

N.11U MAG December 2021 - January 2022

TOP 'RACING' TEAMS

Iberian Lawyer's 2022 starting grid for Spain and Portugal

2021 M&A RANKING

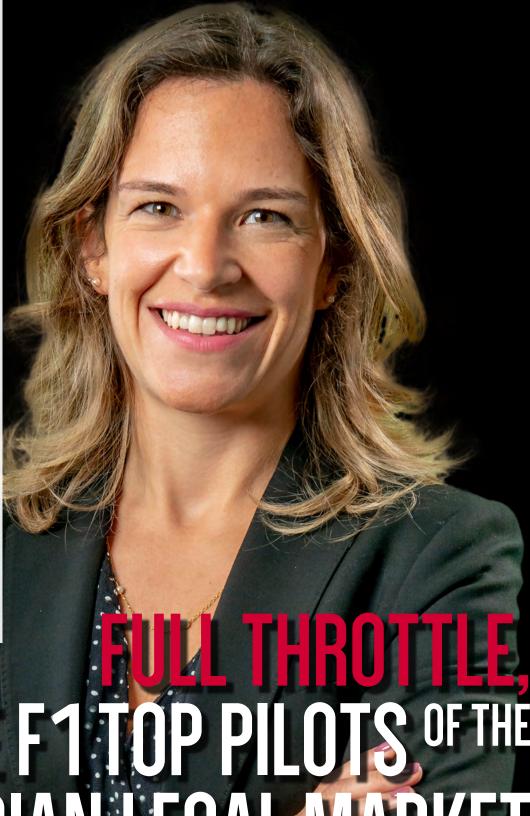
Best Iberian law firms and dealmakers by deal value according to TTR

2021 SPECIAL LATERAL HIRES

A lot of pressure, all eyes are to be on the new signings

PORTUGAL LABOUR AWARDS 2021

Legaltech Day and the winners of Labour Awards



THE F1TOP PILOTS OF THE BERIAN LEGAL MARKET

2022 looks set to be an exciting race, and Iberian Lawyer has chosen for its cover Joana Torres Ereio, partner at Uría Menéndez - Proença De Carvalho, a leader in our 2021 M&A ranking for Portugal. Ereio is the proof that women are not only gaining weight in the Legal market, but they are also leading deals, and starting to lead "the race"



EVENTS CALENDAR 2022

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.

InspiraLaw	Madrid, 10/03/2022
Iberian Lawyer Labour Spain	Madrid, 07/04/2022
Iberian Lawyer IP&TMT Spain	Madrid, 12/05/2022
Iberian Lawyer Energy Awards	Madrid, 22/06/2022
Iberian Lawyer IP&TMT Portugal	Lisbon, 07/07/2022
Iberian Lawyer Forty Under 40 Awards	Madrid, 15/09/2022
Iberian Lawyer LegalTech Day	Madrid, 25/10/2022
LegalDay	Madrid, 08/11/2022
Gold Awards	Madrid,08/11/2022
Iberian Lawyer Labour Portugal	New Date Lisbon, 14/12/2022



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

Energy & Infrastructure Awards New Date Sao Paulo, 01/12/2022

<u>FINANCECOMMUNITYWEEK</u>

LCPUBLISHINGGROUP

The Global Annual Event for the Finance Community.

Financecommunity Week Milan, 14-18/11/2022



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

Inhousecommunity Awards - Italy Milan, 13/10/2022

LEGALCOMMUNITYWEEK

LCPUBLISHINGGROUP

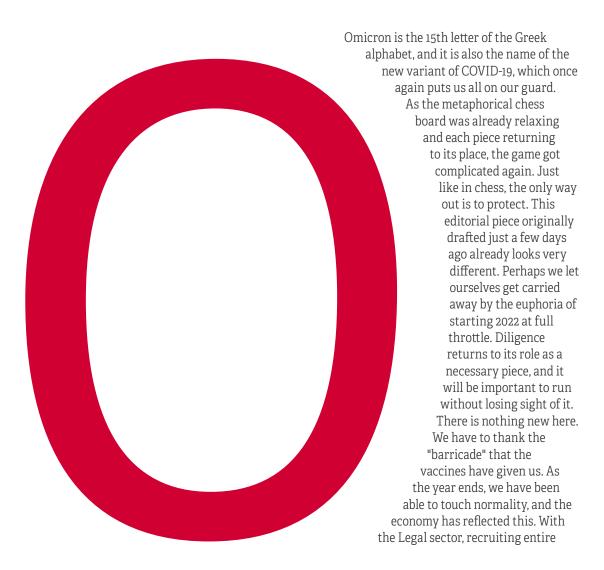
The international week of events for the legal business community in Milan.

Legalcommunity Week

Milan, 13-17/06/2022

AT FULL THROTTLE, CAUTIOUSLY

by desiré vidal



teams -without time to assemble and disassemble-, it has provided the best for the "race", perhaps of obstacles, which will be next year. Be that as it may, 2021 has been a blast. In this summary edition of the year, we offer you the firms and the players, who, according to the TTR market intelligence platform, have been the protagonists of the year in terms of the transactional market, from the photo taken on November 15.

Once again appearing on the podium, the Allen & Overy lawyers with partner Íñigo del Val maintaining the first position, followed by partner Fernando Torrente and counsel Teresa Méndez in third. With regards to Portugal, there have been interesting changes in which Uría Menéndez - Proença de Carvalho has climbed positions, with Joana Torres Ereio becoming this year's dealmaker (period studied). Both attorneys have earned their cover in this year-end issue. Perhaps more than on previous occasions, interesting conclusions can be drawn from the special Lateral Hires of Spain and Portugal that Iberian Lawyer has prepared for you at a partner, counsel and in-house level. There are more than 300 "transfers" reflected between law firms and/or the in-house world, the latter representing 11% of the movements registered until November 20. The recruitment of women is especially positive for us, which in the Spanish market represented 30% of the total, ten per cent more than last year, and which in the case of Portugal was very striking, with female recruitment reaching 68 per cent of the total. The practice area that has captured the most lawyers in Spain has been Corporate / M&A, followed by Labour, Tax and TMT. In Portugal, recruitment has been more distributed between different departments.

We also take the 2020 revenue reference of the firms, which we offered in a ranking format last spring, and with that, plus other editorial data, we show a "starting grid" for the top 20 "teams" in Spain and Portugal. We present them to you in an infographic made by the fabulous layout department of Iberian Lawyer.

To recognise the best in the Labour market in Portugal, the Iberian Lawyer Labour Awards 2021 were held in Lisbon at the beginning of December, which we summarise in this edition. We also offer you the best of the Gold Awards, Legalday, LegalTech Day, and the LC Publishing Marketing Awards, with Uría Menéndez as the winning firm from Spain and PLMJ from Portugal, among other events of the last period.

We also present the summaries of the main sections; Firm Profiles, In-house, Partners around the World, Young and Unstoppable, and the collection of covers that left us in 2021. Our collaborations by Women in a Legal World, Association of Corporate Counsel and World Compliance Association complete this issue. With that, we say goodbye to one more year and - see you soon - to all of you, wishing you good health and all possible happiness from here. Merry Christmas and happy new year! m







Juntos fazemos o futuro.

Todos gostamos de ter uma voz que é ouvida, que faz o seu caminho e influencia o curso da vida. Foi assim, com o contributo, a dedicação e o profissionalismo de todos os colaboradores do novobanco, como estes, que fizemos a primeira parte da nossa história.

Mas este é um momento transformador. Este é o momento em que mudamos de imagem e começamos uma história nova. Uma transformação literalmente feita com a voz de milhares de colaboradores, que a tecnologia transformou na imagem que agora apresentamos ao mundo.

Há mudanças que começará agora gradualmente a conhecer, mas há outras que há muito temos vindo a operar para sermos, cada vez mais, um banco orgulhosamente português, profissional, próximo e parceiro. Para colaborar também consigo para o bem comum, ouvindo também a sua voz todos os dias. Queremos fazer o futuro consigo.



Faça scan do QR Code:



Saiba como mudámos a nossa imagem com a nossa voz.







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Editorial policy

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FULL THROTTLE, THE F1 TOP PILOTS OF THE IBFRIAN I FGAL MARKFT

ON THE MOVE 08 SPB signs DLA Piper's Teresa Zueco as Madrid office managing partner

ON THE WEB Financing: Fuel for recovery

TOP "RACING" TEAMS Here's the legal market starting grid in Spain and Portugal for 2022 "race"

2021 M&A RANKING Best Iberian law firms and dealmakers by deal value according to TTR

2021 SPECIAL LATERAL HIRES 56 A lot of pressure, all eyes on the new signings of Spain and Portugal

PORTUGAL LABOUR AWARDS 2021 The LegalTech Day and the best of the Portuguese legal market in the Labour arena

GOLD AWARDS 2021 A special night to celebrate the quality and health of the in-house Legal profession in Iberia

FROM MAG Selection from best Italy GCs

ON LAW PRACTICES, LAW FIRMS AND LAWYERS These were Iberian Lawyer's 2021 Law Firm Profiles

IN-HOUSE IBERIA A year of in-house lawyers

INTERNATIONAL Andrea Parrella, Leonardo general counsel, on the Compliance Council held in Roma

PARTNERS ABROAD Travelling abroad with the Iberian lawyers all this year long

YOUNG & UNSTOPPABLE Iberian Legal talent 2021

IBL 202I COVERS An intense but positive year

LEGALDAY 2021 Lawyers agree on the need of innovating and renewing the Legal sector

COCKTAIL AT CANALI Best Iberian lawyers networking together thanks to Iberian Lawyer

LEGALCOMMUNITY MARKETING AWARDS Uría Menéndez and PLMJ teams. Iberian winners

THE COACH APPROACH 5 ways to align your mindset for 2022. by Bárbara Eliseu

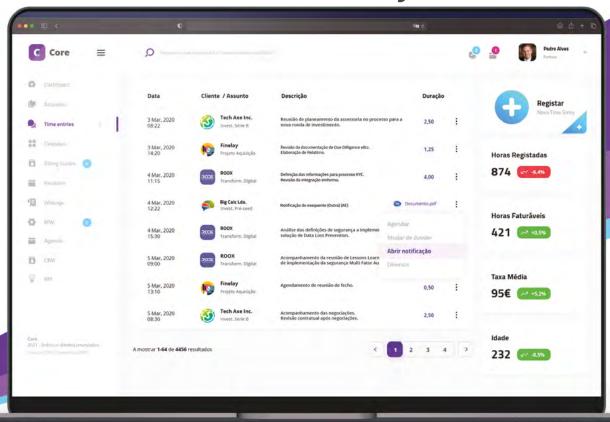
Letter to Santa (one year later)

An apotheosic end, by Teresa Minguez

Compliance 2021, the Year of the Ox



One Place for Lawyers.



Plataforma de Gestão de Sociedades de Advogados

A resposta às diferentes dimensões do trabalho, centrado no cliente, tem levado à adoção de diferentes plataformas tecnológicas, cuja entrega de funcionalidades para os advogados deve ser cuidadosamente ponderada, para que o seu tempo billable seja potenciado.

O Core é uma plataforma agregadora, suportada pelo JVRIS Avançado, que integra diversos outros componentes num único e simplificado interface.

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Com o LEGALBI incorporado, possua indicadores muito para além da típica faturação. Tenha uma visibilidade do seu WIP, taxas de eficiência, KPI's diversos sobre os objetivos dos advogados ou equipas, e muito mais.



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Com o Core terá acesso automatizado às notificações do CITIUS arquivando as mesmas na sua gestão documental em conjugação com o agendamento de diligências com os prazos definidos.

interx

Gestão da Relação com o Cliente

O INTERX CRM foca-se na captura eficaz das entidades com quem os advogados se relacionam, para que se consiga dinamizar e comunicar o posicionamento da sociedade e potenciar o negócio.









lawyers, Legal directors Pablo García and Rocío García and associates Alejandra Castañeda, Luis Gutiérrez, Alvaro Luaces and Mónica Sebares.

Jonathan Jones, European managing partner, said: "Teresa and her team are well established and highly regarded Corporate and Private Equity lawyers, not just in Spain, but across the European market. Our Corporate and Private Equity Practices continue to expand, and we have successfully broadened the scope and depth of the work we do for our clients in the private equity sphere. With Teresa and her team, we can offer further high-quality cross-border transactional expertise for private equity firms, Spanish corporates and multinationals looking to invest in Spain and across the continent."

Teresa Zueco has 20 years of experience advising on cross-border transactions for industrial and private equity clients and unique M&A, with Private Equity and special situations expertise in the healthcare, hospitality, energy and technology sectors. Zueco's Private Equity practice involves working mainly with Spanish, French and US funds, predominantly in the mid-market. Fluent in English and French, she is regularly listed in Legal directories and is considered one of the leading Spanish female M&A lawyers.

Rocío García and Pablo García are the two senior members of Zueco's Corporate and Private Equity team, both joining as well from DLA Piper. Rocío García, a Legal director with sound experience in M&A, Real Estate and Reorganisations, has been recently recognised as a European Female Rising Star by a prestigious Legal media. Pablo García, a Private Equity lawyer with a special focus on clients in the infrastructure, telecom and biotech sectors, has been recognised as one of the leading Spanish Private Equity lawyers under 40 by Iberian Lawyer.



IN-HOUSE EMEA

American Express adds former Accenture senior counsel as director and **Employment Legal counsel** for EMEA

Santiago González Pérez (pictured) is a Law graduate from Universidad Complutense de Madrid. He started his career at Sagardoy Abogados and jumped to Accenture in 2010, where he got assigned as Employment Law lead for Spain, Portugal and Israel (SPAI).

After five years and a half as the Accenture Employment Law lead for SPAI, he was assigned to the Employment Law team to provide support at a global level to Contracting, Ventures and Acquisitions, totalling more than eleven years at the company.

"Thank you to Stephanie A Brewer, John Parauda and Jason K. Brown for the confidence. I would like to take a moment to also thank all my Accenture family for making me feel at home over the past 12 years. I am really proud of the achievements we have made during this period, and I am even prouder of the strong relationships I have built and I am bringing with me," said the new Employment Legal director & counsel of American Express for EMEA.



IN-HOUSE SPAIN

Hyundai Motor España hires new head of Legal from Volvo Group

Luis Demófilo Pérez Vázquez (pictured) is the new head of Legal for Spain of Hyundai Motor. He joins from Volvo Group, where he has been working as senior Legal counsel for Spain and for Italy in different periods for the last years. Previously, he was a manager in the Quality & Risk Management of KPMG, where he provided legal support to the companies comprising the firm in Spain; KPMG SA, KPMG Abogados SL (legal services), KPMG Auditores SL (auditing services) and KPMG Asesores SL (consulting services), among

He also worked at IVECO as an in-house lawyer from 2002 to 2015. He has more than 15 years of experience in multinational companies as attorney at Law and In-house lawyer with a successful track record of providing profitable, effective solutions. He is a Law graduate from the Universidad Complutense de Madrid.



TRADE & COMPLIANCE

Baker McKenzie adds new Trade & Compliance partner for its Madrid office

Paul Amberg (pictured), who specialises in Foreign Trade Matters with a focus on the US and European Law, advises Spanish and international multinationals on a wide range of Trade and Compliance matters, focusing primarily on international sanctions, export controls, anti-corruption and customs laws. Paul regularly assists companies in identifying and managing Compliance risks, advising on Compliance programmes, audits, voluntary disclosures and governance enforcement actions.

Amberg holds a degree in Economics and Law from the University of Illinois and joined Baker McKenzie in 2006, where he has worked in the Chicago (where he made partner in 2015) and Amsterdam offices, joining to Madrid from the latter.

Cecilia Pastor, partner head of the Trade & Commerce practice in the Madrid office commented: "Paul's incorporation responds to an increasingly clear need for our clients to understand the international geopolitical context from a Legal perspective and how it affects exporters. Highly specialised advice - with a focus on both the US and EMEA - is increasingly necessary, and Paul has been consistently providing this to Baker McKenzie clients over the last few years in other offices of the firm."



CORPORATE TAX

Toda & Nel-lo promotes partner head of the firm's Corporate Tax practice in Barcelona

Toda & Nel-lo's management has agreed to appoint Francisco Chamorro (pictured), until now counsel in the Tax area, as a new partner of the firm to lead the Corporate Tax practice in the Barcelona office.

Francisco Chamorro joined Toda & Nel-lo in January 2018 from Garrigues and, since then, has developed the practice area with excellent results for the firm and built a solid team of talented professionals.

Francisco brings to his new role more than 20 years of experience in providing comprehensive advice to clients in all areas related to Corporate Taxation, Corporate groups and Accounting Law, and has participated in numerous Restructuring operations, administrative audits in relation to all types of taxes and Due Diligence processes. He is also a collaborating Business Taxation lecturer at the Universitat Oberta de Catalunya (UOC).

In less than five years, Toda & Nel-lo's Tax Law department has doubled its turnover and, despite the crisis caused by the Covid-19 pandemic, the firm closed last year with good results. Specifically, the practice area headed by Francisco Chamorro showed a 35% increase in turnover in 2020 compared to the previous year and expects to maintain a doubledigit growth rate in 2021.

FINANCIAL REGULATION

CMS Spain reinforces Financial Markets and Services area with partner hire from DLA Piper

Ricardo Plasencia (pictured) is a specialist in Banking, Financial Markets and securities regulation, advising all types of national and international financial institutions, including institutional and Commercial Banking, Private Banking, as well as investment funds and FinTech companies. Ricardo advises on all types of issues related to Banking Regulation, resolution, investment services and investment firms, collective and alternative investment, payment services, derivatives, central securities depositories and central counterparties. His Securities Markets expertise covers issues related to transparency, market abuse, short selling, registration, clearing and settlement of securities, as well as Corporate Governance. Ricardo also specialises in Mortgage Credit and Consumer Credit Regulation, as well as issues related to Anti-Money Laundering Regulations. Ricardo joins the firm from DLA Piper in Madrid, where he has been a partner in charge of Financial Services Regulation and has been working since 2015. Previously, he worked at Linklaters, Ashurst, CNMV and PwC. He holds a degree in Law and Business Administration and Management from ICADE, and a degree in Political Science and Sociology from UNED, and teaches on the Master's degree in Regulated Sectors at the Universidad Carlos III de Madrid.

César Albiñana, managing partner of CMS Albiñana & Suárez de Lezo commented: "We continue on the growth path set for 2021. At a time when the financial sector is undergoing major Regulatory changes and facing major challenges such as Brexit and digitalisation, we consider it essential to strengthen our team to advise our clients on Regulatory and Financial matters. Ricardo's professional background, which combines experience in a Regulatory body and top-tier law firms, will complement the advice provided by other departments of the firm and will undoubtedly add value to our clients in Spain, as well as to other specialists in the CMS network."





CORPORATE & COMMERCIAL

ECIJA adds partner, of counsel, and six other professionals from Ramón & Cajal Abogados

ECIJA continues its growth path and announced an important operation in the Spanish Legal sector in recent times, with the arrival of Alberto Alonso Ureba and Antonio Roncero, both Commercial Law professors, as well as their whole team from Ramón y Cajal Abogados.

