

Regarding the Gender Gap, I believe that in this sector it is a reality, especially in older

generations. Nevertheless, I consider that we are taking many steps forward to change this situation, and that, fortunately, my generation will witness a great improvement.

You are still very young but you don't need to have a family to want to do something more than work in this life, what do you think about this question? Fortunately, in the legal sector, we have quite a few examples that show that it is no longer a *sine qua non* condition to have to choose between professional and family life. What are your models in this regard and why? Which women inspire you (whether or not they are from the legal sector)?

We are experiencing an unprecedented paradigm shift on this issue. For me, the cornerstone of this important change has been the implementation of home office, which has been accelerated due to the pandemic situation (at least the virus had something positive).

From my personal experience, and thanks to being able to work from home several days a week, I have discovered that it is possible to combine a job that I am passionate about and that requires dedication, with my personal life.

To reach such balance, it is also important to have a good team

around you; be able to count on a colleague to "help you out" if a relevant personal question arises in the middle of a relevant transaction.

As for the women I have been inspired by, I would cite all the women in my family, my mother and grandmother in particular, who have always been hard-working and independent women, something that my family has instilled since I was a child.

You are able to work in various jurisdictions. How did you have to train for this? Is it difficult to change the mindset depending on the jurisdiction in which you intervene?

Depending on the jurisdiction, there may be important differences that can complicate the management of some transactions. However, I believe that the main asset to carry this out successfully, is having an open mind and being able to understand clients with very diverse cultures and substantially different to Mediterranean customs.

It is important to put yourself in the client's shoes and understand that problems can be approached in many different ways, being all of them valid.

In my case, working for other jurisdictions or with clients from different nationalities has never been too complicated

"REGARDING THE GENDER GAP, I BELIEVE THAT IN THIS SECTOR IT IS A REALITY, ESPECIALLY IN OLDER GENERATIONS. NEVERTHELESS, I CONSIDER THAT WE ARE TAKING MANY STEPS FORWARD TO CHANGE THIS SITUATION, AND THAT, FORTUNATELY, MY GENERATION WILL WITNESS A GREAT IMPROVEMENT"

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due to two main reasons: my education, and the fact that at Mariscal, 95% of our clients are international. It is constant learning and is enormously enriching, both professionally and personally.

From the transactions you have led or in which you have participated, which one (s) have been the greatest achievement / satisfaction for you? And in which one / s have you learned the most?

How difficult to make a choice! The one that has given me the most satisfaction was the first transaction I carried out in the energy sector, which we closed with the team at the end of 2019. The transaction was very complex to structure, with many parties involved and with last-minute negotiations and unforeseen events. The adrenaline of the intense transaction itself, jointly with the fact that I was executing my debut in the energy sector, makes this transaction unforgettable. On the other hand, the transaction in which I have learned the most in my professional experience, was the closing of a contract that affected various public bodies at a national and international level, and in which the balance between public and private interests was quite delicate. Our client was a Norwegian company, a key player in the transaction. The negotiations, which lasted more than one year, taught me that, in this sector, personal skills can play a more important role than technical-legal solvency, which, in the end, is presupposed to any experienced well-educated lawyer.

About Irene Terrazas

Irene has a Law degree and has completed a double Master's degree in Access to Law Profession and Business Legal Advice at Instituto de Empresa Law School (IE). Additionally, she has studied at the American University of Washington D.C. (Washington College of Law) and Robert Schuman III University of Strasbourg (France).

Irene began her professional experience at Broseta, and in 2018, she joined Mariscal's team. To date, he has published several legal articles and collaborates with several international Chambers of Commerce. 

To dedicate yourself to any speciality of Law, mentoring is a very important value. How would you say mentoring has influenced your career so far and who have been your mentors?

In my view and from my experience, mentoring is a fundamental part of learning, especially in the legal sector. In my short professional experience, I clearly have two references, from which I am fortunate to have learned. The first reference is Isabel Pinazo, who taught me to be patient in the meaning that, achieving excellence requires time and dedication. She also taught me how important it is to have people on your team that you can trust. My second mentor, Alberto Álvarez, with whom I have been working side by side for more than 3 years, has taught me so many things that it is impossible to name them all in one answer: teamwork, horizontality, excellence, dealing with the client and, above all, trust. Alberto is clearly the direct responsible that I am writing these words today. It is difficult to thank him enough for the dedication and patience he has had all this time, and that continues to have on a daily basis

to teach me. Everyone should be as lucky as I have been.

You have been educated in different countries. Do you think this has contributed to having a stronger international profile?

Definitely. From my experience, meeting people from other countries and living within different cultures makes you tolerant and versatile at work; It is very useful to be able to make use of what you learn in other work environments and apply it in Spain.

International training provides, in my opinion, a much greater capacity to adapt to complex or changing situations, and helps to empathise with people who apply working methods that are very different to Mediterranean culture.

In short, from my perspective, international training is enormously enriching and useful, especially in the globalised world we are living in.

We are still in the throes of the pandemic, what characteristics of your personality have helped you stay strong during this period of uncertainty?

I consider this pandemic to have been a crash course for many

“INTERNATIONAL TRAINING PROVIDES, IN MY OPINION, A MUCH GREATER CAPACITY TO ADAPT TO COMPLEX OR CHANGING SITUATIONS, AND HELPS TO EMPATHISE WITH PEOPLE WHO APPLY WORKING METHODS THAT ARE VERY DIFFERENT TO MEDITERRANEAN CULTURE”

IRENE TERRAZAS


of us, as well as a humbling experience. In the legal sector, and I think this can be extended to many others, I consider that the best characteristic to face this new reality is the ability to adapt to new circumstances quickly and nimbly. We are experiencing a period of unprecedented change and uncertainty. During this last year, I have been able to verify that, what clients demand the most in general, are fast and effective solutions to their problems. In this sense, it is essential to anticipate possible changes and be “creative” to provide effective solutions to the clients’ problems. Another issue that I consider especially relevant for clients is the availability and proximity that we have as lawyers. When a client has a problem that is causing them uneasiness, immediacy is essential when dealing with the situation. After

all, clients need to be covered on the legal side to be able to fully dedicate themselves to their respective businesses.

The pandemic has more or less disrupted everyone’s plans, what are your plans for the future in the short, medium and long term?


As the situation is evolving, it is difficult to have a clear idea or a concrete answer to this

question. For now, I would like to continue at Mariscal, learning as I am doing, in an international environment, and with a very dynamic and interesting job. As I always tell my friends and family: “I never get bored at work.”

In principle, I would like to make myself a place in the legal world, and I do not discard to consolidate my professional career outside of Spain. 

About Mariscal & Abogados

Mariscal & Abogados is a firm founded in 2001, with a solid and clear international vocation, being most of its clients from around the world and with a representation office in Miami. Mariscal has forged a team of highly qualified professionals who offer quality legal advice and are able to work in English, German, French and Spanish.

Mariscal is active in several legal and sectorial fields, being them related to business law. We advise our clients along every step of their business in Spain: from the entry into the Spanish market to any legal matter their project may encompass. 



ENDING THE MENTAL HEALTH CRISIS IN THE LEGAL PROFESSION

by manel atserias luque

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We are experiencing an unprecedented global mental health crisis, and the legal sector is no stranger to it. The Covid-19 pandemic has further accentuated the problems of anxiety, stress and burnout that Spanish lawyers were already experiencing. Unlike in other jurisdictions, we have not sufficiently detailed the extent of other mental health problems (depression and suicidal thoughts) and addictions (alcohol and other drug use) in the Spanish legal profession.

The magnitude of the crisis is such that the International Bar Association launched the first global mental health initiative at the end of last year to understand its impact on the legal profession and provide possible solutions for different groups.