Alberto Alonso Ureba, new partner of ECIJA, has more than forty years of professional practice in the Corporate Law field, with a particular focus on Mergers, Acquisitions and Corporate Governance. Prior to joining ECIJA, Alonso Ureba was head of the Commercial, Corporate and Corporate Governance areas at Ramón y Cajal, and head of the Commercial Law and Markets areas at Baker & McKenzie. He is a leading lawyer in his respective practice areas in a prestigious directory. In addition to his extensive career as a lawyer, he has played an important role as a director of major international companies (Endesa, Siemens Gamesa and Zeltia, among others). He is also Commercial Law professor at the Universidad Rey Juan Carlos and has been a member of the General Codification Commission of the Ministry of Justice since 1997, and was the permanent representative of the Spanish Government before the Communities in the Directives on Companies. He is also co-founder of the Revista de Derecho de Sociedades.

Antonio Roncero, the firm's new of counsel, has more than twenty years of experience as an external advisor in the Corporate fields to large companies, especially listed companies, financial institutions and agents operating in the securities markets. Roncero is a Commercial Law professor at the University of Castilla La Mancha. He is co-director of the Revista de Derecho de Sociedades. In addition to his extensive academic and professional activity in Law, he has experience in the Corporate field, where he has been chairman of the Fundación Caja Castilla-La Mancha and member of the Board of Directors of Banco CCM.

Together with both the new partner and of counsel, their current team from Ramón y Cajal Abogados also joins ECIJA. It is made up of six other professionals with significant experience in Commercial and Corporate Law; Cristina Casero, Marina Torres, Teresa Vara, Juan de Carlos, Luis Gimeno and Mónica Colomer. In the picture, from left to right: Pablo Jiménez de Parga, vice-president of ECIJA, Alberto Alonso Ureba, new partner of ECIJA and Hugo Écija, founder and executive chairman.

PROMOTIONS PORTUGAL

Morais Leitão promotes four equity and four professional partners



The four new equity partners (pictured from left to right) are Francisco Mendes da Silva, Diana Ribeiro Duarte, Maria Soares do Lago and Nuno Gundar da Cruz.

Diana Ribeiro Duarte has developed her professional activity in the areas of M&A and Private Equity. She advises corporate and private equity buyers and sellers in transactions in sectors such as health, infrastructure, energy and financial services.

Francisco Mendes da Silva works on Tax matters in general, with particular emphasis on highly complex Litigation at administrative, judicial, arbitration, constitutional and European levels. In the exercise of this activity, he advises some of the largest companies in the most prominent sectors of the Portuguese economy, such as energy, retail, telecommunications, gaming, construction and public works

Maria Soares do Lago specialises in Banking and Finance Law. She has extensive experience in transactions including bank finance, project finance, debt issues (including medium term note programs and covered bonds), hybrid securities issues, securitisation and derivatives.

Nuno Gundar da Cruz coordinates the Restructuring and Insolvency team. He is recognised in the market for his activity in the areas of Restructuring and Insolvency, in various aspects, including his intervention in complex matters related to the recovery of companies in difficult situations and investment in crisis situations (distressed acquisition and investing).

The four new non-equity partners are specialists in Banking and Finance/Oil&Gas/Shipping, Commercial and Corporate/International Law, Corporate and Private Equity, and Intellectual Property:

Claudia Santos Cruz is a member of the International Banking & Finance department and coordinates the international Oil&Gas team and Shipping practice at Morais Leitão.

Irina Neves Ferreira is a lawyer with considerable international experience, providing personalised day-to-day assistance to clients on matters involving the jurisdictions of the Portuguese-speaking African countries in the areas of Commercial and Corporate Law, with a great focus on Private Investment, Real Estate and Insurance.

Luís Roquette Geraldes advises on Corporate/Commercial matters, Mergers and Acquisitions and Private Equity/ Venture Capital transactions. Luís heads Team Genesis, where he works daily alongside founders and national and international scalable emerging companies (notably, Tech and Life Sciences).

Vasco Stilwell d'Andrade is co-coordinator of the Intellectual Property team as well as co-coordinator of Team Genesis. Vasco works mainly in the Intellectual Property field.



PROMOTIONS SPAIN

Grant Thornton bolsters Labour practice with two partner promotions

Grant Thornton has promoted Soraya Muñoz and Juan Carlos Martín to partners in the firm's Labour area. The promotions are the result of Grant Thornton's continued commitment to strengthening its internal talent as part of its growth strategy.

The Labour and Employment area, which Aurora Sanz has headed for almost a decade, has also made significant progress with the promotion to partner of two professionals with a long track record both in the Firm and in the practice of Labour Law in Spain.

Soraya Muñoz (pictured left), new Labour partner, heads the Labour team in the Valencian Community. She joined the firm in 2018 and has more than 15 years of experience. During that time, she has acquired in-depth knowledge of Labour and Social Security, specialising in collective proceedings, Labour Litigation and occupational risk prevention. Soraya has been awarded as best Labour lawyer in the categories of "Public Sector Employment" and "Agency relationship" in the Iberian Lawyer 2021 Labour Awards. Throughout her career, she has advised large and medium-sized companies - national and multinational - in various sectors such as automotive, pharmaceuticals, consumer goods, hospitality and tourism, telecommunications and ports, among others. She also has experience in advising the public sector. She combines her professional practice with her teaching activity as a lecturer on the Master's Degree in Access to the Legal Profession at the Universidad de Valencia, at the Centre for Financial Studies (CEF) and the European University, and is a regular speaker at forums related to legislative developments. The second newly promoted partner in the Labour & Employment practice is Juan Carlos Martín (pictured right), who leads the Labour & Employment team in the Madrid office. Juan Carlos holds a Law degree from the Universidad Complutense de Madrid, a Master's degree in Labour Law Practice from the same university. He has 25 years of professional experience in providing comprehensive Labour Law advice to companies in different sectors (health, automotive, transport, advertising, services, operational marketing, hospitality, care...), having intervened as a lawyer in multiple judicial and extrajudicial proceedings, both in the Social Courts and before the different High Courts of Justice and the Supreme Court, in all types of conflicts, both individual and collective, as well as in negotiations of collective agreements, Employment Regulation Files, Due Diligence, Equality Plans, Compliance, etc. Ramón Galcerán, chairman of Grant Thornton, valued these appointments very positively and emphasised: "We are proud that our own professionals are now part of the firm's partnership, which will undoubtedly benefit the firm as a whole and also our clients. I would like to congratulate them because this promotion shows that their track record has been excellent and that the development of our internal talent continues to enjoy excellent health."



PROMOTIONS SPAIN

KPMG Abogados appoints four new partners, three of them women

Irene Cao (pictured top left), Francisco Carramolino (pictured bottom left), Pilar Ga Molinero (pictured top right) and Carmen Mulet (pictured bottom right) are the new partners in the Legal area of KPMG, known locally as KPMG Abogados. These promotions have been appointed out of 25, meaning a new record for the company. In addition, as a result of the firm's career development plans to boost internal talent, KPMG has promoted 39 of its professionals to director and 184 to manager, demonstrating the firm's commitment to the development of its internal talent.

Irene Cao has been, for the last four years, director in the area of Taxation of the Financial sector. She joined the firm in 2005. In addition to her private practice career, she has been a Tax Law teacher at the Universidad de Nebrija and in the Master's degree in International Business Law at Universidad CEU San Pablo. She is a Law graduate from Universidad Pontificia Comillas.

Francisco Carramolino has been until now director de Outsourcing & Compliance, Tax at KPMG. Francisco studied Relaciones Laborales at Universidad Complutense de Madrid between 1998 and 2001, then International RH at RED FODIRH.

Pilar Ga Molinero, has been, for last six years, head of Deal Advisory, M&A Tax. She joined the firm in 2007 from Baker McKenzie. She is a Law and Business Administration graduate from Universidad Pontificia Comillas.

Carmen Mulet has been, since 2013, head of the Regulatory, Administrative and Competition Department of the Barcelona office of KPMG Abogados. Until that year, she developed her professional career specialising in Administrative Law at Garrigues. She has extensive experience in advising on matters related to Urban Planning and the Environment, Public Procurement, subsidies and Public Aid and Regulated Sectors. She is a Law graduate from the Universidad Pompeu Fabra and holds a diploma in Management and Public Administration from the same university.



DATA PROTECTION & TMT

ECIJA hires Data Protection and TMT Partner from Fieldfisher

ECIJA continues its multidisciplinary growth strategy with the incorporation of **Vanesa Alarcón-Caparrós** as a new partner in its Barcelona office, after her experience in firms such as Fieldfisher (where she joins from) and Avatic Abogados. Vanesa (pictured) has 20 years of experience advising national and international clients from all sectors on Data Protection and Privacy matters, Information Technology services and e-commerce, technology-related contracts, negotiations and procedures arising from problems for all types of companies, advice on projects related to digital transformation, cybersecurity and risk management. In addition, Alarcón has been a member of the Intellectual Property and Image Rights Section of the Barcelona Bar Association (ICAB). With the incorporation of Alarcón, there are now three partners incorporated to ECIJA's Barcelona office so far this year. Ignasi Navarro and César Martínez joined in July as partners in the Labour Law area.

For Gabriel Nadal, managing partner of ECIJA in Barcelona, the incorporation of Vanesa Alarcón to the firm means: "A decisive signing for the Data Protection and Privacy and TMT area," and he hopes "to continue growing in this area as the firm has been doing in recent years."

The new partner of ECIJA, Vanesa Alarcón, highlighted that she is "very excited to be part of a full-service law firm as internationally recognised in Data Protection as ECIJA."

PUBLIC LAW PORTUGAL

Sérvulo appoints new equity partner

Sérvulo & Associados has announced the appointment of Ana Luísa Guimarães (pictured) to equity partner in the firm's Public Law area.

A spokesperson from the firm said: "Over the course of a brilliant career, first as a lawyer

and then as a partner, Ana Luísa Guimarães has demonstrated all the qualities required to continue to contribute, now in an even more structural way, to the success of Sérvulo as a leading law firm." They added: "The nomination of Ana Luísa Guimarães as an equity partner is a milestone of which we are very proud, as a result of the legal solidity on which she has built her career, a refined strategic vision and strong interpersonal skills."

Ana Luísa Guimarães is specialised in Public Law with a focus on public procurement, particularly concessions and projects, and regulatory topics in sectors such as water and sanitation, waste, mobility and energy. She has accumulated experience in the restructuring of some sectors of activity, including advising on the preparation of draft legislation proposals, Due Diligence to companies and groups of companies, in general, Public Law and compliance matters.

On the international front, Ana Luísa Guimarães has advised clients on the submission of proposals in the context of international tenders for the conclusion of concession contracts linked to largescale projects, as well as public entities in the preparation, setting up and monitoring of public tenders. She has also advised on various issues within the scope of Public Economic Law, including public finance and the state-owned enterprises sector.





LABOUR. INSOLVENCY & LITIGATION

EJASO welcomes back Labour partner and hires new Insolvency and Litigation partner

EJASO ETL Global continues with its growth plan and the objective of continuing to accompany the firm in the key economic sectors of our country and its main business centres. The latest move in this regard has been the signing of Pablo Urbanos Canorea as a partner to lead the Labour and Employment practice area at a national level.

Pablo Urbanos has been dedicated to the field of Employment Law and Labour Relations since the beginning of his professional career at EJASO, a firm where he worked for seven years between 2004 and 2011, to later accumulate experience in the business world and lead his own firm from 2013 until today.

Throughout his practice as a lawyer, he has assumed the legal direction of numerous proceedings, both collective and individual, in the Social Jurisdiction. He has also participated in the negotiation of collective bargaining agreements and restructuring processes of companies belonging to various sectors of activity, as well as in collective bargaining at a sectoral level.

In the picture, EJASO founding partner Álvaro Hernando de Larramendi (first left), Pablo Urbanos Canorea (second left), and partner Manuel González-Haba (second right).

EJASO has also added Vicente Roldán (pictured first right), until now a partner at Broseta and, previously, at ECIJA, to its team of partners to strengthen its Litigation area and promote the Restructuring and Insolvency practices.

Vicente has more than 18 years of experience in Litigation and Insolvency Law. From the Insolvency practice perspective, he has been involved in some of the most important Insolvency proceedings in this country, both as a lawyer and as a member of the Insolvency administration. In the Litigation field, he has been involved in various proceedings in Commercial and Civil matters; he also has extensive experience in the real estate and construction sectors. In the Arbitration field, he is a member of the Chartered Institute of Arbitrators, with experience as arbitrator and counsel and has also been secretary of the Board of Directors of companies in the tourism sector, having intervened in various Merger and Acquisition processes.worked as a lawyer in the Banking and Finance department of DLA Piper and later joined Hogan Lovells as a Banking senior associate, from where he now joins RocaJunyent.

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CORPORATE/M&A

Cases & Lacambra strengthens its Corporate and M&A area with a new partner from Clifford Chance

The firm maintains its strategic commitment to strengthen one of the most competitive, international, and fastest developing areas in the market, Corporate & M&A.

Jose Manuel Llanos (pictured right) holds a degree in Law from the Universidad Alfonso X El Sabio, and an LLM from American University Washington College of Law. He specialised in Law, Development and Diplomacy at Georgetown University.

With nearly 15 years of experience in Corporate advisory, he specialises in cross-border and domestic Mergers and Acquisitions, Joint Ventures, Private Equity and Venture Capital transactions, advising across a wide range of sectors on major energy, infrastructure and telecommunications projects. He also has experience advising on Corporate Restructurings and advising on Compliance, Corporate secretarial and Contractual matters.

The new partner of the firm developed his professional career at Cuatrecasas as a senior associate in the Corporate & M&A team and, prior to joining Cases & Lacambra, at Clifford Chance, where he was responsible for advising major national and international Corporate clients, taking part in the most important transactions in recent years, both in Spain and in Europe.

The firm adds a new partner with extensive experience, who will strengthen a strategic area, as well as the key location Madrid, from where he will offer his advice.

"The Corporate and M&A group has experienced significant growth in recent years. The experience and technical profile of Jose Manuel will allow us to offer a much more complete, multi-sectoral service in line with the new challenges and our commitment to being the best in strategic practices for our clients but at the same time profitable," said Miguel Cases (pictured left), co-managing partner of Cases & Lacambra. "We continue to strengthen our team with the best talent that will surely contribute to the firm's growth projection for the coming years," added Ernesto Lacambra, co-managing partner of the firm.

FINANCING: FUEL FOR RECOVERY

Lawyers are playing a crucial role in the desired recovery which, according to experts in the Legal sector consulted by this media, is already a reality, at least in terms of volume and value of operations. It is in this context that the role of in-house lawyers as part of management is paramount, on the one hand, in their capacity as analysts of the company's picture and, on the other, in projecting and measuring capacities as scrupulously as possible. The objective: to weigh up one's own possibilities and to turn to financing sources in order to obtain the necessary funds in cases where a financial boost is required to meet the objectives. For their part, law firms, as advisors, within the Banking & Finance and Capital Markets areas, of the different actors involved in this type of transactions, play their part by offering the best advice in order to achieve optimum results. This reality is not something exclusive to the last period; we could say that, in general, throughout the year that is now ending,

financing, refinancing and debt issuance deals have been a major theme in the Legal market, as Iberian Lawyer can attest through the daily news we offer on our website.

Financings with different ranges of value that have taken different forms such as bonds, predominantly sustainable, bank loans, public offerings or investments and that have also touched all sectors of activity, being Real Estate and Energy two of the main ones, but also covering others such as Food & Beverage and Technology. Examples of these transactions are Bird & Bird's advice to Eiffel Investment on the issue of Green Genius bonds for €20 million, that of Watson Farley & Williams and Clifford Chance on the financing of Elawan's wind farms, or the same firms on the refinancing of the photovoltaic projects of GALP's subsidiary. We also include among the mentions of this On the Web section at the end of the year, the advice of Gold Abogados on MOA Foodtech's financing round for a value of €1.5 million; an example of another sector

that has remained at the forefront of the financing deals: startups. In terms of debt refinancing, we highlight that of mining company DAYTAL Resources Spain, in which Ramón y Cajal Abogados acted as legal advisor to the financial institutions. However, we wanted to highlight in more detail four other deals which, as we said before, reflect in our opinion the diversity of the general panorama of the search for financing formulas without this constituting the slightest problem, but on the contrary, applauded solutions that help the economic engine to continue running and to reach the speed it used to run in the past. We highlight the senior bond offerings of Lorca Telecom and Kaixo Bondco Telecom, totalling €2 billion, with the legal advice of a crossborder team from Latham & Watkins to the initial purchasers of Grupo MásMóvil, Clifford Chance's advice to a pool of banks on the €600 million financing granted to Adamo Telecom, VdA's advice to Mota-Engil on a combined transaction of two public exchange offers of existing notes and a public subscription offer of new sustainability-linked notes admitted to trading on Euronext Lisbon, in which CS Associados advised the financial institutions and Pérez-Llorca's advice to the real estate developer Neinor on obtaining a five-year €100 million financing, led by Natixis, for its Build-to-Rent (BTR) projects.

L&W ADVISES MÁSMÓVIL BUYERS ON €2BN BONDS ISSUANCE

Latham & Watkins has provided legal advice to the initial purchasers of Grupo MásMóvil in connection with the offerings by Lorca Telecom Bondco, S.A.U. of €1.5 billion of 4% senior secured bonds due 2027 and Kaixo Bondco Telecom, S.A.U. of €500 million of 51/6% senior bonds for qualified investors due 2029. Both issuers are part of Grupo Másmóvil, Spain's fourth-







largest telecommunications operator, controlled by funds managed by Cinven, Providence and K.K.R. The proceeds of the note offerings were used to refinance a portion of the bridge financing used by the MásMóvil Group for the acquisition of Euskaltel, S.A. and its subsidiaries, which closed on 10 August 2021 and to pay transactionrelated fees and expenses. Deutsche Bank, Barclays, BNP Paribas, Goldman Sachs and Banco Santander acted as Joint Global Coordinators and Joint Bookrunners, and Banco Sabadell. BBVA, BofA Securities, Crédit Agricole C.I.B., Mizuho Securities and Morgan Stanley as Joint Bookrunners. The Latham & Watkins' team was led in Madrid by Corporate partner **Ignacio** Pallarés and Finance partner Fernando Colomina, together with lawyers Carmen Esteban, Marino Aineto, Pablo Alarcón and Leticia Sitges. In

In addition, there has been a high level of international participation with Milan partner Jeff Lawlis and counsel Paolo Bernasconi and Michele Vangelisti, and London counsel Kaan Ulgen; in US Tax matters, New York partner Jocelyn Noll with counsel Ron Moore; in UK Tax matters, London partner Karl Mah and counsel Aoife McCabe; and in Financial matters generally, London partner Mohamed Nurmohamed with counsel Anand Karia and lawyers Harry Lee and Theon Chalken.

Tax matters, partner **Jordi Domínguez**

advised together with lawyer Blanca

Vázquez de Castro.