Without prejudice to the results and conclusions drawn from this research and focusing now on the world of business law, I think that law firms' business model substantially undermines their lawyers' mental health and well-being. Specifically, I want to focus on its most harmful element: the billable hour, used as an evaluation system or professional productivity.

Beyond the fact that this billing system is not aligned with clients' interests and lacks transparency, the billable hour encourages long working hours. In 2017, Yale Law School concluded that "a lawyer must be at work 2,420 hours to bill 1,800, and that 2,200 billable hours requires a lawyer be "at work" 3,048 hours" ([Capitalising on Healthy Lawyers: The Business Case for Law Firms to Promote and Prioritise Lawyer Well-Being](#)).

Marathon working hours have negative consequences on lawyers' well-being. The scientific community has shown that long working hours affect neural processes and atrophy the cognitive functions of workers, as well as entailing a progressive deterioration of their physical and mental health (in general, [The Effect of Long Working Hours and Overtime on Occupational Health: A Meta-Analysis of Evidence from 1998 to 2018](#)). In the Spanish legal sector, the Lawyers Burnout Report (2020) found that "exhaustion presents a Relative Risk of appearing with more working hours with a value of 4,267 with respect to fewer working hours per week."

Firms justify these long working hours by arguing that clients are their priority. In other words, they place the interests of their clients at the centre of their economic activity.

If so, and taking into account the scientific evidence, how can a law firm offer a quality client service when it does not guarantee adequate and restorative rest for its lawyers? What are the chances that a good lawyer will make a mistake when he or she has been working longer than is reasonably healthy? Are clients aware of the potential risks of this way of practising Law?

In my opinion, the firms' argument is contradictory, perverse and damaging to both lawyers and clients. In this regard, it is worth remembering that the Spanish legislator recognised the right to digital disconnection in the workplace for all workers



MANEL ATSERIAS LUQUE

“

THE MAGNITUDE OF THE CRISIS IS SUCH THAT THE INTERNATIONAL BAR ASSOCIATION LAUNCHED THE FIRST GLOBAL MENTAL HEALTH INITIATIVE AT THE END OF LAST YEAR TO UNDERSTAND ITS IMPACT ON THE LEGAL PROFESSION AND PROVIDE POSSIBLE SOLUTIONS FOR DIFFERENT GROUPS

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and public employees at the end of 2018 (article 88 of Organic Law 3/2018, of 5 December, on Personal Data Protection and the guarantee of digital rights). Lawyers working in law firms also have this right, although their employment relationship is special (Royal Decree 1331/2006).

More than two years after its legal recognition, I would like to know what percentage of business law firms have already drawn up an internal policy for their lawyers defining the modalities of exercising the right to disconnection. Within this percentage, it would also be interesting

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to know how many firms guarantee this digital disconnection without penalising these professionals' evaluation.

In any case, as long as the business model of law firms continues to be inspired by the Cravath system (the billable hour and up-or-out), I fear that any internal policy of digital disconnection in these organisations will be useless.



I THINK THAT LAW FIRMS' BUSINESS MODEL SUBSTANTIALLY UNDERMINES THEIR LAWYERS' MENTAL HEALTH AND WELL-BEING. SPECIFICALLY, I WANT TO FOCUS ON ITS MOST HARMFUL ELEMENT: THE BILLABLE HOUR, USED AS AN EVALUATION SYSTEM OR PROFESSIONAL PRODUCTIVITY



A MINIMUM COMMITMENT TO THE MENTAL HEALTH OF THE LEGAL PROFESSION

On 25 January 2021, six multinationals - Unilever, Deloitte, HSBC, BHP, Salesforce and Clifford Chance - launched the first global business initiative on mental health ("[The Global Business Collaboration for Better Workplace Mental Health](#)") in order to "promote and accelerate a positive change in mental health in the workplace on a global scale". Business leaders who sign up to this initiative commit themselves to:

1. Develop and deliver an action plan to support good mental health in our organisation.
2. Promote an open culture around mental health, working towards eliminating stigma.
3. Take proactive steps to develop our culture and ways of working towards creating mental health and reducing mental ill-health.



MANEL ATSERIAS LUQUE

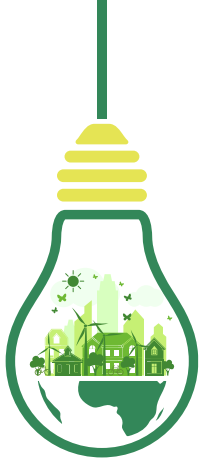
ABOUT MANEL ATSERIAS LUQUE

Manel Atserias Luque is the founder of the Mental Health Institute of Legal Professions, member of the International Bar Association Well-Being Taskforce, and activist for mental health. Recently, he has founded the project #MakeYourPledge, whose objective is to normalise the conversations on mental health in the business community.

Despite being diagnosed with an Obsessive-Compulsive Disorder with a high level of severity at university, Manel graduated in Law from Pompeu Fabra University and, lately, obtained the Advanced Master's degree in Legal Sciences from the same university, carrying out an academic stage at the University College Dublin Sutherland School of Law within the framework of the Comparative, International, and European Law Exchange Program. [\[1\]](#)

4. Empower all our people to manage and prioritise their own mental health, and to support one another.
5. Signpost our people to mental health tools and support they need.
6. Regularly measure the impact of our efforts, being open about our progress, to influence and inspire change in our organisation and beyond.

They also have a specific initiative within the legal sector: the Instituto de Salud Mental de la Abogacía - Mental Health Institute of Legal Professions (ISMA-MHILP) [Healthy Business Charter](#). [\[2\]](#)



HOW AI CAN HELP COMPANIES IN CUTTING EMISSIONS

by alessio foderi

The perception of climate change is increasing worldwide, particularly in business communities. Global GHG emissions currently reach about 53 gigatons of carbon dioxide equivalent (CO₂e). If we are to meet the goal of limiting the increase in average global temperatures to 1.5°C, as specified in the 2016 Paris Agreement, we must reduce those emissions by 50% by the end of this decade.



According to Boston Consulting Group, using AI companies can achieve 5% to 10% of GHG emissions reduction— between 2.6 and 5.3 gigatons of CO₂e.

Meanwhile, BCG studies show that the potential overall impact of applying AI to corporate sustainability amounts to \$1.3 trillion to \$2.6 trillion in value generated through additional revenues and cost savings by 2030. This means AI can bring efficiency to corporate business and, at the same time, help the environment. Artificial intelligence, continues BCG, is able to monitor, predict and reduce future emissions of the entire corporate value chain.

Precisely for this reason it is possible to use it to define and achieve emission reduction targets in a consistent way. The great strength of AI lies in this. Or rather, in its ability to learn from experience, gathering huge amounts of data, sensing connections that humans fail to notice, and recommending appropriate actions based on its conclusions.

Companies that aim to reduce their environmental footprint should therefore focus on these three aspects: monitoring, forecasting and cutting. The first step involves using data engineering based on artificial intelligence to automatically monitor emissions. This, for example, applies to different fields: from corporate travel to IT equipment, going through material suppliers to components. Predictive AI, on the other hand, can predict future emissions based on the environmental footprint and future demand. As a result, reduction goals can be set and adjusted more accurately. With specific insights into every aspect of the value chain, AI can also help in production. In this context, for instance, priority must be given to processes with high energy consumption.

If the path is clear, business leaders need to act quickly in order to mitigate the effects of global warming. AI has already demonstrated its near-term value in helping companies reduce their GHG emissions and cut costs. By generating a positive ROI, often within a year, it should quickly become a financial benefit to companies, rather than yet another cost. And even in the long term, the combination of environment and technology seems to be the only way forward. Especially considering the COVID-19 crisis. ■



SPECIAL FOCUS ENERGY BY IBERIAN LAWYER HIGHLIGHTS THE CHALLENGE OF ENERGY TRANSFORMATION

Iberian Lawyer organised this past 25 March the Special Focus Energy, a webinar where partners from prestigious law firms and specialists in the field of Energy gave their point of view on the role that lawyers play in the common goal of implementing renewable energies in the industry and mitigating climate change. Among other aspects, the meeting addressed the immense field of business that renewable energies open up for us and the legal angles that have inevitably evolved for their implementation, both in the European context and specifically in Spain.

by giselle estrada ramírez



The event was presented by Aldo Scaringella, LC Publishing Group managing director and moderated by Desiré Vidal, chief editor of Iberian Legal Group. The event took place with the support of the firms Araoz & Rueda and Mariscal & Abogados.

The following speakers, in addition to the audience with their questions, contributed to an enriching conversation about this global situation that will exponentially impact the legal sector:

- Alberto Álvarez, partner at Mariscal & Abogados
- Antonio Adami, senior manager & general counsel EMEA at Canadian Solar
- Francisco Solchaga, partner at Araoz & Rueda
- Pedro Requena, Legal director, Spain & Portugal, at Siemens Energy
- Stéphane Barthe, Legal director at Dharma Energy

At the beginning of the discussion, in reference to the National Energy and Climate Plan (2021-2030) and the renewables business, **Alberto Álvarez**, partner at Mariscal & Abogados, pointed out that it is necessary to establish an action plan that goes further, even up to 2050, which consists of reducing greenhouse gas emissions through concrete actions, always accompanying investors with legal advice in order to meet the objectives.

Álvarez agreed that we are facing a forced globalisation, and added: "Many thanks to Iberian Lawyer for the invitation and thanks to all the participants for being able to share together our knowledge in this precious energy sector in Spain.

The energy sector is here to stay. The rapid proliferation of solar energy projects in Spain, the actions of national and international governmental authorities as well as credit entities, alongside the innovative changes in project financing, have prompted a significant evolution and indeed revolution in the Spanish solar energy sector. Spain has, in addition to the necessary assets, a good and structured industrial fabric to be a lead player and with a lot of effort, Spain will meet the long-term objectives of the National Energy and Climate Plan 2030."

For his part, **Antonio Adami**, senior director & general counsel EMEA at Canadian Solar, highlighted that the role



ALBERTO ÁLVAREZ



ANTONIO ADAMI



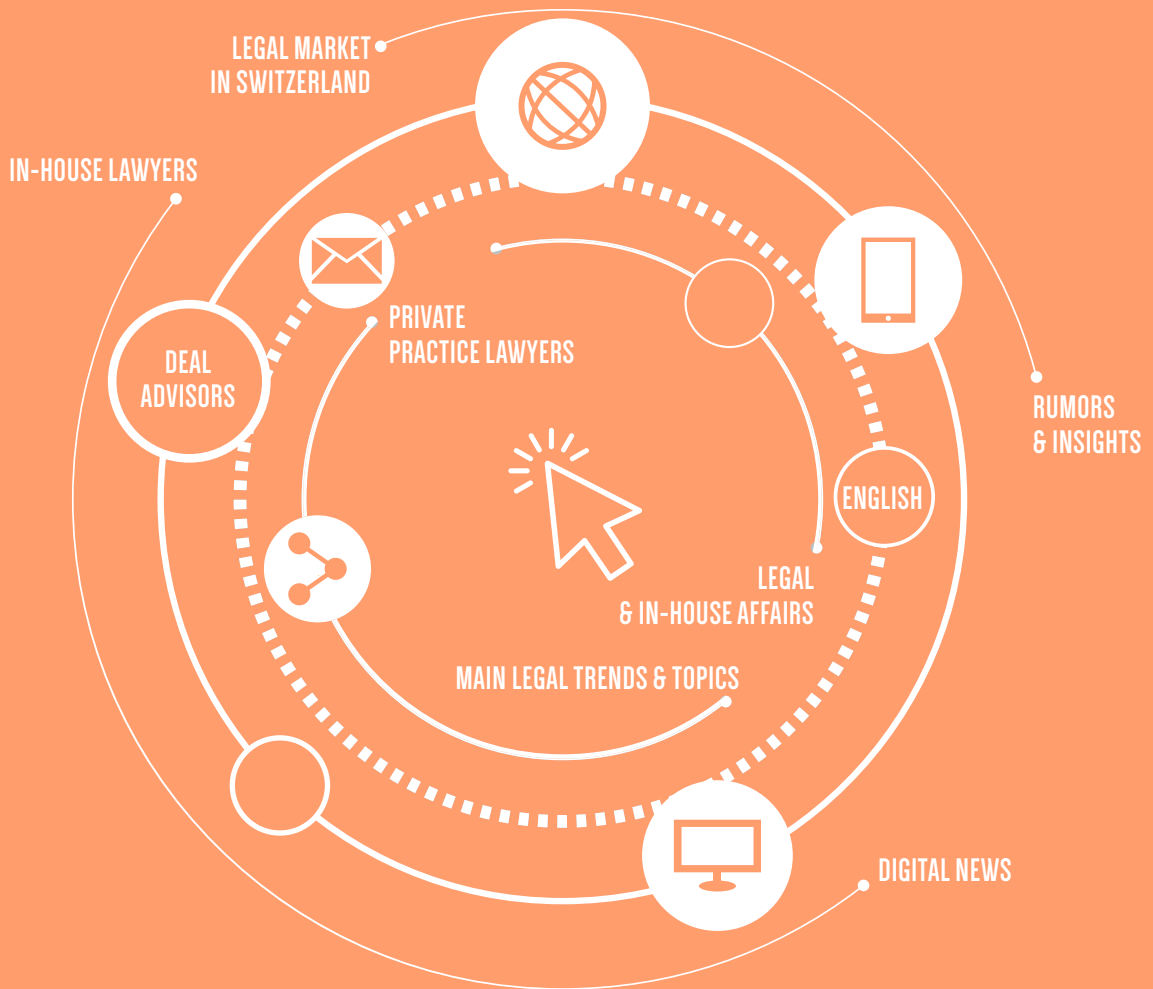
FRANCISCO SOLCHAGA

that lawyers can play in achieving national targets is to be involved directly with the public authorities and point out to them which are the priority or urgent issues (that are delayed or add costs), as they are fundamental to ensure the substantial conditions for the advancement of the implementation of renewable energies. He mentioned that, despite the great appetite that investors have in the energy sector, there is a lack of resources that may limit the achievement of the objectives. One of them is the lack of technology, as many public administrations, and even part of the private sector, have not yet taken the path of standardisation and automation that would facilitate and streamline these processes. "I would like to thank Iberian Lawyer, Legalcommunity and Aldo for the invitation, and the other speakers for touching on all the key issues. I am convinced that the picture that emerges from the discussion is of a sector in full development and transition (not just a figure of speech) after completion of which, citizens will have an immediate