PRACTICE AREA

Corporate, Finance, Tax **DEAL**

Lorca Telecom's and Kaixo Bondco Telecom's senior bond offering

LAW FIRM

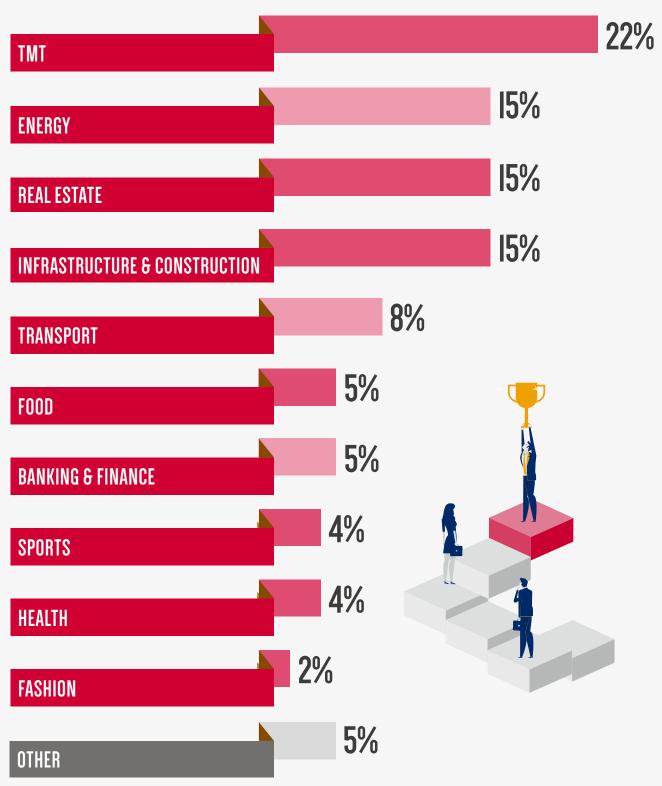
Latham & Watkins **HEAD PARTNERS**

Ignacio Pallarés, Fernando Colomina, Jordi Domínguez

VALUE

More than €2 billion

IBERIAN DEALS: KEY SECTORS



Period: October 21- November 21 2021 (source: Iberianlawyer.com)

CLIFFORD CHANCE, ALLEN & OVERY ADVISE ON £600M FINANCING GRANTED TO **ADAMO TELECOM**

A pool of lenders has granted a €600 million financing granted to Adamo Telecom, S.L.U. (considered the leading open-access fibre-to-the-home operator in rural Spain), to refinance the group's existing indebtedness and support its future growth through continued organic network rollout and mergers and acquisitions.

The sustainable financing has the option to be extended by a further €300 million to a total of €900 million through an uncommitted facility and will allow Adamo to continue the expansion of its fibre optic network across rural Spain. The objective of this funding is to continue with the organic expansion of its network and the acquisition of networks and to reach 3.2 million homes in the coming years in rural Spain. Part of the new funding will be used to repay existing funding obtained last year that allowed Adamo to close 2020 with 1.4 million homes covered by fibre optic.

The transaction has been led by four Underwriters; ABN AMRO, ING, Société Générale and SMBC, joined by Kommunalkredit, NIBC and RBI. Of the €600 million financed, €250 million will be used to repay the financing raised in March 2020, and the remaining €350 million will be invested in organic expansion and network acquisition in rural areas. The debt package also includes a "sustainable financing" component, linked to the fulfilment of a series of targets to contribute to closing the digital divide, increasing employment equality and reducing greenhouse gas emissions. In this transaction, ING acted as sole

debt and sustainability financial advisor and Allen & Overy acted as legal advisor to the company. Clifford Chance acted as legal advisor to the banks.





Markets team, which advised the investor group, was led by partner Rodrigo Uría, supported by counsel Carl Fitzgerald and lawyers James Rodier, María Sabau and María Vispo. Allen & Overy advised Adamo Telecom with a Banking & Finance team made up of partner **Charles Poole-Warren** and senior associate **Tom Wilkinson**.

Clifford Chance's Global Financial

PRACTICE AREA

Global Financial Markets, Banking & Finance

DEAL.

Financing granted to Adamo Telecom LAW FIRM

Clifford Chance and Allen & Overy **HEAD PARTNER**

Rodrigo Uría (Clifford Chance), Charles Poole-Warren (Allen & Overy) VALUE

€600 million

VDA & CS ADVISE MOTA-ENGIL ON TWO PUBLIC EXCHANGE OFFERINGS

Vieira de Almeida has advised Mota-Engil on two public exchange sustainability-linked notes. CS Associados acted as legal advisor to four banks who made up the Joint **Global Coordinators**

The combined transaction comprised two public exchange offers of existing notes and a public subscription offer of new sustainability-linked notes, which will be admitted to trading on Euronext Lisbon. This follows the approval of the corresponding prospectus by the Portuguese Securities Market Commission on 9 November 2021.

A spokesperson from the firm said: "VdA is very proud to have represented Mota-Engil in this innovative transaction, completed on record time and roughly within six weeks, enabling Mota-Engil the launching of a groundbreaking offer of sustainability-linked



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notes targeting the Portuguese retail market."

The initial issue size amounts to €75 million, but may be subject to increase upon Mota-Engil's decision. The offering structure comprises the exchange of existing notes maturing in 2022 (listed in Euronext Lisbon) and in 2023 (listed in Luxembourg Stock Exchange) and a new issue of notes. The notes to be issued are sustainability-linked, the relevant second party opinion confirming alignment of the KPI defined by Mota-Engil with the ICMA Sustainability Linked Bonds Principles having been issued by S&P Global Ratings. Banco Finantia, CaixaBI, Haitong Bank and Novo Banco acted as Joint Global Coordinators in these Offerings. VdA acted as legal advisor to Mota-Engil, while CS Associados acted as legal advisor to the Joint Global Coordinators.

The VdA team that advised Mota-Engil on this issue of bonds linked to sustainability was led by partner **Hugo Moredo Santos** and included the participation of **Soraia Ussene**, **João Ramalho Dias** and **Andreia Costa Caeiro**, all of them from VdA's Banking and Finance area.

PRACTICE AREA

Banking and Finance

DEAL

Public offer

LAW FIRM

VdA, CS Associados

HEAD PARTNER

Hugo Moredo Santos (VdA)

VALUE

€75 million

PÉREZ-LLORCA, URÍA ADVISE ON NEINOR'S EIOOM FINANCING GRANTED BY NATIXIS

Pérez-Llorca has advised Real Estate developer Neinor on securing a €100





million five-year financing, granted by Natixis, who was counselled by Uría Menéndez, for its build to rent (BTR) projects

Neinor Homes will use the funds to accelerate its business objectives, taking advantage of its great origination and execution capacity, as well as the current momentum and the great opportunities currently found in the Spanish market. The €100 million will finance projects in the Corredor del Henares, Madrid, Bilbao and Málaga. In this way, together with the previous financing granted by Banco Sabadell, BBVA, Caixabank and Grupo Santander, the developer has reached the necessary financing (€400 million) to develop 3,500 homes within the business plan of its rental line planned until 2025, and which includes the objective of building 5,000 homes in five years. These funds not only diversify the developer's sources of financing but also demonstrate the confidence of both national and international banks in the Neinor Homes project and in its differential strategy on the BTR, as it is the only residential platform in Spain that integrates 100% of the rental services (from land purchase to development and asset management). Pérez-Llorca advised Neinor with a Banking & Finance team led by partner

Uría Menéndez advised Natixis with a Banking & Finance team formed by counsel **David López Velázquez** and associate **Carlos Montoro**.

lawyers **Soledad Mendiola** and **Nuria**

Ildefonso Arenas, together with

PRACTICE AREA
Banking and Finance
DEAL

Ros.

Financing granted to Neinor for BTR projects

LAW FIRM Pérez-Llorca **HEAD PARTNER**

Ildefonso Arenas (Pérez-Llorca) and David López Velázquez (Uría, counsel)

VALUE €100 million





At Iberian Lawyer, we wanted to take a snapshot of the situation in which law firms are facing the start of 2022, and what better way to do it than resembling what would be a starting grid for a Legal Grand Prix. Based on IBL's editorial data, we take the pulse of the firms' power; we analyse how they have optimised their teams this year, how their best "pilots" are performing; their dealmakers, their InspiraLAw women, the big signings and their rising stars.

To make this starting grid, the first 15 Spanish law firms in the 2020 turnover ranking, and the first 5 in the case of Portugal, published by this magazine, has been chosen as a base criterion, assigning each law firm a maximum score of 15 points (5 points in the case of Portugal), and an editorial algorithm has been created to add points according to a series of criteria, with the aim of achieving a balanced and representative starting grid.

Firstly, we considered the trend of the firms in terms of turnover by comparing the 2020 data with the 2019 data, adding one point in case of an increase and subtracting one point in case of a decrease (except if the percentage increase is less than 1%, in which case only half a point is awarded). We then considered the reinforcement of the 'teams', a number offset between lawyer departures and lateral hires from other teams, adding half a point for each signing and subtracting another half-point for each departure (taking into account those who leave to land a destination at counsel/legal director/ partner level). Then, we wanted to reflect the M&A activity of the firms, based on the top 10 ranking published in this issue with data from the market intelligence platform TTR (closing November 15), assigning a proportional score according to their position in it (three points to the top three, two points to the four in the middle and one point to the last three). To consider the firms' main assets, the 'pilots' (lawyers), one point has been awarded for each dealmaker of the firm included in the top 10 dealmakers ranking of 2021 of the same platform. In addition, half a point is added for each InspiraLaw woman, one point for each lawyer included in the Best 60 Iberian Lawyers list in our October edition and 0.3 points for each 'Rising Star' selected in 2021 (June). The incorporation of these criteria, which is summarised in a table and in the starting grid, has led to overtaking and competition in Spain in the second half of the grid, although the top five, with Garrigues in pole position followed by Cuatrecasas, remain firm in their starting positions, with some moves in the second half of the grid, reflecting certain competitiveness, among which we highlight the rise of Pérez-Llorca and Allen & Overy, tied in sixth and seventh position (with the tie resolved by the initial turnover criteria), which are placed in a fairly even half of the grid together with Baker McKenzie, Deloitte Legal and Linklaters, the latter two also tied on points with the tie resolved by 2020 turnover. ECIJA moves up three places from the bottom thanks to its robust recruitment strategy.

In the case of Portugal, VdA remains in pole position and Morais Leitão in second place, with PLMJ dropping significantly to fifth place due to the large number of lawyers who left the firm this year.

However, as Formula 1 has shown us on so many occasions, a place on the grid, or even pole position, does not always mean one on the podium, as at the very start, or the first corner, in January -when the lights go out and the engines roar-, we can have a surprise or two.



2020 REVENUE: **€336.7 million** (+2.40% vs 2019)

• RANKING M&A TOP 10 FIRMS SPAIN: **3**rd **position**

• 2021 LATERAL HIRES: ADDS: 2 • LOSES: 0

• INSPIRALAW 2021: Rosa Zarza

• RISING STARS 2021: **Alejandro Ramón**

BEST 60 IBERIAN LAWYERS 2021:
 Álvaro López-Jorrín and Naiara Bueno

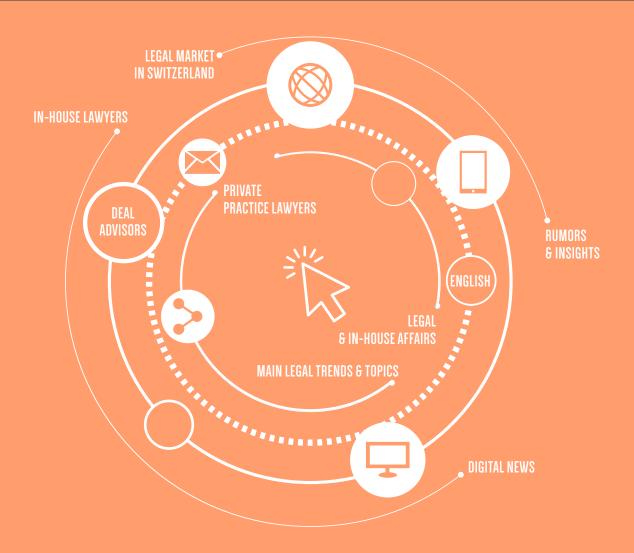
TOP IO DEALMAKERS SPAIN 2021:
 Fernando Vives and Álvaro López-Jorrín



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Cuatrecasas

20.8 points

- 2020 REVENUE: **£276 million** (-0.29% vs 2019)
- RANKING M&A TOP IO FIRMS SPAIN: Ist position
- 2021 LATERAL HIRES: ADDS: 4 LOSES: 3
- INSPIRALAW 2021: Elena Cuatrecasas
- RISING STARS 2021: Carlota Tojo
- BEST 60 IBERIAN LAWYERS 2021: Diana Rivera and Jorge Canta
- TOP IO DEALMAKERS SPAIN 2021: Juan Aguayo



Uría Menéndez

16.3 points

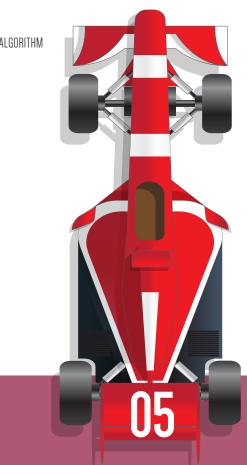
- 2020 REVENUE: **€195 million** (+2.09% vs 2019)
- RANKING M&A TOP IO FIRMS SPAIN: 2nd position
- 2021 LATERAL HIRES: ADDS: I LOSES: 8
- INSPIRALAW 2021: Elizabeth Torrecillas Power
- RISING STARS 2021: Sara Asensio
- BEST 60 IBERIAN LAWYERS 2021: Manuel Echenique and Carolina Albuerne



PWC TAX & LEGAL

14.8 points

- 2020 REVENUE: **€160.9 million** (+0.63% vs 2019)
- 2021 LATERAL HIRES: ADDS: 2 LOSES: I
- INSPIRALAW 2021: Patricia Manca
- RISING STARS 2021: Pablo García
- BEST 60 IBERIAN LAWYERS 2021: Beltrán Gómez de Zayas



EY Abogados 12.8 points

- 2020 REVENUE: **£144.2 million** (+5.87% vs 2019)
- 2021 LATERAL HIRES: ADDS: 0 · LOSES: 4
- INSPIRALAW 2021: Araceli Saenz de Navarrete
- RISING STARS 2021: Mercedes Atencia
- BEST 60 IBERIAN LAWYERS 2021: Francisco Aldavero and Susana Gómez Badiola



Pérez-Llorca

- 2020 REVENUE: **€68.5 million** (+7.03% vs 2019)
- RANKING M&A TOP IO FIRMS SPAIN: 8th position
- 2021 LATERAL HIRES: ADDS: 5 LOSES: 3
- INSPIRALAW 2021: Adriana de Buerba
- RISING STARS 2021: Antonio Arenas
- BEST 60 IBERIAN LAWYERS 2021: Clara Jiménez and Joaquín Ruiz Echauri



Allen & Overy

II.8 points

- 2020 REVENUE: **£52.5 million** (+6.92% vs 2019)
- RANKING M&A TOP IO FIRMS SPAIN: 4th position
- 2021 LATERAL HIRES: ADDS: I LOSES: I
- INSPIRALAW 2021: Teresa Méndez
- RISING STARS 2021: José Antonio Segovia
- BEST 60 IBERIAN LAWYERS 2021: **Íñigo del Val** and **Jimena Urretavizcaya**
- TOP IO DEALMAKERS SPAIN 2021:
 Íñigo del Val, Fernando Torrente and Teresa Méndez



Baker McKenzie II.3 points

- 2020 REVENUE: **€73.2 million** (+4.87% vs 2019)
- 2021 LATERAL HIRES: ADDS: 3 · LOSES: I
- RISING STARS 2021: Modesto Puerta
- BEST 60 IBERIAN LAWYERS 2021: **Antonio Morales**



Deloitte Legal II points

- 2020 REVENUE: **€125.2 million** (-2.26% vs 2019)
- 2021 LATERAL HIRES: ADDS: 3 · LOSES: 2
- INSPIRALAW 2021: Sara Molina Perez-Tomé
- BEST 60 IBERIAN LAWYERS 2021: María Guinot



Linklaters II points

- 2020 REVENUE: **€70.6 million** (+4.13% vs 2019)
- RANKING M&A TOP IO FIRMS SPAIN: 10th position
- 2021 LATERAL HIRES: ADDS: I LOSES: 0
- INSPIRALAW 2021: Paloma Fierro
- BEST 60 IBERIAN LAWYERS 2021: Alejandro Ortiz



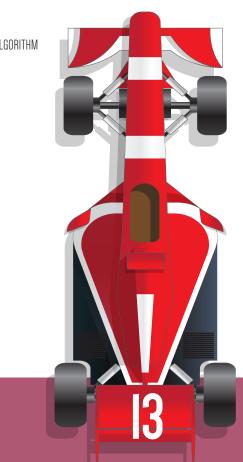
KPMG Abogados 9 points

- 2020 REVENUE: **€106.6 million** (-3.79% vs 2019)
- 2021 LATERAL HIRES: ADDS: 4 LOSES: 4
- BEST 60 IBERIAN LAWYERS 2021: Carlos Bardavío



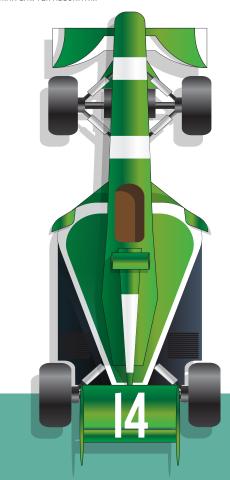
Clifford Chance

- 2020 REVENUE: **€64.9 million** (-2.70% vs 2019)
- RANKING M&A TOP IO FIRMS SPAIN: 5th position
- 2021 LATERAL HIRES: ADDS: I LOSES: 2
- RISING STARS 2021: Marc Casas
- BEST 60 IBERIAN LAWYERS 2021: José Guardo
- TOP IO DEALMAKERS SPAIN 2021:
 Jaime Almenar and Javier García de Enterría



ECIJA 7.5 points

- 2020 REVENUE: **£43.5 million** (+II.54% vs 2019)
- 2021 LATERAL HIRES: ADDS: 14 LOSES: 3



Gómez-Acebo & Pombo 6.3 points

- 2020 REVENUE: **£63million** (+1.61% vs 2019)
- 2021 LATERAL HIRES: ADDS: 3 · LOSES: 6
- INSPIRALAW 2021: Almudena Arpón de Mendívil
- RISING STARS 2021: Rocio García de Oteiza (left office in November)
- BEST 60 IBERIAN LAWYERS 2021: Verónica Romaní and Augusto Piñel



Hogan Lovells 3 points

- 2020 REVENUE: **£46.3 million** (+0.22% vs 2019)
- 2021 LATERAL HIRES: ADDS: 2 LOSES: 3
- BEST 60 IBERIAN LAWYERS 2021: José Luis Vázquez

SCORE TABLE OF THE STARTING GRID SPAIN

POSITION	LAW FIRM	2020 REVENUE	DIFF.REV. 2019	M&A TOP LAW FIRMS	LATERALS (+)	LATERALS (-)	BEST 60 IBERIAN LAWYERS 2021	INSPIRALAW	RISING STARS	TOP DEALMAKER	SCORE
1	GARRIGUES	15	1	3	1		2	0.5	0.3	2	24.8
2	CUATRECASAS	14	-0.5	3	2	-1.5	2	0.5	0.3	1	20.8
3	URÍA MENÉNDEZ	13	1	3	0.5	-4	2	0.5	0.3		16.3
4	PwC T&L	12	0,5		1	-0.5	1	0.5	0.3		14.8
5	EY ABOGADOS	11	1			-2	2	0.5	0.3		12.8
6	PÉREZ-LLORCA	6	1	1	2.5	-1.5	2	0.5	0.3		11.8
7	ALLEN & OVERY	3	1	2	0.5	-0.5	2	0.5	0.3	3	11.8
8	BAKER MCKENZIE	8	1		1.5	-0.5	1		0.3		11.3
9	DELOITTE LEGAL	10	-1		1.5	-1	1	0.5			11
10	LINKLATERS	7	1	1	0.5		1	0.5			11
11	KPMG ABOGADOS	9	-1		2	-2	1				9
12	CLIFFORD CHANCE	5	-1	2	0.5	-1	1		0.3	2	8.8
13	ECIJA	1	1		7	-1.5					7.5
14	GA_P	4	1		1.5	-3	2	0.5	0.3		6.3
15	HOGAN LOVELLS	2	0.5		1	-1.5	1				3

IBERIAN LAWYER EDITORIAL ALGORITHM

2020 REVENUE: From 1 to 15 points depending on the position obtained in the revenue ranking of the top 15 firms published by Iberian Lawyer in the May 2021 issue for Spanish firms, and from 1 to 5 points for the top 5 firms in Portugal in the same ranking.