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and substantial direct benefit in terms of availability of more energy at more competitive prices, and also a greater benefit indirectly. Much emphasis is placed on the opportunities that the energy sector can create in terms of employment and development. This is true, even more so if it is considered for what it is: a service - and therefore - an essential factor of development and engine of the whole industry, especially the energy industry, which includes all the new technologies and the whole IT sector,” Adami summed up after the event. From his point of view, **Francisco Solchaga**, partner at Araoz & Rueda, stated that: “The energy sector is in transition, hungry for technological advances and in need of major investments. The challenges we face in moving towards a sustainable energy model are extraordinary and demand a response from society as a whole. We are fortunate that public administrations support this evolution. We have recently seen relevant regulatory changes that have been positive and welcome. The new regulation was very necessary as the previous one was not adapted to the needs of the market and the sector grew ignoring it. It is particularly worth to mention the new regulation on hybridisation and storage. Auctions are the big question for the future, we will see if the government will be able to make them attractive or if the players will prefer PPAs or merchant schemes. We as lawyers will have to learn about and understand the new energies in order to be able to advise our clients correctly.” Bringing optimism to the debate, **Pedro Requena**, Legal director, Spain & Portugal at Siemens Energy, commented that his company is working on green hydrogen generation systems, and acknowledged that they are in a moment of transformation. He claimed that the energy situation is very clear, in which, on the one hand, it is a colossal business that attracts the attention of many investors, while, on the other hand, it is a business in transition that must create technologies that do not yet exist. To achieve this, legal departments must rely on automating tasks where they can, and focus on where they can contribute. Requena added that: “It’s been an honour attending this event. For all professionals engaged in the energy sector, we need to step up to the challenge ahead. The transformation this industry has to go through in the next years is breathtaking, and there’s no overstatement when we say that the world depends on that. But it’s not only a great responsibility to be part of such a meaningful and challenging mission. It’s also super exciting, and for us lawyers, a unique opportunity to learn, and put our creativity and solution-oriented approach to the test.” He concluded that this is a period of transition in which there will be more competition and scrutiny, but lawyers will continue to play a fundamental role. Finally, **Stéphane Barthe**, Legal director at Dharma Energy, addressed the impact that the changes in the renewable sector will have on Spanish companies, comparing the situation with what happened in the construction industry,



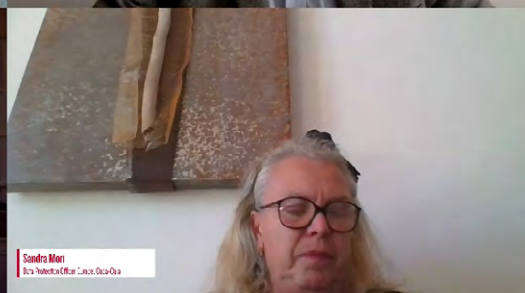
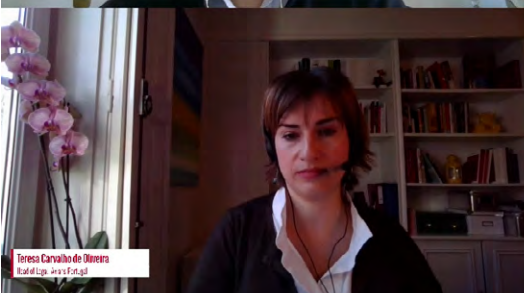
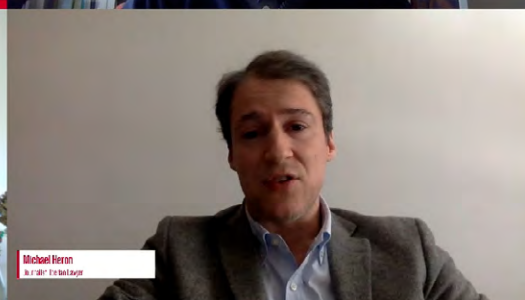
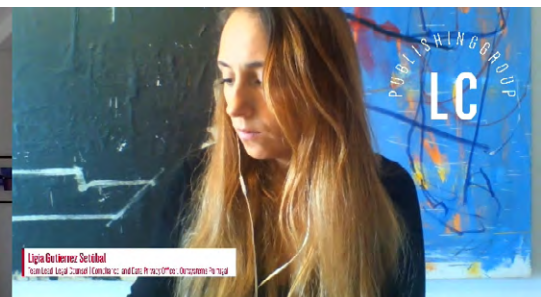
predicting that a lot of experience and foreign support will be gained, which will help the inevitable growth of the energy sector. Contrary to the opinion of other participants, he mentioned that, according to his point of view, digitalisation in legal aspects is a myth, as there is mention of automation of contracts and technologies, whose effective implementation he has not witnessed in his more than 2 decades of experience. He also added that the environmental changes that will be seen in the coming years are not only a matter for lawyers in their role as collaborators, but at the personal level of each individual as a citizen.

The main conclusion was that renewable energies and their implementation pose a great challenge to all professionals in the legal-energy sector, given the overwhelming but necessary transformation that will impact all industries. It is a challenging and exciting responsibility that, for lawyers, will be an opportunity to learn and provide solutions. 

IBERIAN LAWYER HOSTS | LEGALTECH CONNECT PORTUGAL

The event was held fully on-line and included the participation of prestigious in-house and law firm professionals from Portugal and Italy

Iberian Lawyer
Legaltech CONNECT
Portugal
16 MARCH 2021
**THE AGE OF EFFICIENCY:
CLIENTS ARE DEMANDING EFFECTIVENESS
AND COST CONTROL.
HOW ARE THE LAW FIRMS RESPONDING?**
Partners M MORAIS LEITÃO V&A VIEIRA DE ALMEIDA





Iberian Lawyer hosted the event - Legaltech Connect Portugal, which was titled: The age of efficiency: clients are demanding effectiveness and cost control. How are law firms responding?

It was presented by LC Publishing Group managing director Aldo Scaringella, moderated by Portugal journalist Michael Heron and in partnership with the law firms Morais Leitão, Galvão Teles, Soares da Silva & Associados | Morais Leitão, PLMJ and VdA “Vieira de Almeida”.

The maximum capacity on-line audience in attendance were fully engaged with the discussion, which counted on the following speakers:

- Bruno Ferreira, managing partner PLMJ
- Eduardo Paulino, partner Morais Leitão, Galvão Teles, Soares da Silva & Associados | Morais Leitão
- Lígia Gutierrez Setúbal, team lead, legal counsel | compliance and data privacy officer OutSystems Portugal
- Magda Cocco, partner and head of practice of information communication & technology VdA Vieira de Almeida
- Mariana Abreu, head of legal and compliance Banco BNI Europa
- Teresa Carvalho de Oliveira, head of legal Axians Portugal
- Sandra Mori, data protection officer Europe The Coca-Cola Company

The debate focused on the in-house attendees and their experience of external counsel as well as the technology that has helped them manage their legal work more efficiently. The private practice lawyers discussed the tools they use, their views on Legaltech in general and how technology can help with the delivery of legal services, as well as the future of the profession.

The highlights included **Mariana Abreu** from Banco BNI Europa discussing that law firms are responding to this digital challenge in a rapid way and that all of their external lawyers have been improving their tools and services with technology in order to be more effective regarding time and cost. Mariana went on to add that technology is not just helping with the way in which law firms communicate and deliver services to their clients but also for their in-house team, in order for them to manage their internal legal work more effectively.

Eduardo Paulino from MLGTS said that information today in general comes from a number of different sources and in a flow of data which is unimaginable if you compare it to just five years ago. He went on to say that data usually comes in a disorganised way which needs to be gathered to make sense of it and this is one of the areas where they see Legaltech assisting lawyers and interpreting large chunks of data quickly and effectively. They, like other firms, have invested in AI products to assist with this challenge, and it has proven to be very effective.



BRUNO FERREIRA



EDUARDO PAULINO



LÍGIA GUTIERREZ



MAGDA COCCO



MARIANA ABREU



TERESA CARVALHO DE OLIVEIRA



SANDRA MORI



MICHAEL HERON

Legaltech Day

The event focusing on legaltech trends in the Iberian market

23 NOVEMBER 2021

9:00 – 17:30 (CET)



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Lígia Gutierrez Setúbal from OutSystems, wanted to stress that technology is at the heart of everything they do, being a company operating in this sector. She sees the fundamental role technology has to play in delivering legal services and that the key benefit is efficiency. Lígia went on to say that saving time is critical and that external law firms need the flexibility to come into their world and adapt to their needs. Ultimately, she needs to be a good lawyer to her clients, who are internal colleagues and stakeholders.

Magda Cocco from VdA highlighted a big investment the firm has recently made in technology and had implemented to better manage big litigation cases, to avoid lawyers having to perform time-consuming manual tasks and avoid missing deadlines. She went on to add that this solution was awarded a prize for innovation. She said this strategy was no different from companies in other sectors going through a digital transformation period.

Teresa Carvalho de Oliveira from Axians stressed that, like her colleague at OutSystems, they are also a tech company and really love technology. She used the keywords “fast” and “agile” and went on to say that often lawyers are not early adopters of technology, not including the big law firms present in the discussion. She said that the one positive thing to come out of the COVID-19 pandemic was that tools such as video calls, mobile messaging apps and tech, in general, have in some cases improved the communication with external counsel and meant that everyone feels like they are closer and more accessible despite everyone working from home.

Bruno Ferreira from PLMJ said the firm has reflected a lot on the use of technology to make legal services more efficient and cost-effective, and he believes that tech is a big part of this but not the only relevant element. He thinks that having the right people and processes in place is crucial, saying that just like lawyers are not the only solution for a legal problem, technology is not always the solution for a process problem. He went on to add that PLMJ are big advocates of technology, but he strongly emphasised that before buying or creating a solution, you really need to understand the benefits it will bring both to the law firm and its clients.

Finally, **Sandra Mori** from The Coca-Cola Company said that in her view, during the last ten years, law firms have completely changed their attitude towards working with technology. She remembers that ten years ago she was proposed to use a contract management tool that one of the top law firms in Italy had created, and they were offering to outsource all of their contract management to this law firm. Her reasoning at the time was that despite the firm being innovative in their approach, she concluded that the business could still go out and invest in the technology themselves and didn't necessarily need the law firm to manage this for them.

The discussion shows that there has been a lot of progress in the legal market with respect to technology and that it isn't just a buzz word used to sound trendy. Law firms have started to truly invest and think of innovative ways to deliver legal services in a more efficient and cost-effective manner. This appears to be something that will continue to grow exponentially in the future and beyond. 



WHAT IS FEMINISM?

by clara cerdán,
 general counsel and secretary of the Board for Grupo Ferroatlántica,
 founding partner and vice-president of the Women in a Legal World Association

Multiple definitions exist for *feminism* today. So many indeed that the word has become ethereal in nature, confusing, lost in a myriad of meanings. Nowadays, there are people who don't even know whether they are feminist anymore due to the sheer amount of interpretations available. How can one be sure about being a feminist? Against this backdrop, I shiver to come out and proclaim myself as a feminist! Hence, instead of venturing myself into taking such a risk, let me briefly share with you my firm beliefs with regards to feminism. I believe in meritocracy as a way to obtain a magnanimous management of both businesses and society. I believe in leadership as a fundamental skill to inspire others. I believe in the ontological equality of

men and women as well as the natural differences between the two genders; the fact that we are morphologically unequal and complementary enriches us all by providing different approaches to solving problems and finding solutions. Denying the natural differences between men and women is tantamount to not recongising that we are naturally designed to be complementary. Men and women de facto co-share the responsibility to ensure the continuation of the human species. Based on the above, the inexorable need that businesses and the wider society have to be led by both men and women cannot and should not boil down to a mere feminist claim or demand. That would be too simplistic, in my opinion.

Diversity goes beyond gender. As a concept, diversity has a social nature. As such, the higher the symbiosis between businesses and society, the more sustainable our lives will be. In my opinion, possibly unconsciously or perhaps awkwardly, feminist vindication has become disbursed as if it were a gender struggle, in an environment of crispness and resentment that only destroys and does not help advance. True, there are many biases and social premises which are deeply rooted in our culture, and that must change. However, this won't be achieved by declaring war on half of the world but rather by focusing on change in a collaborative way since it is a redefinition of the roles that affect us all and that benefits us all. It is not a question of women

seeking to annul men or prevent them from their legitimate professional projection. It is a matter of all of us being able to share legitimate objectives of emancipation and professional realisation without neglecting our family responsibilities. And this affects (or should affect) men and women alike.

One of the few positives brought about by the current pandemic is the fact that flexible working has proved to be not only possible but also productive for both men and women. Those who resisted flexible working in favour of *presentism* – a term deeply rooted in Spanish culture – as the only way of working have run out of arguments; those who tied labour flexibility to the female gender and criticised it because it was not a form of commitment to the company when compared to presentism, are an archaic redoubt of an anachronistic mindset incompatible with the technological revolution that we are experiencing. What has been implemented and naturally assumed in other parts of the world for years now, in Spain, it had to be COVID-19 that made it possible. Therefore, we must be aware of the stage in which we find ourselves so that, using the evolution that we have experienced this year as a springboard, we continue to move forward, inviting men and women to continue participating in this no u-turn change. We have a responsibility not to allow involution, just as we have a responsibility to bury the crunch and rancour of past generations and lead by inspiring new generations to join forces towards more diversely managed companies and a more sustainable society whose

supreme value is magnanimity as opposed to discrimination and nepotism. The milestone for this change is education instead of using feminism as the enemy of men.

That is why at Women in a Legal World (WLW) we defend meritocracy and positive leadership, to build more sustainable companies and societies, to leverage the benefits that diversity brings about to businesses and

companies, from responsible leadership to inspire with our work and learning while teaching. All the projects that we promote from within our association follow such spirit because we are fervently convinced that we lead by example when we inspire others, and we become stronger when we collaborate. Let us, both men and women build bridges rather than burning them. For good. 🍷

ABOUT CLARA CERDÁN

Clara Cerdán is the general counsel and secretary of the Board for Grupo Ferroatlántica (Ferroglobe), a position she has held since 2014. As general counsel, she is responsible for advising the offices in Spain, France, South Africa, China, Venezuela, Canada, United Kingdom, Germany, Mexico and the United States. Prior to joining Grupo Ferroatlántica, she spent seven years with Sacyr, where she was the head of the International Legal department, leading important projects such as the Panama Canal. From an academic perspective, she is a International Business Law professor at Carlos III University and Politecnica University at MDI, as well as Governance and Compliance professor at ICADE and Centro de Estudios Garrigues. She is author of several publications, such as Corporate Defense and Compliance by Aranzadi. Cerdán is a founding partner and vice-president of the Women in a Legal World Association (WLW). Cerdán holds a Law degree from Universidad Complutense de Madrid and a Bachelor of Science in Business Administration from the European Business School in Madrid, London and Paris, both degrees with honours and the Extraordinary Award. She holds a PDG at IESE, an AMP at Esade and Wharton Business School and the Global Leadership Program at Harvard. Clara has received numerous awards from Iberianlawyer: Gold Awards, The best lawyer in-house Spain & Portugal, Iberian Lawyer 2020, Awards Distinction at the Innovation & IP Forum (category: Best IP Department) 2019, Gold Awards Iberian Lawyer 2019, Iberian Lawyer InspiraLAW Top 50 Women 2020, 2018 and 2017, Gold Awards (Iberian Lawyer), Projects & Infrastructure Lawyer of the Year 2016. 🍷





A GENDER AND DIVERSITY VIEW

International Women's Day has been recently commemorated and from the Association of Corporate Counsel, they are observing how diversity policies and, in particular, gender diversity are starting to become a priority in their organisations. In the April issue, now that the euphoria of the celebration has passed, Iberian Lawyer invited some of ACC associates with recognised professional careers to reflect with us on gender diversity. To do so, we have identified three main factors that can contribute to eliminating the gender gap in organisations:

- Accountability for the results of gender policies.
- System of recruitment, promotion and personal development within organisations.
- Inclusive work environment.

In this regard, the ACC asked some of its most relevant associates for their personal and professional vision and experience.