REVENUE CHANGE WITH 2019: An additional point if the difference has meant an increase or one point less if it has decreased. If the difference has been less than 1%, only 0.5 points will be added or subtracted.

M&A TOP LAW FIRM: An additional score proportional to the firm's position in the Top 10 M&A ranking published in this issue with TTR data closed as of November 15. Three points for the first 3 law firms, 2 for the four in the middle and 1 point for the last three.

LATERAL HIRES: Half additional point for each lawyer hired at counsel/partner level, and a half

points less for each lawyer who left the firm to take a counsel/partner/legal director position, according to the table published in this issue, closed as of November 29, 2021.

BEST 60 IBERIAN LAWYERS 2021: One additional point for each lawyer of the firm included in the selection of the 60 Best Lawyers in Business Law published by Iberian Lawyer in its October 2021 issue.

INSPIRALAW: Half additional point for each female lawyer of the firm included in the InspiraLAw selection published by Iberian Lawyer in its April 2021 issue.

RISING STARS: 0.3 additional points for each lawyer of the firm included in the selection of the "Iberian Lawyer Dolphins" published by Iberian Lawyer in its June 2021 issue.

TOP DEALMAKERS: 1 additional point for each of the firm's lawyers included in the Top 10 M&A Dealmakers ranking published in this issue with TTR data as of November 15.

A tie on points is resolved by the starting criterion of 2020 Revenue data.

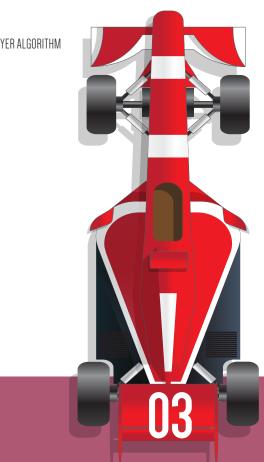


- 2020 REVENUE: **€70 million** (+6.1% vs 2019)
- RANKING M&A TOP IO FIRMS PORTUGAL: Ist position
- 2021 LATERAL HIRES: ADDS: 4 LOSES: I
- INSPIRALAW 2021: Cláudia da Cruz Almeida
- RISING STARS 2021: Inês Perez Sanchez and Sara Nazaré
- BEST 60 IBERIAN LAWYERS 2021:
 Paula Gomes Freire and Paulo Trindade Costa
- TOP IO DEALMAKERS PORTUGAL 2021:
 Paulo Trindade Costa and Cláudia da Cruz Almeida



Morais Leitão

- 2020 REVENUE: **£63 million** (+8.1% vs 2019)
- RANKING M&A TOP IO FIRMS PORTUGAL: 4th position
- 2021 LATERAL HIRES: ADDS: 3 · LOSES: I
- INSPIRALAW 2021: Fernanda Matoso
- RISING STARS 2021: Inês Pinto Leite and Pedro Capitão Barbosa
- BEST 60 IBERIAN LAWYERS 2021: Eduardo Paulino and Magda Viçoso



Uría Menéndez - Proença de Carvalho

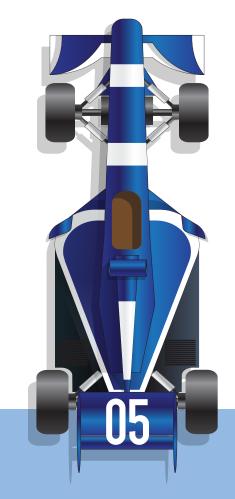
7 points

- 2020 REVENUE: **€36.2 million** (-9% vs 2019)
- RANKING M&A TOP IO FIRMS PORTUGAL: 2nd position
- 2021 LATERAL HIRES: ADDS: 0 LOSES: 0
- BEST 60 IBERIAN LAWYERS 2021: Catarina Tavares Loureiro
- TOP IO DEALMAKERS PORTUGAL 2021: Joana Torres Ereio and Antonio Villacampa Serrano



Abreu Advogados 6.3 points

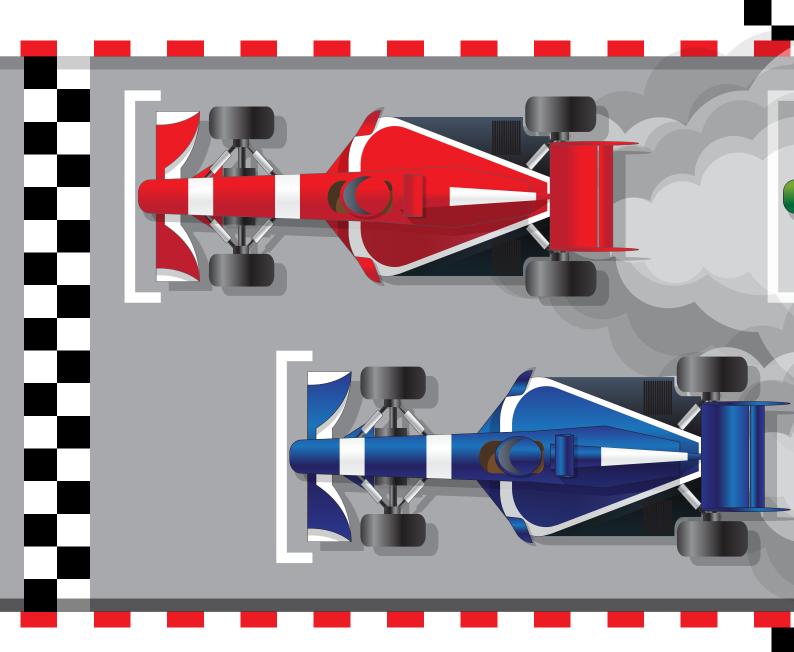
- 2020 REVENUE: **€33.63 million** (+I2.I% vs 20I9)
- 2021 LATERAL HIRES: ADDS: 4 LOSES: 2
- INSPIRALAW 2021: Carmo Sousa Machado
- RISING STARS 2021: Sara Soares
- BEST 60 IBERIAN LAWYERS 2021: Inês Sequeira Mendes and António Andrade



- 2020 REVENUE: **€56.3 million** (+5% vs 2019)
- RANKING M&A TOP IO FIRMS PORTUGAL: 9th position
- 2021 LATERAL HIRES: ADDS: 4 LOSES: 14
- INSPIRALAW 2021: Manuela Tavares Morais
- RISING STARS 2021: Tomás Almeida Ribeiro and Alexandre Norinho de Oliveira
- BEST 60 IBERIAN LAWYERS 2021: Diogo Perestrelo and Duarte Schmidt Lino

SCORE TABLE OF THE STARTING GRID PORTUGAL

POSITION	LAW FIRM	2020 REVENUE	DIFF. REV. 2019	M&A TOP LAW FIRMS	LATERALS (+)	LATERALS (-)	BEST 60 IBERIAN LAWYERS 2021	INSPIRALAW	RISING STARS	TOP DEALMAKER	SCORE
1	VdA	5	1	3	2	-0,5	2	1	0,6	2	16,1
2	Morais Leitão	4	1	2	1,5	-0,5	2	1	0,6		11,6
3	Uría Menéndez - Proença de Carvalho	2	-1	3			1			2	7
4	Abreu Advogados	1	1		2	-1	2	1	0,3		6,3
5	PLMJ	3	1	1	2	-7	2	1	0,6		3,6



OW DID IT GO?

IF THE DATA REFLECTED BY THE TTR* PLATFORM ARE CONFIRMED. AND OUR READING OF THEM IS CORRECT. WE WILL BE FACING A SIGNIFICANT DROP IN TRANSACTIONAL ACTIVITY IN 2021. WHICH COULD BE REFLECTED IN THE BALANCE SHEETS OF THE FIRMS FOR THE 2021 FINANCIAL YEAR. THIS DECLINE WOULD RANGE FROM 19% IN SPAIN TO 27% IN PORTUGAL. IN TERMS OF THE 10 FIRMS WITH THE HIGHEST TOTAL VALUE CHANGES IN BOTH COUNTRIES IN THE FIRMS LEADING THE MARKET: CUATRECASAS IS FIRST IN SPAIN AND VDA IN PORTUGAL. REPLACING CLIFFORD CHANCE AND MORAIS LEITÃO IN THE FIRST POSITION. WHILE ÍÑIGO DEL VAL REMAINS AS TOP ONE DEALMAKER FOR THE SECOND CONSECUTIVE YEAR AND ANOTHER WOMAN. JOANA TORRES EREIO. PARTNER AT URÍA MENÉNDEZ - PROENCA DE CARVALHO. REPLACES CLÁUDIA DA CRUZ ALMEIDA. FROM VDA. AS TOP DEALMAKER IN PORTUGAL.

LAW FIRMS SPAIN

CUATRECASAS, URÍA MENÉNDEZ, **GARRIGUES, ALLEN & OVERY AND** CLIFFORD CHANCE LEAD TTR'S 2021 TRANSACTIONAL RANKING WITH MORE THAN 400 TRANSACTIONS, WITH A TOTAL VALUE OF MORE THAN €86 BILLION. THEY ARE FOLLOWED IN THE TOP TEN FIRMS IN THE SPANISH MARKET BY LATHAM & WATKINS, FRESHFIELDS, PÉREZ-LLORCA, HERBERT SMITH FREEHILLS AND LINKLATERS. ALL TOGETHER, REGISTERED 537 TRANSACTIONS WITH A COMBINED VALUE OF MORE THAN €133 BILLION. ACCORDING TO THESE FIGURES, THE TOTAL NUMBER OF DEALS FOR THE TOP 10 FIRMS FELL BY 19.3% COMPARED TO 2020.

If last year it was Clifford Chance who topped the ranking by value of transactions¹, with 26 operations and a total value of €42.91 billion, this time it is **Cuatrecasas** the firm that heads the top 10 firms, according to data collected by the TTR platform as of November 15th 2021. It is -up from the seventh position it held last year- with a total of 49 transactions that represent a total value of more than €21.4 billion. It is followed by **Uría Menéndez**, which climbs to second place from last year's fourth position, with 72 deals representing a combined amount in excess of €17.8 billion. **Garrigues**, which was in fifth place in 2020, also climbs to third. It does so with 145 transactions with a total value in excess of €16.7 billion.

According to the data for 2021, Gómez-Acebo & Pombo, which was ranked eighth last year, and King & Wood Mallesons, which closed the ranking in 2020, would leave the top 10.

TOP IO LAW FIRMS BY DEAL VALUE IN SPAIN 2021

RANKING	LAW FIRM	NUMBER OF DEALS	VALUE* (€ BILLION)
1	Cuatrecasas España (Global)	139	21.48
2	Uría Menéndez España (Global)	72	17.89
3	Garrigues España (Global)	145	16.75
4	Allen & Overy Spain	22	16.39
5	Clifford Chance Spain	24	14.03
6	Latham & Watkins España	18	10.42
7	Freshfields Bruckhaus Deringer España	9	10.33
8	Pérez-Llorca	75	10.28
9	Herbert Smith Freehills Spain	15	8.33
10	Linklaters Spain	18	7.31

^{*} Data delivered by TTR in US\$, converted to $\ensuremath{\mathfrak{e}}$ with Nov 28 exchange rate

^{1.} Data recorded during 2021 up to November 15.

DEALMAKERS SPAIN

Lawyers from Allen & Overy, Clifford Chance, Freshfields, Garrigues and Cuatrecasas top the dealmakers rankings by deal value, with the top five together accounting for more than €52 billion.

Despite the fact that the total business figures recorded by TTR in the period up to November among the top ten market players in Spain were much better last year, exceeding €166 billion, while in 2021, they barely exceed €93 billion (a decrease of 44%), **Íñigo del Val**, Iberian Lawyer 2021 *Best Lawyer* and partner at Allen & Overy, continues to be the number one in the transactional market in our country for the second consecutive year in the ranking carried out by TTR ²based on the value of the transactions identified up to November 15th this year. €14 billion in total in 15 transactions, representing a market share of 21.16% for this tool. He repeats on the podium together with his colleagues **Fernando Torrente**, senior partner, with a registered amount close to €11 billion (10 operations) and **Teresa Méndez**, counsel, with close to €9.5 billion (6 operations).

2. The TTR Rankings are compiled from transactions announced between January 1 and November 15, 2021. Transactions may be closed or still announced during this period. It only takes into account asset purchase and sale transactions when the target is a business unit. Joint venture transactions are not included in the Ranking. In case of a tie, the tie-breaking criteria is: tie by number of transactions, tie is broken by amount; tie by amount, tie is broken by number of transactions. When there is a tie in number and amount, the same position will be maintained and the order will be alphabetical. In transactions where the same advisor provides advisory services to both buyer and seller, only the advisory services provided to the buyer will be credited. Advice to the selling party includes advice to both sellers and targets. M&A classifications include transactions of any shareholding and with a transaction value of at least: €1 million (for transactions reported in EUR); USD 1 million (for transactions reported in USD); GBP 1 million (for transactions reported in GBP); BRL 5 million (for transactions reported in BRL); For transactions reported in other currencies, TTR converts the transaction value to EUR at the exchange rate on the date the transaction was announced. If the converted transaction value is at least EUR 1 million, the transaction is included in TTR M&A Rankings.

Clifford Chance remains the second firm represented in the table, although it does so with fewer lawyers than last year (from five to two) and changes some names. On this occasion, the partner in charge of Public Law, **Jaime Almenar**, joins the firm and holds the fourth position in the table of the top 10 in Spain with a total registered value of €9.4 billion in four deals. His partner, Javier García de Enterría, consultant of the firm, who was ranked fifth last year, now is ranked eighth, with a record of almost €8 billion in five deals. Entering the top ten this year is the firm Freshfields with its partner **Armando Albarrán** (Best Lawyer of Iberian Lawyer 2021) in the fifth position and with a total amount of €9.39 billion in 5 registered transactions. It is also in ninth place with **Ignacio Borrego**, who recorded a total of €7.7 billion in four registered transactions.

Garrigues lawyers **Fernando Vives**, executive chairman and managing partner of the firm, and Iberian Lawyer 2021 *Best Lawyer* **Álvaro López-Jorrín** rank sixth and seventh, respectively. Vives registered four transactions with a total value of €8.6 billion and López-Jorrín six transactions worth €8.5 billion. Lawyer and Cuatrecasas partner **Juan Aguayo** completes the table in the tenth position with five registered cases with a total value of €7.6 billion.

TOP IN DEAL	MAKFRS R	Y NFAI VAIII	E IN SPAIN 2021
IUI IU DLAI		I DEAL VALU	L III UI AIN LULI

RANKING	NAME	LAW FIRM	NUMBER OF DEALS	VALUE (€ BILLION)
1	Íñigo del Val	Allen & Overy Spain	15	13.87
2	Fernando Torrente	Allen & Overy Spain	10	10.75
3	Teresa Méndez Flórez	Allen & Overy Spain	6	9.42
4	Jaime Almenar	Clifford Chance Spain	4	9.42
5	Armando Albarrán	Freshfields Bruckhaus Deringer España	5	9.39
6	Fernando Vives	Garrigues España (Global)	4	8.60
7	Álvaro López-Jorrín	Garrigues España (Global)	6	8.56
8	Javier García de Enterría	Clifford Chance Spain	5	7.99
9	Ignacio Borrego	Freshfields Bruckhaus Deringer España	4	7.76
10	Juan Aguayo	Cuatrecasas España (Global)	5	7.66





DEAL OF THE YEAR IN SPAIN

According to TTR records up to the date consulted (15N), the most relevant transaction in Spain in terms of value/amount was the purchase by the American telecommunications company American Tower of Telxius' telecommunications tower division in Europe, registered in the platform on January 13th. Specifically, the transaction was part of an agreement whereby American Tower acquired approximately 30,722 telecommunications tower sites, through two separate and independent transactions with their own closing and regulatory requirements: on the one hand, the tower business in Europe (Spain and Germany), which brought together approximately 80% of the assets of the tower division of Telxius, and on the other hand the tower business in Latin America (Brazil, Peru, Chile, and Argentina). The total value of the transaction would have been over €7 billion. Telxius is a company controlled by Telefónica, with a 50.01% stake, KKR (40%), and Pontegadea (9.99%).

The following Garrigues lawyers advised Telefónica in this matter: managing partner and executive chairman Fernando Vives, partner Álvaro López-Jorrín, partner Susana Cabrera, partner Rafael Calvo, counsel Manuel Rodríguez, and senior associates Aida González, Juan González, Fernando Las Navas and Javier Valderrama. On the American Tower's side, the advisors were Allen

& Overy lawyers, with a team comprising Madrid office corporate partner Fernando Torrente, London office partner and TMT global co-head Tom Levine, and Hamburg Real Estate partner Christian Hilmes. In Spain, the team included Corporate counsel Teresa Méndez, senior associate Bosco De Checa and lawyer Santiago Gil-Gruart. **EY Abogados** provided Tax advice to American Tower with a cross-border team led from EY USA by partner Gary E Silacci, together with director Dane A Heilner. EY Abogados advised from its Madrid office with International Tax and Transaction Services (ITTS) partner Anil Bharwani, together with team leader José Enrique Padilla. On the other hand, Latham & Watkins advised Goldman Sachs on this matter. It did so with a team led by Ignacio Pallarés, Commercial partner, and **Ignacio Gómez-Sancha**, managing partner of the Madrid office, together with Rafael Martinez-Echevarría, Commercial associate, and, on behalf of the New York office, partner Tony del Pino, and

associate Marcela Ruenes.

PORTUGAL LAW FIRMS

VDA, URÍA MENÉNDEZ - PROENÇA DE CARVALHO, LINKLATERS PORTUGAL, MORAIS LEITÃO AND CUATRECASAS PORTUGAL HEAD THE TOP 5 RANKING BY VALUE OF TRANSACTIONS ACCORDING TO TTR DATA. THEY ARE FOLLOWED BY SRS ADVOGADOS, DLA PIPER ABBC, GARRIGUES PORTUGAL, PLMJ AND ANTHAS DA CUNHA ECIJA. IN TOTAL, THEY RECORDED 125 TRANSACTIONS, FOR A TOTAL VALUE OF MORE THAN €13.5 BILLION, ALMOST 27% LESS THAN THE PREVIOUS YEAR WHEN THE TOTAL FIGURE WAS MORE THAN €18.7 BILLION.