ANA BUITRAGO
Legal director
& associate general counsel,
Amazon

Do you think that the inclusion of gender diversity objectives in the company or in the management team could contribute to eliminating gender differences in the organisations? How do you think this could be done, and what type of KPIs do you think could be useful in this regard?

I strongly believe in this, and I am backed by the experience of my current company. In the case of Amazon, which prides itself on being a company totally focused on satisfying our customers, it is key to have a wide diversity of employees who represent the variety of ideas, tastes, concerns, and preferences that we can find among our customers. For us, diversity and inclusion is part of our DNA, it is intrinsic to everything we do and not relegated to corporate social responsibility. We manage diversity and inclusion with the same rigour with which we manage our business. We do this by basing ourselves on objective data, setting targets and systematically applying metrics to see if we are moving in the right direction in a holistic way, as part of our business plans. Diversity is not unconnected or parallel, it is part of the business strategy and the whole team, in any function - including legal - is responsible for contributing to its objectives. In fact, we put in place mechanisms so that different organisations and teams can design their own diversity and inclusion plan, adjusted to their peculiarities and needs, instead of imposing a global or single plan.

Do you believe that, in general, there are the same personal and professional development options for men and women or, on the contrary, do you feel there are differences in terms of mentoring, feedback or interaction with the CEO between men and women?

I believe that equal choices do exist, but this does not mean that there are no difficulties in the professional sphere. Many of them are generated by unconscious gender biases, silos and a lack of female roles to follow. The male sector in organisations is key to overcoming these barriers and achieving greater gender equality. Our male colleagues must be the champions of this change in mindset to attract talent, to break down unconscious silos and biases and to mentor us by example and facilitate our learning.

Organisational commitment and the CEO's leadership style are key to ensuring that equal opportunity goals are met, inclusive policies are embedded, meritocracy-based criteria are applied, and diverse profiles are recognised at all levels of the organisation.

Porsche incorporates in its Code of Conduct its commitment to equal treatment and equal opportunities, in a broad and diverse sense, recognising it as a cornerstone of a fair, non-judgmental and open approach to achieve maximum productivity, competitiveness and capacity for innovation, creativity and efficiency. Proof of this is the recent appointment of Ms. Barbara Frenkel, vice president sales Europe to the Board of Management of Porsche AG and other positions of leadership and responsibility held by women.



TERESA MÍNGUEZ
Legal director and Compliance
& Integrity officer,
Porsche Ibérica, S.A.



EVA ARGILÉS
general counsel,
Applus+

To what extent do you think that the in-house counsel contributes or can contribute to gender diversity?

In-house counsel has a privileged position to promote diversity, both in the companies we work for and in areas in which we develop our profession. The increasing role and influence of in-house (an ACC objective for some time) enables us not only to be an example when we apply it to our teams but also in related functions such as Compliance, Data Protection, ESG or Sustainability, amongst others. Finally, those of us who work in Corporate Governance may promote gender diversity (and diversity as a whole) in the Board of Directors' composition and in other decision-making bodies at our companies and in this case, Applus+ is a good example. We also contribute to diversity through our external relationships (law firms, consultants, associations, conferences or in the educational world).



GLORIA SÁNCHEZ
Group Legal VP
head of Legal for Technology
& Legal Transformation,
Banco Santander, S.A.

Do you consider that organisations include specific measures to progressively reduce the salary gap or access to management positions? Which ones do you think are most useful? And do you think that this has an impact on the achievement of the company's objectives?

In recent years, we are seeing an important effort in many organisations, and it is likely we will be seeing soon an increase of the actions in this sense, since the results in terms of diversity, talent acquisition and retention, and avoidance of the group thinking effect are very positive. Some interesting examples that we at Santander are applying are the introduction of remuneration comparison methodologies with different views (i.e. vertical and transversal) in order to detect unjustified pay gaps; the application of analytical techniques to decisions on variable remuneration to detect whether there is any type of bias in the relationship between performance evaluations and the variable remuneration allocated; the establishment of criteria regarding vacancies -especially in senior and management positions-, so that candidates with diverse profiles are taken into account both in the succession plans and in the selection processes. In any case, as with all transformative issues, the concrete measures to be adopted will need to be accompanied by a major cultural change supported by senior management. In this regard, we have considered diversity and inclusion as a strategic pillar of the group, we are implementing training measures (e.g. workshops on the detection and management of unconscious biases, training in inclusive leadership), setting diversity objectives for managers, reviewing the talent life cycle, promoting meritocracy and gender equality in our processes, and implementing flexibility measures, among others.



ROCÍO BONET
Senior Litigation Manager
EMEA & APAC,
Hewlett Packard Enterprise

It is often said that the road to leadership is steeper for women, do you think this is the case? Do you believe that there are implicit internal factors in women that make the road more difficult for us, or, rather, that the responsibility is shared?

In recent years, a great deal of work has been done both in society and in the companies to make the road to leadership less steep for women. In this sense, I think it is essential that the company creates a business culture that encourages it: the figure of a mentor, giving visibility to female leaders in the company, and/or encouraging the co-responsibility in the domestic tasks (i.e. shared maternity and paternity leave), are good examples that pave the way to leadership for women.

In my opinion, there may be educational, cultural, and/or training factors, but not “internal implicit factors within women” that would make the road to leadership difficult. I believe that there are unconscious biases that we need to work on. There are significant studies that confirm that women have many skills that men do not usually have and which are very positive for the company’s P&L. As women, we have to work on a personal level to be aware of all those skills and to value them. There are many organisations that do tireless work to pave this way.

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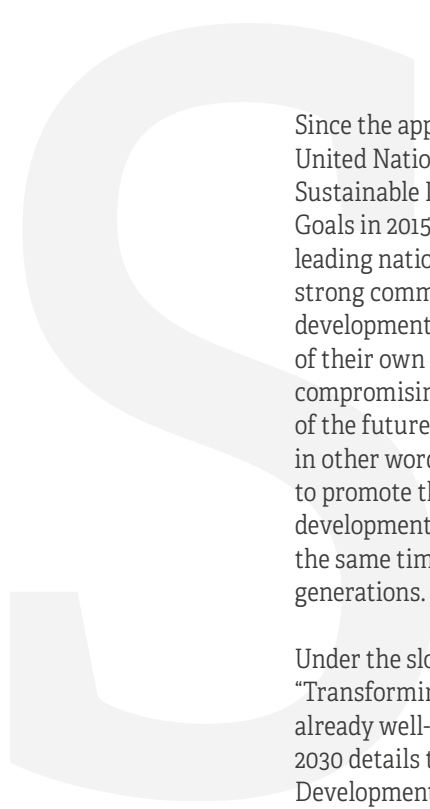


#TheLatinAmericanLawyer



COMPLIANCE AND SUSTAINABILITY

by vanessa fernández Lledó and paloma de carlos,
partner and senior associate, respectively, in the Criminal Law and Criminal
Compliance area at Gómez-Acebo & Pombo



Since the approval by the United Nations of the Sustainable Development Goals in 2015, the global leading nations adopted a strong commitment for the development and satisfaction of their own interests without compromising the capacity of the future generations; in other words, the aim is to promote the economic development protecting at the same time the future generations.

Under the slogan “Transforming our World”, the already well-known Agenda 2030 details the 17 Sustainable Development Goals (SDGs)

which must be observed by the international community and that must be reached before 2030 and cover such diverse areas as the eradication of extreme poverty, the right for a decent job and economic growth, gender equality or the creation and maintenance of sustainable communities and cities, among others.