VdA rises from the second position it held in 2020 to the first, reflecting a total of 13 deals for a combined amount of more than €3.6 billion. Morais Leitão, which was in second position last year, is now in fourth place, with a total of 19 deals, with an overall value of €1.2 billion. Its place in the ranking is now taken by Uría Menéndez - Proença de Carvalho, moving up from fifth to the second position. It does so with 13 transactions representing more than €3.5 billion (very close to VdA, in fact). Even more notable is the "leap" of Linklaters Portugal, which moves from the eighth position last year to third in 2021 with five transactions, representing a combined amount of more than €1.9 billion. Cuatrecasas Portugal, which recorded 14 transactions for a total value of €1.17 billion, drops one position from fourth to fifth.

TOP IO LAW FIRMS BY DEAL VALUE IN PORTUGAL 2021

RANKING	LAW FIRM	NUMBER OF DEALS	VALUE* (€ BILLION)
1	VdA - Vieira de Almeida	13	3.64
2	Uría Menéndez - Proença de Carvalho	13	3.58
3	Linklaters Portugal	5	1.91
4	Morais Leitão, Galvão Teles, Soares da Silva & Associados	19	1.23
5	Cuatrecasas Portugal	14	1.17
6	SRS Advogados	18	0.58
7	DLA Piper ABBC	1	0.55
8	Garrigues Portugal	21	0.387
9	PLMJ	16	0.380
10	Antas da Cunha Ecija	5	0.10

^{*} Data delivered by TTR in US\$, converted to € with Nov 28 exchange rate



Lawyers from Uría Menéndez - Proença de Carvalho, VdA, Linklaters, Cuatrecasas Portugal and DLA Piper ABBC top the ranking of the top 10 dealmakers by the total value of transactions, according to the TTR platform consulted as of November 15. All of them, with their deals, recorded activity with a value of more than €12.5 billion, representing a decrease of 65% compared to the previous year, in which the combined weight was €36.37 billion.

In this year's table, Uría Menéndez - Proença de Carvalho partner **Joana Torres Ereio** replaces VdA's **Cláudia da Cruz Almeida** in the first place, with two deals worth a total of €2.28 billion. VdA's partner drops to fifth place with three transactions for a combined value of €1.35 billion.

His colleague **Paulo Trindade Costa**, also a partner at VdA, recognized as one of the *Best 60 Iberian Lawyers* of 2021 by Iberian Lawyer, ranks second in the top 10 dealmakers in the Portuguese market according to the same sources consulted. It is with a total of four deals, totalling more than €1.62 billion. He is followed by two partners of Linklaters Portugal, in third and

fourth position, with three deals each; **Rui Camacho Palma**, also one of the *Best 60 Iberian Lawyers* of 2021 by Iberian Lawyer, who registered a total amount of €1.6 billion and **Diogo Plantier Santos**, with €1.54 billion registered.

Uría Menéndez - Proença de Carvalho partner Antonio Villacampa Serrano is ranked sixth, with three deals worth a combined €1.32 billion.

Cuatrecasas Portugal partner Mariana Norton, another Iberian Lawyer's Best 60 Iberian Lawyers 2021, managed to register a total value of €1.05 billion with five deals, placing her in seventh place. Her colleagues Francisco Santos Costa and Pedro Marques Bom follow further behind - in ninth and tenth position - with a very similar overall figure of more than €570 million, for three and two transactions, respectively.

In the eighth position is DLA Piper ABBC partner **Nuno Azevedo Neves**, with three transactions registered for a total value of just over €600 million.

TOP 10 DEALMAKERS BY DEAL VALUE IN PORTUGAL 2021

RANKING	NAME	LAW FIRM	NUMBER OF DEALS	VALUE (€ BILLION)
1	Joana Torres Ereio	Uría Menéndez - Proença de Carvalho	2	2.28
2	Paulo Trindade Costa	VdA - Vieira de Almeida	4	1.62
3	Rui Camacho Palma	Linklaters Portugal	3	1.60
4	Diogo Plantier Santos	Linklaters Portugal	3	1.54
5	Cláudia da Cruz Almeida	VdA - Vieira de Almeida	3	1.35
6	Antonio Villacampa Serrano	Uría Menéndez - Proença de Carvalho	3	1.32
7	Mariana Norton dos Reis	Cuatrecasas Portugal	5	1.05
8	Nuno Azevedo Neves	DLA Piper ABBC	3	0.60
9	Francisco Santos Costa	Cuatrecasas Portugal	3	0.578
10	Pedro Marques Bom	Cuatrecasas Portugal	2	0.575







DEAL OF THE YEAR IN PORTUGAL

Closed in August of this 2021, the <u>sale of</u> Sonae Group of 24.99% of Sonae MC to Camoens Investments; an entity owned - indirectly - by funds managed by CVC Capital Partners Global (CVC), for €528 million, is considered by the market intelligence platform, the most relevant transaction - by amount - of the year in Portugal to date consulted. The advisors of the seller, Grupo Sonae, were Morais Leitão, Goldman Sachs and Deloitte Portugal, while CVC advisors were Cuatrecasas Portugal and Freshfields Bruckhaus Deringer US.

Morais Leitão advised Sonae with a team led by partners Eduardo Paulino and Magda Viçoso, with the support of partners Carlos Osório de Castro, Joaquim Vieira Peres, Tiago Félix da Costa, senior lawyer Margarida Torres Gama, senior associate Inês Magalhães Correia, senior lawyer Inês Gouveia, senior lawyer Vasco Stilwell d'Andrade and consultant Diana Ettner

A multidisciplinary team of lawyers from Cuatrecasas' Lisbon and Madrid offices advised CVC on the transaction. The team was led by the coordinating partner for Corporate/M&A in Portugal, Mariana Norton dos Reis, and Spanish partner Javier Martí-Fluxá, as well as associates João von Funcke and Miguel Lencastre Monteiro. Other members of the team were partners Pedro Marques Bom, from the Competition and EU Law area, Pedro Vidal Matos and Rebeca Rodríguez Martínez, from the Tax area, Manuel Requicha Ferreira and lawyer Margarida Leal Oliveira, from the Finance area, and lawyer Sandra Lima da Silveira, from the Labour area

Commenting on the transaction, Mariana Norton dos Reis said: "It was a memorable transaction, not only because the *target* is a reference group in the Portuguese market, but also because our client is one of the world's Private Equity giants, having been very demanding at all levels, with a really challenging timing".

berian HIRINGS

Iberian Lawyer has registered in 2021 more than 300 high-level signings, including firms in the legal market, companies and large corporations in Spain and Portugal, with those from Spain representing 85% of the movements. The figures double those of 2020, which means that there has been a significant interest by the firms to strengthen certain practice areas and a certain corporate thirst to attract the best lawyers in Business Law for in-house positions. Here is our report.



For this study, Iberian Lawyer has taken into account lawyer transfers between firms that have reached the level of partner, of counsel or counsel upon joining the new firm, as well as those who have landed in the in-house world to hold decisionmaking positions of general counsel, legal directors, or area managers in their legal department.

In this sense, according to Iberian Lawyer's study, September is, as it is every year after the August break, the busiest month, accounting for 15% of the total number of hires, followed by April and May with 14% each. Of the total number of hires in Spain, 30% were women, an increase of 10% over last year's study, while in Portugal, the number of female lawyers hired reached a record high of 68%.

The practice area that has attracted the most lawyers in the Legal market of Spain has been Corporate/M&A, followed by Labour, Tax and TMT. Eleven per cent of the signings were inhouse. Thirteen of the moves in Spain resulted in the appointment of a new managing partner, including partner Teresa Zueco, who left the Corporate/M&A practice at DLA Piper to take the helm at Squire Patton

OF THE TOTAL NUMBER OF HIRES IN SPAIN, 30% WERE WOMEN, AN INCREASE OF 10% OVER LAST YEAR'S STUDY, WHILE IN PORTUGAL, THE NUMBER OF FEMALE LAWYERS HIRED REACHED A RECORD HIGH OF 68%

Boggs, and Miguel Crespo, who now heads the Toda & Nel-lo office in Madrid after leaving the general secretary and board of directors of Bankia. In Portugal, the most strengthened practice area has been Tax, accounting for 18% of its movements. In Spain, ECIJA stands out as the firm that has grown the most with new signings, with a total of 14, while in Portugal, the game has been more spread out among the

Several moves have resulted in promotions at the same time, with senior associates landing in the partnership of large firms, or intrepid lawyers deciding to take the step to open their own boutique, in which they start as partners, as is the case of RS Boutique Legal, Whitewell | Legal and Prime Legal in Spain, or Kore Partners in Portugal. Others have resulted from the merger and integration of law firms, in which the integrated lawyers are now partners, or have maintained the partnership by changing surnames. Andersen bolstered its expansion plans with three integrations: DA Lawyers and CHR Legal into Andersen Spain and the consolidation

of Andersen in Portugal with the integration of Curado Nogueira & Associados, which joins Mota Soares & Associados, a firm integrated

Many of these hires have been multiple, being the partner or the area head the one who brings with him his trusted team to the new firm. Such has been the case of Fieldfisher's Insolvency team,

IN SPAIN, ECIJA STANDS OUT AS THE FIRM THAT HAS GROWN THE MOST WITH NEW SIGNINGS, WITH A TOTAL OF 14, WHILE IN PORTUGAL, THE **GAME HAS BEEN MORE SPREAD OUT AMONG THE FIRMS**

which has jumped to BDO Abogados led by the partner head of the practice Agustí Bou, together with his team of six lawyers, that of Teresa Zueco, who lands in SPQ management together with her team from DLA Piper, or Alberto Alonso Ureba bringing his team from Ramón y Cajal to ECIJA. The turnover of lawyers in the legal market in large law firms and corporations is, on the one hand, a

THE PRACTICE AREA THAT HAS ATTRACTED THE MOST LAWYERS IN THE LEGAL MARKET OF SPAIN HAS BEEN CORPORATE/M&A, FOLLOWED BY LABOUR, TAX AND TMT WHILE IN PORTUGAL THE HIRINGS WERE MORE DISTRIBUTED AMONG DEPARTMENTS

sign of the excellence of their professionals, and on the other hand of the resources that talent and HR managers are getting from the management to bet on the growth and recovery of the firms. All these hirings announce a very competitive 2022.

ROLE/PRACTICE AREA	HIRINGS	PERCENTAGE
COMMERCIAL/ CORPORATE/M&A	46	18%
LABOUR	30	12%
IN-HOUSE/GENERAL COUNSEL	28	11%
TAX	23	9%
TMT/DP/IT	19	7%
LITIGATION & ARBITRATION	15	6%
INSOLVENCY & RESTRUCTURING	14	5%
MANAGING PARTNER	13	5%
PUBLIC & REGULATORY	12	5%
BANKING & FINANCE	11	4%
COMPETITION	8	3%
INSURANCE	8	3%
REAL ESTATE AND URBAN PLANNING	6	2%
OTHERS	28	10%

TOP IO LATERAL HIRES SPAIN						
NUMBER	LAWYER	FROM	то	PRACTICE AREA		
1	Teresa Zueco	DLA PIPER	SQUIRE PATTON BOGGS	MANAGING PARTNER		
2	Pedro De Rojas	LATHAM & WATKINS	LINKLATERS	FINANCE		
3	Agustí Bou	FIELDFISHER	BDO ABOGADOS	INSOLVENCY		
4	Sebastián Albella	CNMV	LATHAM & WATKINS	CORPORATE & FINANCE		
5	Juan Ignacio Alonso Dregi	DENTONS	CECA MAGÁN ABOGADOS	CORPORATE & COMMERCIAL		
6	Carlos González Soria	INDRA	CREMADES & CALVO-SOTELO	MANAGIG PARTNER		
7	Miguel Crespo	BANKIA	TODA & NEL-LO	MANAGING PARTNER		
8	Pablo Muelas	GÓMEZ-ACEBO & POMBO	HOGAN LOVELLS	INSURANCE		
9	Noemí Brito	CECA MAGÁN ABOGADOS	KPMG ABOGADOS	LEGAL OPERATIONS TRANSFORMATION SERVICES		
10	Ignacio Domínguez	LATHAM & WATKINS	SIMMONS & SIMMONS	M&A		

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LATERAL HIRES MADE IN SPAIN IN 2021

		JANUARY	
NAME	FROM	то	PRACTICE AREA
Michael Walter	PwC Tax & Legal	KPMG Abogados	Transfer Pricing
Óscar García Maceiras	Banco Santander	Inditex	General counsel
Ignacio Balañá	Deloitte Legal	Eversheds Sutherland	Corporate
Mayte Requejo	Private practice	Pérez-Llorca	White-collar Crime (of counsel)
Agustí Bou	Fieldfisher	BDO Abogados	Insolvency
Laia Folguera	Fieldfisher	BDO Abogados	Insolvency (manager)
Mª Elisa Escolà Besora	Fieldfisher	BDO Abogados	Insolvency (director)
Verónica Ester Casas	Simmons & Simmons	BDO Abogados	Regulatory and EU Law (of counsel)
Rafael Díaz Yeregui	Pérez-Llorca	El Corte Inglés	Legal director
Ana Morales	Private practice	L4LAW	Labour
Marta Alamán	Buigas	Broseta	Labour
Alberto Fernández Irízar	Buigas	Broseta	Labour
Ignacio Hidalgo	Auren	RSM Spain	Labour
Rafael Rojas	Andersen	RSM Spain	Labour
Rocío Vivo Turiel	Andersen	RSM Spain	Labour
César Salagaray	KPMG Abogados	DLA Piper	Transfer Pricing
Borja de Gabriel	DWF-RCD	Andersen Valencia	Tax
Ricardo Pla	DWF-RCD	Andersen Valencia	Commercial/Corporate (director)
Vicente Boluda Crespo	Private practice	Zapata Boluda Abogados	Managing partner
Íñigo Gómez-Jordana	DLA Piper	Alarde Abogados	Managing partner
Bárbara Mambrilla	Gómez-Acebo & Pombo	Kennedys Abogados	Tax
Gonzalo Ardila	Gómez-Acebo & Pombo	Hogan Lovells	Litigation & Arbitration
José María Beneyto	Private practice	Toda & Nel-lo	Commercial and Intl. Business (senior advisor)
Yurena Medina	KPMG Abogados	Evergreen Legal	Banking & Finance (of counse)
Igor Martín	EY Abogados	Martínez Echevarría & Rivera Abogados	Tax

FEBRUARY						
NAME	FROM	то	PRACTICE AREA			
Susana Martínez	Private practice	Kennedys	Head of Financial lines and Cyber (LAC)			
Tomás Nart	DWF-RCD	Fieldfisher	Insolvency			

SPECIAL LATERAL HIRES IBERIA 2021

FEBRUARY					
NAME	FROM	то	PRACTICE AREA		
Tirso Gracia	Ventura Garcés	Galibier Legal	Managing partner		
María José Martínez	Ventura Garcés	Galibier Legal	Labour		
Jaime de Rivera Lamo de Espinosa	Private practice	Lawyou	Insolvency and Intellectual Property		
César Álvarez	Álvarez Valcarce Abogados	MAIO Legal	Labour		
Javier Cubillo	RSM Spain	Andersen	M&A		
Javier Bustillo	ECIJA	Andersen	M&A and Venture Capital		
Sebastián Sigüenza Bey	Private practice	LÉBEQ Abogados	Business Law and Commercial		
Paloma Martínez-Lage	MLAB Abogados	Baker McKenzie	Competition		
Rodrigo Olivares-Caminal	Queen Mary University London	Kepler-Karst	Banking & Finance (of counsel)		
Lola Carranza	Private practice	Montero Aramburu	Digital Law and Technology		
Santiago Fernández Lena	Fórum Jurídico Abogados	DA Lawyers	Commercial		
Guadalupe Sampedro	Bird & Bird	Cooley London	Cyber/Data/Privacy		
Patricia Liñán	Bird & Bird	ECIJA	Antitrust & Competition		
Borja Díaz-Guerra	Benow Partners	ECIJA	Corporate/M&A		
Elena García	Pérez-Llorca	Eversheds Sutherland	Litigation (director)		
Leticia Comin	CNMV	Garrigues	Corporate/M&A and Capital Markets		
Carlos de la Mata Gorostizaga	Cremades & Calvo-Sotelo	Crowe	Head of Legal		

MARCH			
NAME	FROM	то	PRACTICE AREA
Sebastián Albella	CNMV	Latham & Watkins	Corporate & Finance (of counsel)
Juan Blanco Gutiérrez	Alier Abogados	Navantia	Head of Tax
Alejandro Rubio González	State Attorney	Navantia	Head of Legal
Cristina Asencio	Vaciero	Fieldfisher	Insolvency
Alfonso Díez de Revenga Ruiz	Andjoy	EML Payments	Compliance & Legal officer
Paul Handal	Revamp Law	ECIJA	Legal Technology
Alfonso Bayona	Cazorla Abogados	Bird & Bird	Energy & Utilities
Enrique Castaño Fernández	Private practice	Olsen & Lancaster Partners	Real Estate (of counsel)
Gala Pons	Sayma Asesores Legales y Tributarios	Attolon Law	Corporate and M&A
Fermín Garbayo	Gómez-Acebo & Pombo	Dentons	Energy
Olga Polo	Cintra	Ilsa	Legal director
Joaquín Muñoz	ONTIER	Bird & Bird	Commercial, Privacy and DP

MARCH			
NAME	FROM	то	PRACTICE AREA
Carlos Bofill	Ayming	Deloitte Legal	Grants & Incentives
Gonzalo Cerón Hernández	Martínez-Echevarría & Rivera	Iberdrola	Head of M&A Legal
Luis Alfonso Fernández Manzano	Hogan Lovells	Bird & Bird	Insurance
Virginia Martínez Fernández	Hogan Lovells	Bird & Bird	Insurance
Lázaro Cuesta	EIOPA	UNESPA	Head of Legal
Gemma Fabregat Monfort	Universidad de Valencia	Sagardoy Abogados	Labour (of counsel)
Paula Muñiz	Private practice	IBIDEM Abogados	Commercial & Insolvency
Tomás Cano Campos	UCM	Tornos Abogados	Administrative Law (of counsel)
Daniel Bosch	Private practice	Abencys	Maritime and Insolvency Law (of counsel)
Carlos Palma	CMS Spain	Ejaso ETL Global Seville	Tax
José María García Santos	MA Abogados	Dentons	Litigation
Marta Duelo	Private practice	RHOMBUS Global Consulting	Head of Legal
Eva Gimbernat	Private practice	Gimbernat Estudio Jurídico	Managing partner (Criminal Law)
Rafael Villena	ARCO Abogados	Alier Abogados	International Tax
Paloma Valiente	Private practice	Attolon Law	Restructuring & Litigation
Federico González Seijo	Estudio Jurídico Almagro	GC Legal	Tax, USA desk

APRIL				
NAME	FROM	то	PRACTICE AREA	
Susana Vigaray	Ambar Partners	Webhelp	Chief Compliance officer, Global Account	
Juan Ignacio Alonso Dregi	Dentons	Ceca Magán Abogados	Corporate and Commercial	
Alexander Benalal	Bird & Bird	ThinkSmartLaw	Commercial IT & Dispute Resolution	
Rafael Catalá	Herbert Smith Freehills/Codere	Carles Cuesta Abogados	Management	
Juan Piquer	Uría Menéndez	Valencian Infertility Institute	Head of Legal	
Enrique Medina Malo	Telefonica	Virgin Media O2	General counsel and CCO	
Paloma Mato	Jones Day	Fieldfisher	M&A	
Silvia Palacios Flores	Ejaso ETL Global	Selier Abogados	Labour	
Mª Carmen García Garnica	Universidad de Granada	Hispacolex	Academic of counsel	
María Eugenia Aldama	Dospuntos Asset Management	Grupo Inmoglaciar	Legal director	
Alberto López Gómez	A&J International	Ejaso ETL Global	Tax	
Andrés Campaña	Iberdrola	Broseta	Corporate & Energy	
Pere Lluís Mellado	Reus CF	FC Barcelona	Legal director	
Pablo Guillén	Clyde & Co	DAC Beachcroft	D&O and Financial Institutions	
Alejandro Rey	Ayuela Jiménez	RS Boutique Legal	Managing partner	

APRIL			
NAME	FROM	то	PRACTICE AREA
Ignacio Domínguez	Latham & Watkins	Simmons & Simmons	M&A
Miren Sáenz de Valluerca	Robert Walters	Badenoch + Clark	Legal, HR and Finance
Víctor De Cambra	De Cambra Abogados	Ventura Garcñes	Managing partner Madrid
Cristina Cerván López	Martínez-Echevarría & Rivera	Law&Bytes	New Technologies
Miguel Nieto	Andersen	Pinsent Masons	Transport and Mobility
Jacobo Otero	Pinsent Masons	Fieldfisher	Banking & Finance
Lourdes Pérez-Luque	López-Ibor	Toda & Nel-lo	Tax
Alejandro Alonso Dregi	López-Ibor	Ceca Magán Abogados	Corporate and Commercial
Pedro De Rojas	Latham & Watkins	Linklaters	Finance
Daniel Rodríguez Galve	Carles Cuesta Abogados	Whitewell Legal	Corporate and Commercial
Pablo Martínez Llorente	Carles Cuesta Abogados	Whitewell Legal	Competition
Morad Maanan Tieb	Carles Cuesta Abogados	Whitewell Legal	Corporate/M&A
Borja Villacañas Boville	Carles Cuesta Abogados	Whitewell Legal	Litigation & DR
Carles Esteva Mosso	EU DG COMP	Latham & Watkins Brussels	Antitrust & Competition
Irene Sánchez del Río Moreta	Private practice	Lupicinio	Aviation & Insurance (of counsel)
Jesús Cudero	Judicial career	Pérez-Llorca	Tax (of counsel)
Javier Echávarri	Lacasa Abogados	MAIO Legal	Managing partner Zaragoza
Carlos García Gonzalvo	Lacasa Abogados	MAIO Legal	Tax
Roberto Tambo	Lacasa Abogados	MAIO Legal	Commercial & Corporate Compliance
Andrés Martínez-Zurita	Private practice	Attolon Law	Corporate & Venture Capital
José Antonio Tuero	Chávarri Abogados	Martínez Echevarría & Rivera Abogados	Criminal Law & Compliance

MAY				
NAME	FROM	то	PRACTICE AREA	
Pablo De Soler Alegret	Perna Bertran y Asociados	Durán-Sindreu	Insolvency	
Juan Carlos Pérez	BBVA	Lexer	Litigation	
Juan Pablo Rodríguez Delgado	UC3M	Albors Galiano Portales	Maritime and Insurance (of counsel)	
Jose Serra	Serra Abogados	Argali, abogados	Real Estate & Urban Planning	
Jonathan Gil Mingorance	DWF-RCD	AGM Abogados	Employment	
Ingacio González Freixa	Buigas	Vall Banc	Risks and Compliance Committee director	
Carlos Rodríguez Sau	CSV Consulting	Andersen	Technology Law	
Laura Sánchez Gaona	Ramón y Cajal Abogados	Ayuela Jiménez	Art Law	
Teresa Lara	Accenture	Boston Consulting Group	Global Tax senior director	

	MAY			
NAME	FROM	то	PRACTICE AREA	
José Miguel Martínez Gimeno	CNMV	Uría Menéndez	Public Law and Litigation	
José Díez Climent	Andersen	Grant Thronton	Public Law (director)	
Lourdes Barriuso	ONEtoONE Corporate Finance	Vaciero	Real Estate (director)	
Manuel Contreras	Herbert Smith Freehills	GOLD Abogados	Competition	
Beatriz de Basterrechea	Herbert Smith Freehills	GOLD Abogados	Corporate (of counsel)	
Diego del Cuadro	Garayar Abogados	Martínez Echevarría & Rivera Abogados	Real Estate/Urban Planning	
Fernando Cerdá Albero	Cuatrecasas	Pérez-Llorca	Commercial/Litigation & Arbitration (of ocunsel)	
Cristina Porres	Banco Santander	Mazars	Commercial (director)	
Gonzalo Fernández de Valderrama	DA Lawyers	DIKEI Abogados	Banking & Finance/Litigation	
Oscar Murillo Sanz	ONTIER	Martínez Echevarría & Rivera Abogados	Corporate	
Victoria Truchuelo	Allen & Overy	Watson Farley & Williams	Employment	
Javier Colino Sánchez-Ventura	Latham & Watkins	CMS Spain	Real Estate	
Víctor Moreno Rodríguez	BNP Paribas	BBVA	Senior Legal counsel	
Sven Wassmer	Pintó Ruiz & Del Valle	Monereo Meyer	Sports and Aeronautics Law	
María González Romero	Private practice	Ayala de la Torre Abogados	Mediation/ADR	
Miquel Àngel Alonso	ECIJA	Augusta Abogados	Public & Regulatory	
Samuel González	BDO Abogados	Pinsent Masons	Labour & Employment	
Alejandro Linares	Sunco Capital	Repsol Renovables	M&A Legal counsel	
Paz Velasco Parera	KPMG Abogados	Miura Partners	Legal director	
Carlos González Soria	INDRA	Cremades & Calvo-Sotelo	Commercial, B&F, Corporate	
Cecilio Madero	EU DG COMP	Clifford Chance Brussels	Antitrust (of counsel)	
Luis De Torres	Sodexo	ClarkeModet	CEO	
Pedro Alcalá	Private practice	Ayuela Jiménez	Commercial	
Eneko Rufino	CIALT Asesores	Santiago Mediano Abogados	Tax	
Juan José Gómez	CIALT Asesores	Santiago Mediano Abogados	Tax	
Antonio Almarza	Private practice	Lawyou	Litigation	

JUNE				
NAME	FROM	то	PRACTICE AREA	
José Luis Luna	Abengoa	ONTIER	Insolvency & Restructuring	
José Luis Meseguer	Private practice	MA Abogados	Corporate	
Edwin Mata	Private practice	Attolon Law	Fintech & Blockchain	
Elena Durán	SegurCaixa Adeslas	CenterBrok	Legal director	
Manuel Fernández-Fontecha Rumeu	Ceca Magán Abogados	ING	Labour Relations & HR Operations	
Marta Morales	Deloitte Legal	Lener Asesores	Commercial	
José Ignacio Jiménez-Poyato	Jimenez-Poyato Abogados	Herbert Smith Freehills	Employment	
Silvia Álvarez Echevarría	Grupo AXA	Mutualidad de la Abogacía	Head of Legal	
José Carlos Laguna de Paz	Universidad de Valladolid	Eversheds Sutherland	Academic advisor	
Ana Úbeda	RSM Spain	Fieldfisher	M&A	
Eusebio Pujol Amat	TBVQ Trias de Bes & Vidal- Quadras	Spencer West	International Contracting	
Dídac Ripollès	Toda & Nel-lo	DWF-RCD	Labour	
Nerea Sanjuán	Uría Menéndez	Andersen	Culture, Sports and Entertainment (director)	
Lorena Barrera	De Andrés y Artiñano Abogados	GC Legal	Labour (director)	
Catia Gelabert Ludvigsen	Selina	Wyndham Hotels	Legal counsel developer for EMEA	
Gonzalo Gil Suárez	Herbert Smith Freehills	Pinsent Masons	Tax	
Pilar Pérez-Valenzuela	Pérez-Valenzuela & Asociados	Cuatrecasas	Civil Inheritance Law (counsel)	
Joaquín Jofre	Private practice	Cádiz CF	Sporting director	
Carlos de la Pedraja y García- Cosio	IE Law School	ONTIER	Global Corporate director	
Javier Vázquez	Vázquez Matilla	Lexlab Innovación Legal	General manager	
Pablo Rodríguez Abelenda	RocaJunyent	Squire Patton Boggs	Banking & Finance	
Ana Bohórquez	RocaJunyent	Squire Patton Boggs	Banking & Finance (of counsel)	
Vanessa Armas	Jones Day	Gómez-Acebo & Pombo	Banking & Finance (of counsel)	
Miguel Crespo	Bankia	Toda & Nel-lo	Managing partner	
Eduardo Tapia	AEAT	Grant Thornton	Tax	
Pablo Muelas	Gómez-Acebo & Pombo	Hogan Lovells	Insurance	
Álvaro Rodríguez de la Calle	Community of Madrid	KPMG Abogados	Labour	

JULY			
NAME	FROM	то	PRACTICE AREA
Alberto Gil	Uría Menéndez	Cases & Lacambra	Tax
José Antonio Suárez	DA Lawyers	ECIJA	Media & Intellectual Property
Helena Suárez	DA Lawyers	ECIJA	Media & Intellectual Property
Ignasi Navarro	Digestum Legal	ECIJA	Labour
César Martínez	Digestum Legal	ECIJA	Labour
Francisco Carrasco	Directorate Gen. of Insurance and Pension Funds	Gómez-Acebo & Pombo	Insurance and Pensions (of counsel)
José López Zamudio	Cuatrecasas	BDO Abogados	Tax (director)
Ana Martínez-Pina	CNMV	Gómez-Acebo & Pombo	Financial Regulatory (of counsel)
Pedro Rubio	ONTIER	Andersen	Public & Regulatory
José Millán Martín	EY Abogados	Penningtons Manches Cooper	Corporate
Giuseppe Di Bella	MENTA Abogados	Netflix	EMEA IP counsel
Bárbara Sanjuán Pardo	GCP Asociados	Bitbase	Head of Legal
Santiago Fernández Lena	DA Lawyers	Andersen	Commercial
Miguel Ángel Hortelano	DA Lawyers	Andersem	Litigation
Álvaro Gutierrez	DA LAwyers	Andersen	Public Law (of counsel)
Marta García	DA Lawyers	Andersen	Litigation (director)
José Manuel Sánchez Berenguer	Private practice	Lawyou	Consumer Law
Borja Contreras	Uría Menéndez	Allen & Overy	Banking & Finance (counsel)

SEPTEMBER			
NAME	FROM	то	PRACTICE AREA
Ana Torres	Clifford Chance	PwC Tax & Legal	Corporate/Private Funds
Manuela Serrano	Ceca Magán Abogados	PwC Tax & Legal	Restructuring & Insolvency
Francisco Pertíñez	Universidad de Granada	Blas A. González	Civil Litigation (of counsel)
Agustín Benavent González	EJASO ETL Global	Ceca Magán Abogados	Labour (counsel)
José Luis Pita da Veiga	Hogan Lovells	RocaJunyent	Banking & Finance
Gonzalo Navarro	Grant Thornton	Broseta	Corporate & Commercial
Andrés Báez Moreno	UC3M	RS Legal	Tax (of counsel)
Claudio Ramos	Mapfre	Herbert Smith Freehills	Insurance (consultant)

SEPTEMBER				
NAME	FROM	то	PRACTICE AREA	
Cruz Amado	KPMG Abogados	Deloitte Legal	Restructuring & Insolvency (director)	
Marta Duelo Alfonso	Rhombus Global Consulting	Mobile World Capital Barcelona	Legal manager	
América Pastor	EY Abogados	Restaurant Brands Iberia	Legal director	
Raquel Arenas Fradera	Private practice	Lawyers for Projects	Client Solutions (Corporate/ Commercial)	
Nicolás Martínez de las Rivas	Private practice	MAIO Legal	Int./Ind. Property (of counsel)	
Pablo Figueroa	Garrido Abogados	Pérez-Llorca	Competition	
Jorge Gorostegui	Uría Menéndez	ECIJA	Labour	
Marta Navarro	Private practice	Andersen	Labour (director)	
Enrique Aznar	Bank of America	Pérez y Cía. Group	Head of Corporate Strategy & M&A	
Israel de Diego	Araoz & Rueda	Dentons	Corporate/M&A	
Teresa Pereyra	RocaJunyent	ECIJA	IT & Privacy	
Andrés Íñigo	Grant Thornton	KPMG Abogados	Corporate/M&A (director)	
Diana Rodríguez	Ashurst	Marimón Abogados	Labour	
Nuria Amarilla	Eupharlaw	VC Biolaw	Regulatory	
Mario Pestaña	Private practice	Abengoa	Corporate Legal director	
Juan José Enríquez	Enriquez & Asociados	ECIJA Legal Valencia	Managing partner	
Jesús Urraza	Urraza, Mendieta & Asociados	Garrigues	Litigation & Arbitration	
Isabel Rodríguez León	Uría Menéndez	Bird & Bird	Labour	
Raúl Rubio	Baker Mckenzie Amsterdam	Deloitte Legal	IP & New Technologies	
Carlos Piera	Rödl & Partner	Toda & Nel-lo	Labour	
José Carlos González	MA Abogados	Ceca Magán Abogados	Commercial and Insolvency	
Eduardo de Urbano Castrillo	Ministry of Justice (magistrate)	Kepler-Karst	Economic Criminal Law (of counsel)	
Silvia Morro	Cuatrecasas	CMS Spain	Tax (counsel)	
Álvaro Paniagua Rico	Uría Menéndez	Anaford Attorneys	Tax	
Eduardo Castillo	Gómez-Acebo & Pombo	Pérez-Llorca	Intellectual Property	
Xavier Pujol	Prisa	Alantra	General counsel	
Pablo Gutiérrez	State Attorney	Garrido Abogados	Public Law	
Sarah Schwartz	Amadeus IT Group	Across Legal	M&A	
Ángela López García-Gallo	Gómez-Chaparro Abogados	Manubens Abogados	Managing partner	
Carlos Martínez Cebrián	Martínez-Echevarría & Rivera	ECIJA	Labour	

OCTOBER				
NAME	FROM	то	PRACTICE AREA	
Ricardo Plasencia	DLA Piper	CMS Spain	Financial Regulation	
César Giner	UC3M	Ventura Garcés	Competition (of counsel)	
Alberto Alonso Ureba	Ramón y Cajal Abogados	ECIJA	Commercial/Corporate	
Antonio Roncero	Ramón y Cajal Abogados	ECIJA	Commercial/Corporate (of counsel)	
Luis Suárez de Lezo Landecho	Pinsent Masons	Santander Assets Management	Senior Legal analyst	
Enrique Jiménez	CCP Group	Zurich	Senior Legal counsel	
Jesús Carrasco	Broseta	Ceca Magán Abogados	Litigation & Arbitration	
María Luisa Albelda	Asjusa	RZS Abogados	Insurance	
Rafael Sánchez-Sevilla	Sánchez-Sevilla Defensa Penal & Compliance	Prime Legal Abogados	Criminal Law & Compliance	
Daniel Paes	Private practice	Prime Legal Abogados	M&A	
Sergio Crespo Minguillón	Private practice	Prime Legal Abogados	Tax	
José Ignacio Gelpí Jorba	Private practice	Prime Legal Abogados	Labour	
Raquel Aguilera Pascual	Private practice	Prime Legal Abogados	Real Estate	
Mariano Martinez de Azagra Calonge	Private practice	Prime Legal Abogados	Civil Litigation	
Anna Sánchez González	Private practice	Prime Legal Abogados	Family Law	
José Ramón Devesa Marcos	Private practice	Prime Legal Abogados	Inmigration Law	
Noemí Brito	Ceca Magán Abogados	KPMG Abogados	Legal Operations Transformation Services	
Francisco Reyes García	Reyes & Machado	Ceca Magán Abogados	Labour	
Víctor Machado Carvajal	Reyes & Machado	Ceca Magán Abogados	Litigation & Arbitration	
José Luis Yus	DA Lawyers	Baker McKenzie	Insolvency	
Jaime Tarrero Martos	AmRest Holdings	RocaJunyent	Capital Markets/M&A	
Marino Zapatero	Club Asturiano de Calidad	Vaciero	Managing partner	
Carlos Pérez	ECIJA	Fieldfisher	TMT	
Jacinto González Romero	Private practice	Lawyou	Insolvency	

NOVEMBER			
NAME	FROM	то	PRACTICE AREA
Vanesa Alarcón-Caparrós	Fieldfisher JAUSAS	ECIJA	Data protection/TMT
Paul Amberg	Baker Mckenzie Amsterdam	Baker McKenzie Madrid	Foreign Trade
Teresa Zueco	DLA Piper	Squire Patton Boggs	Managing partner
Pablo Urbanos	CNR Abogados	Ejaso ETL Global	Labour
Jose Manuel Llanos	Clifford Chance	Cases & Lacambra	Corporate/M&A
Rocío García de Oteyza Kindelan	Gómez-Acebo & Pombo	Kitican	Head of Legal
Vicente Roldán	Broseta	Ejaso ETL Global	Insolvency and Litigation
Santiago González Pérez	Accenture	American Express	General counsel Europe
Luis Demófilo Pérez Vázquez	Volvo Group	Hyundai Motor España	Head of Legal
José Mª Cabrales	Roscab Legal Advisers	Vaciero	Litigation and Commercial
Silvia Ara	Tierno centella Abogados	Cremades & Calvo Sotelo	Litigation
José María Cusí	CHR Legal	Andersen	Fiscalidad Internacional
María Jesús Hernández	CHR Legal	Andersen	Penal y Cumnplimiento Penal
Juan Roda	CHR Legal	Andersen	Tax
José Ignacio Parellada	CHR Legal	Andersen	Corporate/M&A
Cristina Gutiérrez Ruiz	Pérez-Llorca	Diageo	Iberia Statutory and Tax manager
Francisco Javier Orduña	Tribunal Supremo/Universidad de Valencia	Zahonero & Sánchez	Corporate Business Law (of counsel)
Eva Martín Díaz	State Administration	Cuatrecasas	Tax Litigation
Félix Plasencia Sánchez	EY Abogados	Cuatrecasas	Public Law
Rafael Sánchez Aristi	Uría Menéndez	Cuatrecasas	IP/TMT

FROM THE TOTAL OF SIGNINGS REGISTERED IN SPAIN, **ELEVEN PER CENT WERE IN-HOUSE LAWYERS**

TOP 5 LATERAL HIRES PORTUGAL							
NUMBER	LAWYER	FROM	то	PRACTICE AREA			
1	Maria Zagallo	Ministry of Finance	PLMJ	Public Law			
2	Miguel Pimental	Morais Leitão	Garrigues Portugal	Tax			
3	João Pinheiro da Silva	CTSU - Deloitte	CMS Portugal	Real Estate			
4	Patrícia Marques Ferreira	OutSystems	Feedzai	General counsel			
5	Rui de Oliveira Neves	GALP	Morais Leitão	Corporate/M&A			