In the regulatory field, at the end of 2019 the European Union reached the so-called European Green Deal, whose main objective is to draw up a roadmap to provide the Union with a sustainable economy. The Treaty on European Union itself (in addition to the



amendment introduced by the Treaty of Lisbon) and the EU Charter of Fundamental Rights already included the concept of sustainability and established that “the Union shall work for the sustainable development of Europe.” In recent times we have finally come across Regulations and Directives that define concrete and enforceable obligations for all members of the Union with the main objective of integrating environmental, social and corporate governance criteria in the management of companies [i.e. Regulation (EU) 2019/2088 of the European Parliament and of the Council of 27 November 2019, on the disclosure of sustainability-related information in the financial services sector, which entered into force last March 10].

However, at a national level, we are still lacking important regulatory measures in this sense, although it is true that from the Secretary of State for the Agenda 2030 the General Guidelines for Sustainable Development have been issued which, without the force of law, define the major challenges that our country is facing in order to comply with the Agenda, promoting accelerating policies and priorities for action.

In terms of business practice, once again, companies and civil society have been one step ahead. According to the Business Consultation for the 2030 Sustainable Development Strategy of November 2020, 81% of the companies surveyed stated that they were aware of the SDGs and

47% and 48%, respectively, acknowledged having a sustainability or CSR policy and having identified their strategic SDGs.

The truth is that, although there is still a long way to go, Spanish companies are increasingly clear that the successful and committed development of their business activity involves carrying it out in a sustainable manner. A good number of companies have been commissioned to do so directly by their management body, as leaders of this commitment to an integral and sustainable business practice -adopting some or all of the SDGs-, legitimising the Compliance Officer function as a strategic and differentiating ally to achieve it.



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LC srl
Operational office: Via Savona 100 | 20144 Milan
Registered office: Via Tolstoi 10 | 20146 Milan
Phone: + 39 02 36 72 76 59



ABOUT VANESSA FERNÁNDEZ LLEDÓ



Vanessa is a partner in the Criminal Law area and coordinator of the Corporate Compliance area at Gómez-Acebo & Pombo. She holds a Law degree from the Universidad San Pablo-CEU and a Master's Degree in Law from the Instituto de Estudios Superiores San Pablo-CEU. She is a member of the Committee for the Prevention of Money Laundering of the CGAE.

Vanessa is recognised in prestigious legal directories as one of the leading professionals in the areas of Corporate Compliance, White-collar crime and Dispute Resolution: Corporate Crime. She has also been recognised as an expert in the area of Corporate Governance & Compliance. 

This Compliance area plays a fundamental role in the companies' strategy: not only will it carry out the assessment of risks or regulatory impacts, but, going beyond that, it will promote and ensure, in collaboration with the rest of the company's business and support areas, that its corporate purpose and the professional performance of those who are directly or indirectly related to the company, carry out their activities not only in an ethical manner in general terms, but in a sustainable manner.

To this end, the Compliance function will be responsible for promoting the adoption of sustainable policies, which usually include, among others, the Code of Ethics and Suppliers or the ESG Policy, Corporate Social Responsibility, Diversity and Non-Discrimination or Health and Welfare Policy for Employees.

The most important thing in order to make the gearing work is to provide the Compliance function with sufficient strength or entity ("empowerment") to be able to apply and develop measures that guarantee compliance with internal policies and procedures; with the aim of achieving, together with the business and the other support areas, an ethical and sustainable business practice that, in addition to being respectful of the applicable law, generates profitability and makes sure to leave a better world for those who live in it today and, above all, for those who will live in it the day of tomorrow. 

ABOUT PALOMA DE CARLOS



Paloma is a senior associate at the Criminal and Corporate Compliance area of Gómez-Acebo & Pombo. She holds a Law degree from the Universidad Complutense de Madrid, a degree in Marketing from the Centro Universitario Villanueva and an LLM (Master of Laws) from the Instituto de Empresa.

Paloma has extensive experience in the practice of Corporate Compliance, Prevention of Money Laundering and Terrorism Financing and in the legal-litigation advice on matters related to Corporate Criminal Law. 



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contacts:

luis.belart@dentons.com
www.dentons.com

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THE NEW "EXTRA MILE" IN THE BUSINESS LAW PROFESSION

by Luis Belart

Luis Belart has 14 years of experience advising credit institutions, corporations, investment funds, sponsors and companies on all types of debt transactions. He specialises in national and international financing transactions, liquidity and debt products, with a particular focus on asset finance, corporate finance, export finance, project finance, debt purchase programmes, acquisition finance, as well as refinancing, debt restructuring and pre-bankruptcy situations. Belart holds a degree in Law with Honors from the Complutense University of Madrid and a private degree in International Business Administration. He also holds an MBA from the IESE Business School in Barcelona (University of Navarra) and speaks Spanish, English and French.

Belart, Counsel at Dentons, who has accompanied Jabier Badiola, current Managing Partner, in the founding, growth and management of the Banking & Finance department, give as his opinion on the evolution and future of the role of the business lawyer.

You have more than 12 years of experience, during which you have lived through severe economic crises. Do you think that the way of practicing has changed as a result of this turbulence?

Without a doubt. The crises have brought about profound changes in many respects, in addition to those resulting from the so-called "fourth industrial revolution".

Between 2008 and 2021, our sector has gone from a phase

of consolidation to the beginning of a phase of concentration, as can be seen in the increase in mergers and alliances between firms (they will increase and will affect historical firms).

This cocktail has been affecting our entire value chain for some time now: from candidate profiling and selection to the way we sign a document, through to the management of operations, internships, recruitment, careers, clients,

etc. Logically, all of this has an impact on the way we deliver the service.

Will we see more changes in the short term in the legal profession?

It has been changing continuously and intensely over the last few decades. From a traditionally individualistic profession, based on a knowledge of mainly local law, we have moved on to large companies of professionals providing

services to multinationals, through multidisciplinary teams, in different jurisdictions.

The cliché that lawyers must adapt to changes in their clients, their businesses, sectors and applicable regulations is obsolete. The reality is that today the lawyer must even anticipate these changes, so that clients do not walk alone through constant change.

What does your typical client demand from you?

Legal knowledge, from the client's perspective, is increasingly taken for granted, especially when hiring a good team from a good firm.

Moreover, clients are educated and informed, with knowledge of the legal aspects that affect their business.

This client profile is looking for a lawyer with solid legal knowledge, who understands the non-legal aspects of the transaction and how it fits into the client's business, and who acts expeditiously, avoiding legal debates between counterparties that delay or complicate transactions, while obviously not neglecting to be sufficiently protected.

So what can you bring to the table that differentiates you and allows the client to identify value?

In my opinion, having the means to understand and adapt to your client's needs, not only in purely legal terms, but in a broad sense, a holistic approach: how meeting that need impacts their business in economic

terms (understanding their business and understanding their numbers), human terms (areas it touches and social impact) and market terms (it fits into a strategy of growth, internationalization, concentration, etc.).

An investor appreciates (very much) that you know or are informed about their profile, the sector in which they invest, the average ticket of their investment, their current portfolio, whether they go for purchases with or without financing, the average investment time, the type of investor, the success they expect, whether they are competing in a purchase, the timing of the operation, etc. It gives you the assurance that when you negotiate the documentation in an acquisition transaction, you will take all of the above into account.

What does a business lawyer need today to keep a client satisfied?

Our profession requires continuous updating. In addition, it is essential to be fluent in English and it is now common to master a third language.

Some time ago we began to see Spanish lawyers qualifying to practice as English or American lawyers.

In recent years, more and more lawyers have been studying specialized courses in finance, project management, company valuation, etc.

There are lawyers with qualifications as financial advisors (CFAs, CISI, CFP, etc.), MBAs, project management qualifications (PMI or PMP), etc. More common and even

required is training in consultancy, investment banking, investment funds. This training brings lawyers closer to their clients and helps them to understand non-legal aspects. The ultimate goal is to give better advice.

Of course, you don't need a CFA or to know Chinese to be a good lawyer, but perhaps you do need it to win and maintain the loyalty of certain clients.