MANY OF THESE HIRES HAVE BEEN MULTIPLE, BEING THE PARTNER OR THE AREA HEAD THE ONE WHO BRINGS WITH HIM HIS TRUSTED TEAM TO THE NEW FIRM

LATERAL HIRES MADE IN PORTUGAL IN 2021							
JANUARY							
NAME	FROM	ТО	PRACTICE AREA				
Rita Ferreira dos Santos	Linklaters Portugal	CTSU-Deloitte	Energy, Projects, Public Procurement Project Finance				
Luísa Curado	Curado Nogueira & Associados	Andersen Portugal	Managing partner				
Teresa Nogueira	Curado Nogueira & Associados	Andersen Portugal	Managing partner				
Carla Malhão	Curado Nogueira & Associados	Andersen Portugal	Тах				
FEBRUARY							
NAME	FROM	то	PRACTICE AREA				
Tiago Cassiano Neves	Garrigues Portugal	Kore Partners	Managing partner				
Julija Petkevica Neves	Private practice	Kore Partners	Corporate				
Antonio Mendes	Garrigues Portugal	Kore Partners	Tax				
João Pinto Gonçalves	Private practice	Kore Partners	Immigration Law (of counsel)				
Diogo Orvalho	PLMJ	Abreu Advogados	Labour (of counsel)				
João Massano	ATJM	Private practice	Multi-practice				
José Pedro Anacoreta	Sonae Group	PLMJ	Labour				
Maria Figueiredo	Miranda & Associados	CMS Portugal	Lusophone Africa				
Alexandra Mota Gomes	PLMJ	Antas da Cunha ECIJA	Criminal, Misdemeanours and Compliance				
Beatriz Costa	PLMJ	SRS Advggados	Competition and EU Law				

MARCH			
	MARCH		
NAME	FROM	ТО	PRACTICE AREA
Maria Zagallo	Ministry of Finance	PLMJ	Public Law
Miguel Pimental	Morais Leitão	Garrigues Portugal	Tax
Tiago Ponces de Carvalho	Abreu Advogados	Andersen Portugal	Head of Criminal, Sanctions and Compliance
Susana Enes	Pinto Ribeiro Adbogados	Enes Cabral	Corporate/Commercial
Pedro Cabral	Pinto Ribeiro Adbogados	Enes Cabral	Litigation & DR
Joana Mota Agostinho	CTSU - Deloitte Legal	Cuatrecasas Portugal	Data, Digital Business and TMT
		APRIL	
NAME	FROM	то	PRACTICE AREA
João Bravo da Costa	BCSA Advogados (PLMJ)	Abreu Advogados	Angola desk
Luís Branco Lopes	BLMP	Antas da Cunha Ecija	Employment and Social Security (of counsel)
João Marques	CNPD	Cerejeira Namora, Marinho Falcão	Privacy, Digital and Technology (of counsel)
MAY			
NAME	FROM	то	PRACTICE AREA
Maria João Dias	Sonae	José Pedro Aguiar-Branco Advogados	Commercial/Corporate
Maria Emília Teixeira	Private practice	Cerejeira Namora, Marinho Falcão	Civil Law (of counsel)
Vanessa Rodrigues Lima	Abreu Advogados	VRL Legal	Immigration Law
João Pinheiro da Silva	CTSU - Deloitte	CMS Portugal	Real Estate
Bruno Xavier de Pina	PLMJ	Morais Leitão	Angola desk (consultant)
António Alves da Fonseca	Capwatt	PRA - Raposo, Sá Miranda & Associados	Energy (of counsel)
Marta Gouveia Gomes	Zaphira Capital	CTSU-Deloitte	Real Estate, Construction and Tourism head
Teresa Anselmo Vaz	Sérvulo & Associados	Abreu Advogados	DR & Arbitration (consultant)
Sara Blanco de Morais	PLMJ	CMS Portugal	Real Estate & Urban Planning
JUNE			
NAME	FROM	то	PRACTICE AREA
Susana Barahona Ferreira	COTEC Portugal	Valadas Coriel & Associados	Public Procurement and Community Funds
Clelia Brás	Clelia Brás Advogados	PRA - Raposo, Sá Miranda & Associados	Real Estate
Nuno Sapateiro	PLMJ	Abreu Advogados	Finance, Insurance & Aeronautics

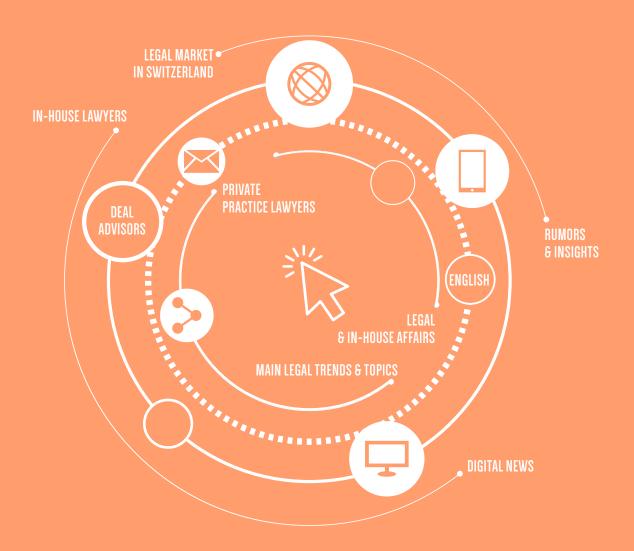
JULY							
NAME	FROM	то	PRACTICE AREA				
Raquel Ribeiro Correia	PLMJ	Antas da Cunha Ecija	Litigation & Arbitration (of counsel)				
Daniel Torres Gonçalves	K.LEX Portugal	PRA-Raposo, Sá Miranda & Associados	Economic Unit – Health Economic Unit				
Nuno Miguel Lourenço	PLMJ	TELLES	Litigation & Dispute Resolution				
Pedro Silveira	Serra Lopes, Cortes Martins & Associados	Sérvulo & Associados	Corporate/M&A				
Maria João Faísca	PLMJ	Impresa	Head of Legal				
Luiz Ugeda	Private practice	José Pedro Aguiar Branco Advogados	Geolaw				
Lin Man	PLMJ	PRA-Raposo, Sá Miranda & Associados	China desk head				
		SEPTEMBER					
NAME	FROM	то	PRACTICE AREA				
Manuel Cavaleiro Brandão	PLMJ	VdA	Labour				
Miguel C. Reis	PLMJ	VdA	Tax				
Maria da Conceição Cabaços	PLMJ	VdA	M&A				
João Velez de Lima	PLMJ	VdA	Tax				
Nádia da Costa Ribeiro	Angola Cables	PLMJ	TMT (senior counsel)				
Patrícia Marques Ferreira	OutSystems	Feedzai	General counsel				
Andrea Gomes da Silva	UK Competition and Markets Authority (CMA)	PLMJ	EU & Competition Law (special advisor)				
Christine Martins-Pinto	Access Capital Partners	José Pedro Aguiar-Branco Advogados	Private Equity and Asset Management (consultant)				
Ana Reis	PwC	Andersen	Tax				
Maria Campilho	CMS Portugal	CTSU-Deloitte	M&A and Capital Markets (of counsel)				
		OCTOBER					
NAME	FROM	то	PRACTICE AREA				
António Pedro Pereira	EY Angola	Eversheds Sutherland FCB	Tax (of counsel)				
Ricardo Seabra Moura	VdA	Morais Leitão	Tax (consultant)				
Henrique Martins Gomes	Private practice	Costa Pinto	Compliance & Regulation (of counsel)				
NOVEMBER							
NAME	FROM	то	PRACTICE AREA				
Rui de Oliveira Neves	GALP	Morais Leitão	Corporate/M&A				



LEGALCOMMUNITYCH

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Noronha Andrade, counsel Banking & Finance at Allen & Overv. After a coffee break, the second roundtable was started under the title "Digital Transformation: the role of Legal departments on business process optimisation." In this occasion, the speakers were **Nicole** Fortunato, managing associate in Emerging Tech/ Tech Transactions at Morais Leitão, **Alexandra Gaspar**, Legal director at Novobanco, Ricardo Henriques, partner in Intellectual Property and Information Technology at Abreu Advogados, Pedro

Lomba, partner and head of TMC Practice area at PLMJ, Patrícia Marques Ferreira, general counsel at Feedzai, **Leonor Pimenta Pissarra**, Country Chief Legal Officer at Novartis Farma, Alexandra **Reis**, senior counsel PT at Tabaqueira/Philip Morris International. To end the morning, a close interview, "Face to

Face", to Mafalda Mascarenhas Garcia, Head of IBM Portugal Legal Department, by Giuseppe Salemme, journalist at LC Publishing Group.

The LegalTech Day gathered in-house and private practice lawyers from the Portuguese Legal market to discuss and debate the pivotal role of technology in the sector. The day included insight and analysis from the most relevant players. The delegates attending were able to hear directly from the experts during two round table discussions and a live face to face. LC Publishing Group journalist Giuseppe Salemme moderated the roundtables. The programme started at 08:45 with check-in and

by, at 9:30, the roundtable "Time for efficiency: clients demand effectiveness and cost control. How are law firms responding?" As speakers, Fernando Antas da **Cunha**, managing partner at Antas da Cunha Ecija, **Hugo** Farinha, COO ROOX, Valeria Ferraz, Legal manager SCC -Sociedade Central de Cervejas e Bebidas, S.A., **Bruno Ferreira**, managing partner at PLMJ, Pedro Marques Gaspar, senior Legal counsel at Iberia Data Protection Coordinator, Southern Europe, ACCOR, Margarida Matos Correia, senior associate general counsel at NETJETS EUROPE, Gonçalo

a welcome coffee followed





Portugal

WINNERS OF Edition LABOUR MORE LABOUR MORE



2021 PORTUGAL, ANNOUNCED



PHOTO GALLERY

VIDEO

MOTIVATIONS

Once again this year, the Labour Awards brought together the best lawyers and teams in this speciality in the neighbouring country. A unique evening, held at the Intercontinental Hotel in Lisbon, where the talent of a sector that never ceases to renew itself was evident.

The winners of this edition were:



MARTA AFONSO PEREIRA

Linklaters

FINALISTS

Tiago Cortes

Linklaters

Pedro da Quitéria Faria Antas da Cunha Ecija

Luís Miguel Monteiro Morais Leitão

César Sá Esteves SRS Advogados



LAW FIRM OF THE YEAR

VdA

FINALISTS

Eversheds Sutherland FCB Linklaters PLMJ SRS Advogados



OUTSTANDING ACHIEVEMENT

BENJAMIM MENDES DLA Piper ABBC

LAWYER OF THE YEAR **RESTRUCTURING & REORGANIZATIONS**

SUSANA AFONSO COSTA CMS Portugal

FINALISTS

Inês Albuquerque e Castro Eversheds Sutherland FCB

Pedro da Quitéria Faria Antas da Cunha Ecija

Joana de Sá

PRA - Raposo, SÁ Moranda & Associados

Nuno Ferreira Morgado PLMJ

César Sá Esteves SRS Advogados





Labour Awards

Portugal

LAW FIRM OF THE YEAR
RESTRUCTURING
& REORGANIZATIONS

VDA

FINALISTS

Eversheds Sutherland FCB Linklaters Morais Leitão PLMJ an Lawyer ur Awards

ur Aw

Américo Oliveira Fragoso



INÊS ALBUQUERQUE E CASTRO

Eversheds Sutherland FCB



yer ırds





LAWYER OF THE YEAR **CRIMINAL EMPLOYMENT** LAW

MARIA BARBOSA

CCA Law Firm

FINALISTS

Rui Andrade VdA

Tiago Cortes PLMJ

Gonçalo Pinto Ferreira

Carmo Sousa Machado Abreu Advogados



LAW FIRM OF THE YEAR **CRIMINAL EMPLOYMENT** LAW

VDA

FINALISTS

Abreu Advogados CRS Advocados PLMJ

Sérvulo e Associados









LAWYER OF THE YEAR LITIGATION

PEDRO ULRICH

CTSU - Deloitte Legal

FINALISTS

Inês Albuquerque e Castro Eversheds Sutherland FCB

Ana Luisa Beirão

SRS Advogados

Luís Miguel Monteiro

Morais Leitão

Pedro da Quitéria Faria

Antas da Cunha Ecija



LAW FIRM OF THE YEAR LITIGATION

MORAIS LEITÃO

FINALISTS

Eversheds Sutherland FCB Linklaters PLMJ VdA





DÁLIA CARDADEIRO

BAS Sociedade de Advogados

FINALISTS

Guilherme Machado Dray

Macedo Vitorino

Benjamim Mendes DLA Piper ABBC

Carmo Sousa Machado Abreu Advogados

Nuno Guedes Vaz



LAW FIRM OF THE YEAR PUBLIC SECTOR EMPLOYMENT

VDA

FINALISTS

Abreu Advogados

BAS Sociedade de Advogados

PLMJ

Sérvulo e Associados



LAWYER OF THE YEAR M&A AND EMPLOYMENT **RELATED ISSUES**

ANDRÉ PESTANA **NASCIMENTO**

Uría Menéndez - Proença de Carvalho

FINALISTS

Nuno Ferreira Morgado PLMJ

Leonor Francisco SRS Advogados

Pedro Madeira de Brito BAS Sociedade de Advogados

Pedro Pardal Goulão Morais Leitão



LAW FIRM OF THE YEAR **M&A AND EMPLOYMENT** RELATED ISSUES

ABREU ADVOGADOS

FINALISTS

Eversheds Sutherland FCB Linklaters PLMJ VdA







LAWYER OF THE YEAR INDUSTRIAL & TRADE **UNION RELATIONS**

MARIANA CALDEIRA DE SARÁVIA

SRS Advogados

FINALISTS

Inês Albuquerque e Castro Eversheds Sutherland FCB

Rita Canas da Silva Sérvulo & Associados

Tiago Cortes PLMJ

Benjamim Mendes DLA Piper ABBC



LAW FIRM OF THE YEAR INDUSTRIAL & TRADE **UNION RELATIONS**

MACEDO VITORINO

FINALISTS

CMS Portugal CS Associados (Campos Ferreira Sá Carneiro)

DLA Piper ABBC PLMJ





NUNO CEREJEIRA Namora

Cerejeira Namora, Marinho Falcão

FINALISTS

Mariana Caldeira de Sarávia

SRS Advogados

Tiago Cortes

Pedro Madeira de Brito

BAS Sociedade de advogados

Benjamim Mendes

DLA Piper ABBC



LAW FIRM OF THE YEAR NON-CONTENTIOUS & ADVISORY

VDA

FINALISTS

Abreu Advogados

Linklaters

PLMJ

Sérvulo & Associados



LAWYER OF THE YEAR **SOCIAL SECURITY**

PEDRO DA QUITÉRIA FARIA

Antas da Cunha Ecija

FINALISTS

Susana Afonso Costa CMS Portugal

Tiago Cortes PLMJ

Leonor Francisco SRS Advogados

Pedro Furtado Martins

CS Associados Campos Ferreira Sá Carneiro)



LAW FIRM OF THE YEAR **SOCIAL SECURITY**

MORAIS LEITÃO

FINALISTS

Eversheds Sutherland FCB PLMJ Porto Law - BMFS SPS Advogados



Portugal

Labour Awa



LAWYER OF THE YEAR SPORTS LAW

PAULO RENDEIRO

Morais Leitão

FINALISTS

Pedro da Quitéria Faria Antas da Cunha Ecija

Diogo Leote Nobre Miranda & Associados

Américo Oliveira Fragoso

VdA

Rui Vaz Pereira

Cuatrecasas



14 SPORTS LAW

FINALISTS

Antas da Cunha Ecija CCA Law Firm Morais Leitão PLMJ



Iberia Labou

Port



LAWYER OF THE YEAR **TOP MANAGEMENT**

TELMO GUERREIRO SEMIÃO

CRS Advogados

FINALISTS

Marta Afonso Pereira l inklaters

Rita Canas da Silva

Sérvulo & Associados

Manuel Cavaleiro Brandão

César Sá Esteves SRS Advogados



LAW FIRM OF THE YEAR TOP MANAGEMENT

SÉRVULO & ASSOCIADOS

FINALISTS

Antas da Cunha Ecija **DLA Piper ABBC** Linklaters PLMJ



LAWYER OF THE YEAR AGENCY RELATIONSHIPS

NUNO FERREIRA MORGADO PLMJ

FINALISTS

Inês Albuquerque e Castro

Eversheds Sutherland FCB

Pedro Antunes

CCA Law Firm

Leonor Francisco

SRS Advogados

Carmo Sousa Machado

Abreu Advogados



LAW FIRM OF THE YEAR **AGENCY RELATIONSHIPS**

CCA LAW FIRM

FINALISTS

Abreu Advogados Andersen

Eversheds Sutherland FCB

PLMJ





PHOTO GALLERY

VIDEO

MOTIVATIONS

THE IBERIAN LAWYER 2021 GOLD AWARDS **WINNERS WERE** ANNOUNCED DURING THE GALA CEREMONY HELD AT THE WELLINGTON HOTEL MADRID ON NOVEMBER 4TH.

In their V Edition, the Gold Awards recognised, once again, the excellence amongst in-house Legal & Compliance professionals in Spain and Portugal. On this occasion, the Gold Awards were celebrated after the Legalday, which counted on three roundtables and general counsel of relevant companies from Spain and Portugal as prestigious law firms from both countries.

Aldo Scaringella, LC Publishing Group founder and owner, stated that: "The work carried out by Legal counsel, and their in-house teams have a vital role to play in the development of business in any sector. For this reason, today at Iberian Lawyer, we want to recognise their work with the presentation of the Gold Awards."

The Gold Awards have been granted, taking into account the most important sectors of activity in the economy. In this edition, a total of 38 awards were presented, distinguishing in each category the best legal team and the most outstanding lawyer of the year.