Is it worth investing in training?

Looking back and the closer you get to management activities, you realize that it can be crucial. A partner is still a CEO of an SME: communicating, managing resources, handling budgets, etc. in an increasingly competitive context.

A couple of decades ago there were few experts in certain areas. It was not essential to be a good manager, people wanted to work with you, communication was done on your behalf and it was not vital to do numbers, the margin was considerable. Today there are hundreds of lawyers, partners and non-partners, specialists, and the purely legal service can be very similar from one firm to another.

So is it worth it? Career success does not depend on training. Training is just another means (and there are many of them), since success really depends on attracting and continuously renewing the trust of clients.



LEGALTECH A POWERFUL TOOL TO ENHANCE HIGH VALUE SERVICES

by Magda Cocco, Head of ICT, VdA.



contacts:

mpc@vda.pt

(+351) 21 311 3400

Magda Cocco joined VdA in 1994. Head of Practice of Information, Communication & Technology, Magda has in-depth knowledge and experience in the e-communications industry across several jurisdictions, particularly Portugal and the Portuguese-speaking countries.

The legal sector has been many times criticised for being technologically adverse and remaining unchanged at its core. However, the digital disruption and its inherent efficiency-based competition transforming economy and society, together with the entrance of new ground-breaking LegalTech startups in the market has been pushing law firms and in-house teams to reinvent their

operations. Already during the 1970s, software for legal document storage and management, billing and accounting were introduced, while in the early 2010s, with the adoption of data analytics and process automation, LegalTech solutions for due diligence and e-Discovery became more common. The last years, as emerging technologies, especially AI,

are deployed in LegalTech tools, the legal sector has entered into a transitioning phase where more and more law firms and in-house teams are investing in LegalTech solutions to increase the efficiency both of their internal processes as well as of the services and products offered to their clients. The majority of the LegalTech products used are falling in the category of task automation and they usually aim at



enhancing internal processes and optimising solutions offered to clients. From management of human resources and billing tools, to advance knowledge management platforms and contract automation, these solutions allow lawyers to meet the expectations of their clients for increased value, time- and cost-efficiency. As a result, technology now plays an extremely relevant role both in the strategic plans and in the day-to-day activities of law firms.

In VdA we have embraced the opportunities offered by LegalTech to provide high-quality legal solutions to our clients by enhancing our internal processes and, concomitantly, the capacities of our lawyers. We have been using Big Data analytics, automation and AI-powered

solutions for discovery and diligence such as Luminance, for managing judicial and arbitration proceedings, and real-time project management tools that facilitate delegation of tasks and meeting deadlines. As clients are expecting more from their lawyers - more value and a better understanding of their businesses and needs – and are becoming more demanding in what concerns costs, law firms are investing in new technologies that increase productivity and improve competitiveness by enhancing firms' expertise. In this context, knowledge management and integration tools play a major role, capturing lawyers' collective wisdom and enhancing knowledge sharing. Through different processes, systems, and smart collaboration tools law firms

are currently able to identify, save, profile, disseminate, and use prior work and accumulated expertise to solve legal complex challenges taking full advantage of the “collective wisdom and talent” accumulated throughout the years.

The last years in VdA, we have channelled our efforts in developing a knowledge management platform, powered by AI, that allows our lawyers to have access to the latest sources, and, ultimately, provide highly specialised advice to our clients in a time-efficient manner.

The added value of these applications could not materialise without an investment on talent. To ensure that our lawyers can make the most out of these LegalTech tools, we have hired tech-savvy lawyers, irrespective of their area of expertise, have been providing a “*Learning Journey*” (an innovative concept for the continuous development of skills, enhancing knowledge and providing excellent service to our clients), and lastly, we have established key partnerships to design and co-create bespoke legal tech solutions.

As LegalTech solutions become more mainstream, the term LegalTech will be superfluous in the near future, since the use of technologies will be an intrinsic part of the legal services. This will not mean that law firms will start selling to their clients applications or technological solutions. On the contrary, these powerful tools will be embedded in the services provided to create higher value for clients.



contacts:

idoya.arteaqabeitia@pinsentmasons.com

+34 910 484 003

NEW EUROPEAN REGULATION REGARDING CROWDFUNDING: A GREAT OPPORTUNITY FOR THIS SECTOR.

by Idoya Arteagabeitia

Idoya is the Partner who leads the Finance department of Pinsent Masons in Spain and also the FinTech/Blockchain area. She specialises in banking and finance work, with extensive experience in domestic and international debt financing.

The Crowdfunding sector and its two-sided structure composed of Crowdlending, in which investors make financial contributions in the form of a loan, and Crowdequity, in which investors get involved through the acquisition of shares or stocks in a company, has come to experience a significant growth since its appearance in 2011. From a regulatory perspective, the preferred approach between

each Member State of the European Union to this business model has been very different. Some countries, such is the case with Spain which has regulated the aforementioned crowdfunding service providers in the Law 5/2015, of 27 April, have an specific legislation concerning this matter, whilst others, such as the Netherlands, have restricted the procurement

of some aspects and particularities applicable to this sector in their general legislation and finally, the third category of countries are those who specifically prohibit Crowdfunding. Finally, with the recent approval of Regulation (EU) 2020/1503, of the European Parliament and of the Council, of 7 October 2020, on European crowdfunding service providers for business,



the EU has come to give it the seal of approval and to admit the importance of this sector that plays a pertinent role as an alternative financing mechanism for small and medium enterprises with the potential for significant growth; opting to give the so-called Crowd or Crowdfunding an harmonised regulation for the entire territory of the European Union.

The new European legislation will allow companies and platforms that have the appropriate authorization for providing Crowdfunding services in a European Union Member Estate to provide their services in all the territory of the EU through the passport for their relevant.

The Regulation comes with a grace period of 24 months from its effective date for the companies and platforms which provide crowdfunding services in accordance with their national legislation, to adapt their activity to the provisions set out in the new Regulation.

Even though the competent national authorities (in Spain's

case, the Comisión Nacional del Mercado de Valores, CNMV) may adopt specific provisions and procedures in order to implement this new European Regulation, it is the European Securities and Markets Authority, ESMA, who, in close cooperation with the European Banking Authority, must deliver upon numerous technical and executive developments for the correct application of the Regulation, for which one will have to wait and be thoroughly attentive. Recently, in March, ESMA published a public consultation regarding the Regulation, inviting the sector to respond to questions and give their opinion on matters arising from the application of the Regulation.

The main purpose of the Regulation, as we have mentioned, is to foster cross-border crowdfunding services and to facilitate the exercise of the freedom to provide and receive such services in the internal market.

Another significant concern is that of guaranteeing adequate internal compliance and supervisions of platforms

providing these services. For this, it is necessary to make available at all times a guarantee (in accordance with the application of the prudential safeguarding principle) equal to, at least, whichever is highest: (i) twenty five thousand euros; or (ii) a quarter of the fixed general costs to operate.

Additionally, as the corporate governance regarding this type of platforms and companies is strengthened, they must have adequate polices and procedures to evaluate risk, guarantee its effectiveness and operation, demonstrate prudent management by the provider and provide clear information offered to both clients and investors.

Concerning the protection of investors, concerns regarding the transparency and clarity of the information provided is also significantly pertinent. Providers of these services must guarantee that investors clearly understand the nature of these services and the risks, costs and charges involved with such services. Furthermore, investors must be granted a pre-contractual reflection period during which a potentially unexperienced investor must be able to revoke at any moment their investment offer or express their interest in doing so without the need to justify their decision and without incurring any sanction. The Crowdfunding sector's attitude is very positive. It seems the new Regulation will open new markets, offer a better service to all kinds of investors and eliminate the current competitive disadvantage of which only certain nations suffer.

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