The winners were the following:

IN-HOUSE COUNSEL OF THE YEAR

JAVIER RAMÍREZ IGLESIAS HP Inc

FINALISTS

Lola Conde

Banco Santander

Isabel Fernandes

Grupo Visabeira

Carlos Menor Gomez

Renault Iberia

Jorge Muñoz

Gilead Sciences



IN-HOUSE TEAM OF THE YEAR

OUIGO ESPAÑA

FINALISTS

British American Tobacco Grupo Visabeira Santander Telefónica



IN-HOUSE TEAM OF THE YEAR INNOVATION

ENDESA



IN-HOUSE COUNSEL OF THE YEAR **BANKING & FINANCE**

PATRÍCIA AFONSO **FONSECA**

Novo Banco

FINALISTS

Isabel Charraz

Citibank Europe

Lola Conde

Banco Santander

Amaya Llovet

Deutsche Bank

Silvia Madrid

UniCredit



IN-HOUSE TEAM OF THE YEAR BANKING & FINANCE

BANCO SANTANDER

FINALISTS

BNP Paribas Citibank Europe Deutsche Bank Novo Banco



BRITISH AMERICAN TOBACCO





Teresa López Bachiller, Ana Izquierdo Comes, Andrea Di Paolo, Cristina Hernández Tielas, Paola Cruz Rubio

IN-HOUSE COUNSEL OF THE YEAR **AUTOMOTIVE & TRANSPORT**

CARLOS MENOR GÓMEZ

Renault Iberia

FINALISTS

Teresa Minguez Diaz

Porsche Ibérica

Juan Carlos Alfonso Rubio Aena

Juan Galiardo Sosa

Javier Vives

Ford Spain



IN-HOUSE TEAM OF THE YEAR **AUTOMOTIVE & TRANSPORT**

MERCEDES BENZ ESPAÑA

FINALISTS

Aena

ALD Automotive

DHL

Renault Iberia



GoldAwards

Iberi

IN-HOUSE COUNSEL OF THE YEAR **COMPLIANCE**

SILVIA MADRID

UniCredit

FINALISTS

Teresa Minguez Diaz Porsche Ibérica

Juan Carlos Alfonso Rubio

Juan Galiardo Sosa Uher

Javier Vives Ford Spain

INHOUSE INHOUSECOMMUNITY Latin rican Iberian Lawyer GoldAward tin American NUNITY INH NHOUSECOMMUNITY rds Iberian Lawyer Go Latin American wyer GoldAwards Iberio INHOUSECOMMUNITY ican WYER Latin Iberian Lawyer

Latin American

wyer

IN-HOUSE COUNSEL OF THE YEAR PHARMA, **HEALTHCARE** & LIFESCIENCE

JORGE MUÑOZ

Gilead Sciences

FINALISTS

Irene Andres Justi

Merck Sharp & Dohme

Ana Bayó Busta

Bayer Iberia

Miguel Escalona De Molina

Sanitas

Hugo de Almeida Pinho

Siemens Healthineers



IN-HOUSE TEAM
OF THE YEAR PHARMA,
HEALTHCARE &
LIFESCIENCE

NOVARTIS ESPAÑA

FINALISTS

GSK Pfizer

Siemens Healthineers Zeiss Iberia GoldAwards

Iberian Lawyer

Ib

INHOUSE COMMUNITY

GoldAwards

Latin American

er

IN-HOUSE COUNSEL OF THE YEAR ENERGY & RENEWABLES

CLARA CERDÁN MOLINA

Ferroglobe

FINALISTS

Francisco de Borja Acha Besga

Endesa

Elena Herrero Visairas

Miguel Klingenberg Calvo *Repsol*

Ignacio Pinilla

Cepsa



IN-HOUSE TEAM OF THE YEAR ENERGY & RENEWABLES

CEPSA

FINALISTS

Applus+ Endesa Galp Repsol



María C. Gil-Carcedo de Morales, Isabel Heredia Gómez, Natalia Bodalo, Ruth Breitenfield

THOUGHT LEADERSHIP

TERESA MÍNGUEZ DÍAZ

Porsche Ibérica



IN-HOUSE COUNSEL OF THE YEAR CONSTRUCTION, PROJECTS **& INFRASTRUCTURE**

LEONOR SAMPAIO SANTOS

José de Mello SGPS

FINALISTS

Juan Carlos Alfonso Rubio Aena

Andrés Botella Fluidra

Jorge Cuervo Vela

Cosentino Group

Javier Zurita

FCC Servicios Ciudadanos



IN-HOUSE TEAM OF THE YEAR CONSTRUCTION, **PROJECTS & INFRASTRUCTURE**

AENA

FINALISTS

Fluidra Iberdrola

Sacyr

Técnicas Reunidas



Patricia Villar Abucha, Cristina Castro, Juan Carlos Alfonso Rubio, Gloria Avila Alonso, Ana Zuleta

IN-HOUSE COUNSEL OF THE YEAR CONSUMER GOODS & MANUFACTURING

JORGE CUERVO VELA

Cosentino Group

FINALISTS

Andrés Botella Fluidra

Cristina Hernández Tielas British American Tobacco

Ana Isabel Montero Corbin JT International Iberia

António Neto Alves

The Navigator Company



FLUIDRA

FINALISTS

Henkel Ibérica Mahou San Miguel Philip Morris International The Navigator Company





Miguel Rovira Burguete, Cristina Moga Onandia, Jesús Gragera Andrés Botella Aria, Anna Riba, Maximino Montero Lastres, Pablo Batlle **IN-HOUSE COUNSEL** OF THE YEAR HOSPITALITY **& HÔTELLERIE**

MARIANO PÉREZ **DE CÁCERES**

Meliá Hotels International



IN-HOUSE COUNSEL OF THE YEAR FOOD & BEVERAGE

IGNACIO MENDOZA

The HEINEKEN Company

FINALISTS

Sagrario Fernández Barbé

DIA Group

Pahlo Gonzalo

Campofrío Food Group

Pilar Marchán

Mondeléz Internacional

John Rigau

PepsiCo



IN-HOUSE TEAM OF THE YEAR FOOD & BEVERAGE

DANONE IBERIA

FINALISTS

Campofrío Food Group Coca Cola European Partners Mahou San Miguel PepsiCo

IN-HOUSE COUNSEL OF THE YEAR INTERNATIONAL COMMITMENT

LUÍS GRAÇA RODRIGUES

Indra Sistemas





IN-HOUSE COUNSEL OF THE YEAR RETAIL & E-COMMERCE

SAGRARIO FERNÁNDEZ BARBÉ

DIA Group

FINALISTS

Georgina Briñol Carrasco Media Markt

Margarita Minguez

Privalia & Veepee International

Concepción Pérez Ruiz IKFA Ihérica

Veronica Rizzo Kukurov **Amrest**



IN-HOUSE TEAM OF THE YEAR RETAIL & E-COMMERCE

AMAZON

FINALISTS

DIA Group MAKRO Autoservicio Mayorista Privalia & Veepee International World Duty Free Group



Javier Muñoz, Mariluz Hijosa, Ana Buitrago, Lucía Ponce, Patricia Natasha Arrieta, Paola Montero

IN-HOUSE COUNSEL OF THE YEAR TELECOMMUNICATIONS & MEDIA

CARLOS LÓPEZ MARTÍN DE BLAS

Secuoya Grupo De Comunicación

FINALISTS

Marina Bugallal Garrido
NEC Ibérica

Miguel Garrido de las Heras *Telxius*

María Jose Lopez Lorenzo *LaLiga*

Tiago da Mota
The Walt Disney Company

IN-HOUSE TEAM
OF THE YEAR
TELECOMMUNICATIONS

LALIGA

& MEDIA

FINALISTS

Dazn
Orange Spain
Telefónica España
The Walt Disney Company





LALIGA Legal team representatives with its director María José López Lorenzo holding the award

IN-HOUSE COUNSEL OF THE YEAR TECHNOLOGY

MAFALDA **MASCARENHAS GARCIA** IBM

FINALISTS

Asier Crespo Microsoft

Gonzalo Erro Iribarren

Huawei Technologies

Mario de la Fuente Tellez Tirea

Eduardo Ruiz

HPE



IN-HOUSE TEAM OF THE YEAR **TECHNOLOGY**

NOKIA

FINALISTS

IBM Microsoft OutSystems Zeiss Iberia



IN-HOUSE COUNSEL OF THE YEAR TRAVEL & TOURISM

STÉPHANIE SÁ SILVA

TAP Air Portugal

FINALISTS

Juan Carlos Alfonso Rubio

Cristina Carro

Parques Reunidos Servicios Centrales

Diana Kraft

Amadeus IT Group

Patricia Miranda Villar

OUIGO España



IN-HOUSE TEAM OF THE YEAR TRAVEL & TOURISM

ACCOR

FINALISTS

Aena Melia Hotels International OUIGO España TAP Air Portugal



IN-HOUSE COUNSEL OF THE YEAR **INSURANCE**

ISABEL LAGE

Fidelidade

FINALISTS

Ángel Luis Dávila Bermejo MAPFRE

Joaquin Pons

Zurich Santander Insurance America

Nuria Sobrino Lajo

Allianz Partners

Manuela Vasconcelos Simões

Tranquilidade



IN-HOUSE TEAM OF THE YEAR **INSURANCE**

BNP PARIBAS CARDIF

FINALISTS

AXA Generali

MAPFRE

Sanitas



Patrícia Nunes Pereira, Alvaro San Martin, Petra Faria, Lidia Salvatierra Márquez, José David Reguillo Antequera

IN-HOUSE COUNSEL OF THE YEAR FASHION & LUXURY

CARLOS SANZ MALLO

El Corte Inglés

FINALISTS

Esteban Buldú Freixa Camper

Francisco-Javier Fontan Cosialls

Mango

Oliver Ribera Gil Desigual

Guillermo Zulueta Bimba y Lola



IN-HOUSE TEAM OF THE YEAR FASHION & LUXURY

CAMPER

FINALISTS

Tendam
Desigual
El Corte Inglés
Tommy Hilfiger



IN-HOUSE COUNSEL OF THE YEAR **REAL ESTATE**

ANA SUÁREZ GARNELO

Haya Real Estate

FINALISTS

Juan Carlos Alfonso Rubio Aena

Manuel Mesquita

Auchan Retail International

Isabel Fernandes

Grupo Visabeira

Alberto Plaza-Berges

Merlin Properties



IN-HOUSE TEAM OF THE YEAR **REAL ESTATE**

IDEALISTA

FINALISTS

Auchan Retail International Distrito Castellana Norte Haya Real Estate Metrovacesa



IN-HOUSE COUNSEL OF THE YEAR SERVICES & CONSULTANCY

JAVIER FOLGUERA

Hispasat

FINALISTS

Eva Argilés Applus+

Luís Graça Rodrigues
Indra Sistemas

Beatriz Hernández-Gil Quiroga Acciona

Juan Venegas Servinform

IN-HOUSE TEAM
OF THE YEAR
SERVICES
& CONSULTANCY

ACCENTURE

FINALISTS

Acciona Everis Spain Indra Sistemas Servinform







Restart. In a word, this has been the business imperative in the last year. In the last 12 months, business lawyers have had to contribute to the effort to guide companies from a situation of extreme difficulty towards recovery. A difficult task, which required speed in managing change and accepting new challenges, clarity to govern new scenarios and creativity to transform critical issues into opportunities. These are characteristics that the 50 leaders listed on the MAG pages have demonstrated, each in their own way. Each of them has made a difference for the company they work for, the market, Italy. Or again for the professional category, the Legal services sector and why not... even for themselves. The following is not a league table, but an observation of the Italian Legal market by inhousecommunity.it, the result of a year of work of daily and all-round attention reserved for

corporate lawyers. A composite professional category, symbolically enclosed under the name of "general counsel", but which actually embraces the different professions and the broader responsibilities entrusted to the lawyers in the company (from compliance, to corporate affairs, to privacy, to sustainability). The polymorphous soul of in-house lawyers also makes multiple facets of the value that these professionals bring to the company and, more generally, to the Legal services market. For this reason, to measure the family of corporate lawyers, it is necessary to take into account various elements and not just the numerical data of the individual organisations of origin. Numbers matter, insofar as you have contributed to making them happen, but the innovations on which you have your signature also count.

Once again, the criteria by which these professionals have been included in the 2021 Champions List are dossiers, leadership, popularity and career. You will find them graphically represented in each profile and highlighted according to the weight they have assumed for inclusion in this year's ranking.

More specifically, by **dossier** we mean the main activities of which these professionals have successfully handled the Legal and/or corporate direction in the last 12 months. From large operations (mergers and acquisitions, quotations, bond issues, securitisations and restructurings) that have marked the market and which have changed the Italian footprint abroad to partnerships, projects and disputes. **Leadership** is considered as the ability of these managers at the head of a team, a management or a Legal division to lead, with their work, the success of the organisation - working on the efficiency of services, the implementation of technologies, or beneficial transformations for the Legal, the other divisions and the finances of the group - or of the profession, actively committing to an ever greater affirmation of the category.

Then there is the **popularity** and therefore the prestige that the selected lawyers have earned among the operators in the sector (in-house colleagues, business lawyers, head hunters, etc.). Visibility has transformed these already remarkable professionals into authoritative and recognised influencers and trend setters, able to influence the choices of the Legal sector, without simply relegating them to work, albeit absolutely central and decision-making, "alone" in the office. For the youngest, they are role models to follow and for business lawyers, they are clients to be retained or acquired.

Lastly, the **career**. A professional path of excellence is the common thread that unites the corporate lawyers listed below but, among them, there are also those who this year have added a new important piece to their professional path by taking on important roles inside or outside the own company.

The following ranking is therefore the result of careful reflection on all these criteria and ranks corporate lawyers based on their positioning on individual aspects in the last year, according to the observation of inhousecommunity.it.

Icons

DOSSIER

LEADERSHIP

POPULARITY

CAREER









The names of the most influential corporate lawyers of the year are the following:

OI GIULIO FAZIO

+2



Company Enel

Role Director of Legal and Corporate Affairs









Undisputed trendsetter, he has unlimited leadership. Always careful to make the functioning of his Legal department more efficient, he implements innovations and technologies that make Enel's Legal office unique in the panorama of the in-house Legal market. Among the internal projects implemented: the guidelines for the governance of the 14 listed subsidiaries of the group; the platform for the out-of-court settlement of disputes with artificial intelligence "e-conciliador" in Latin America, which will soon also be tested in Italy; the global program for the protection of intellectual property and the mapping and earning of "secret" know-how; the project to accompany the dimensional growth and resilience of the group's suppliers (which has introduced important principles of sustainability in the contracts).

On the operations front, he oversaw the sale of 50% of Open Fiber to Macquarie; the restructuring of the South American business, one of the largest in the continent; the multi-billion dollar sustainable bond program.

Despite the pandemic, the format of "(II)Legal games" (which he conceived to push research in the Legal field) has not stopped and has indeed extended by expanding to other large Italian companies, including Luxottica and Leonardo.

102 GIANPAOLO ALESSANDRO



Company Unicredit

Role Group Legal officer, secretary of the Board of Directors









In a year of transformation of the management, not only was he reconfirmed at the helm of the Legal office of Unicredit, but he also coordinated the process of selecting candidates for the renewal of the Board of Directors last April.

He supported the launch of a program for a European payment scheme and participated in the definition of the group's regulatory strategy. Confirming his role as a "business enabler" he contributed to the development of various projects and initiatives in the digitalisation and innovation field, assisting the bank in its investments in the fintech area.

He has followed sales for a total of 5 billion euro and over 100 transactions and the Legal aspects related to the recovery of the bank's UTP positions, supporting, at the same time, important Italian and foreign industrial groups in the effort to restructure their debt.

In total, in the last 12 months, he has managed, on the Legal side, M&A operations for over 306 million, including the sale of 100% of SIA UniCredit leasing. He is also successfully continuing the UniQLegal initiative, which, despite the pandemic, closed the year in profit and opens up to the future with a decisive investment in the digital world.

03 NICOLA VERDICCHIO



Company Pirelli

Role Senior vice president and chief Legal officer









-|

He is considered a champion. He enjoys an excellent reputation among business lawyers; for in-house colleagues, he is a point of reference, the right person to ask for advice when faced with complex situations. Strongly committed to sustainability and digitalisation in the company, he is one of the bearers of change and solutions that go beyond pure Legal activity.

In terms of the dossier, he directed, on the Legal side, the placement and issue of 500 million senior unsecured guaranteed equity-linked bonds maturing in 2025, listed on the Vienna stock exchange. The transaction made it possible to optimise the debt profile of the group, extending its maturities and preserving the cash generated by the business, thanks to the non-interest bearing nature of the bonds.

He signed the Legal strategy of the Covid-19 action plan, dealing in particular with guaranteeing safety levels for employees without compromising production activity in the various countries, limiting the impact of the crisis by renegotiating commercial agreements with suppliers and the distribution chain to ensure financial stability through liability management activities and the negotiation of new loan agreements.

In April, he joined the Board of Atlantia.

1 ALESSANDRO TONETTI





Company Cassa Depositi e Prestiti (Cdp)

Role Deputy general manager and chief Legal officer









He has worked in the Legal direction of some of the most important strategic operations in Italy. Among these: the entry of Macquarie in the capital of Open Fiber and the increase in the shareholding of CDP Group; the purchase of the controlling stake held by Atlantia in ASPI; the acquisition by Cdp Equity of a 7.3% stake in Euronext; the corporate combination of SIA with Nexi to create a pan-European champion in the payments sector.

In addition, he oversaw the structuring and implementation, on the Legal side, of projects in support of companies and public administrations affected by the pandemic emergency, including the capitalisation instrument "Revival equity"; the 1 billion Covid-19 social response bond; the 750 million Social Bond; the funding operation with the EIB of 1.5 billion for SMEs; the Pronto Cassa plan for companies in Lazio; the € 687.6 million concession to the "Guarantee Fund for small and medium-sized enterprises".

05 ANDREA PARRELLA



Company Leonardo

Role Group general counsel









In addition to coordinating the Legal direction of various operations (including the acquisitions of 30% of Gem and 25.1% Hensoldt), he led Leonardo to the podium of the Defense Companies Index (DCI) on Anti-Corruption and Corporate Transparency 2020 elaborated by Transparency International, ranking first among 134 companies in the defence and security sector of 38 countries in the world. This is a particularly significant result for the management led by Parrella, which, in addition to the legal area, includes corporate affairs, compliance, criminal and anti-corruption functions. Among the reasons that allowed the company to obtain this recognition, the non-governmental organisation mentions: the new code of ethics, the strengthening of responsibilities and internal controls on internal audit, offset and trade compliance and the new management code relations with suppliers. All activities that see his management acting as a protagonist.

06 CLAUDIA RICCHETTI

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Company Atlantia

Role General counsel and secretary of the Board of directors









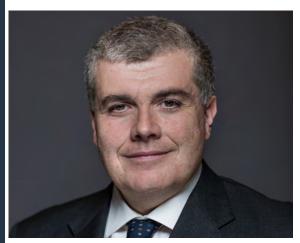
Last September, she took over the head of the Legal department of Atlantia, bringing a lot of innovations. Among these: digitisation of the Board, single company secretariat for the Board and committees to facilitate the work and facilitate the exchange of information, continuous dialogue with the regulatory authorities to ensure the greatest possible transparency at a time when the physical dialogue has completely disappeared, a dashboard management process to keep track of the activities carried out and share them within the company, repository of templates that are continuously updated, less rigid division of tasks to make teamwork more efficient.

Her files on her table are numerous. In just over six months, she has worked on closing the sale of 49% of Telepass; upon completion of the investment in Volocopter; the issuance of a 1.1 billion euro bond; to the elaboration of two entirely in-house demerger projects. At the moment, she is working, on the Legal side, on the sale of the entire stake held by company in Autostrade per l'Italia (88%) to the Consortium consisting of CDP Equity, The Blackstone Group International Partners and Macquarie European Infrastructure Fund 6 SCSp.

Ricchetti is also a role model for many young corporate lawyers. Her career at the top of Legal and Corporate Affairs of large companies in different regulated sectors (Checchi Gori Communications, Seat Pagine Gialle, Lottomatica and Octo Group) is a source of inspiration for lawyers aiming to lead the Legal direction of an important company.

07 ANTONIO CANGERI

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Company Generali Insurance

Role Group general counsel









Who says Cangeri says M&A. The major transaction that he is directing on the Legal side is the voluntary takeover bid (takeover bid) on the ordinary shares of Società Cattolica di Assicurazione for a maximum outlay of 1.176 billion. The transaction - which leverages the strategic partnership signed in June 2020 - would consolidate Generali's position in the Italian insurance market and strengthen its positioning among the main European groups, accelerating the diversification of the Non-Life business. Other deals followed include the acquisition of AXA Insurance in Greece, the extension for another 20 years of the exclusive distribution agreement with Alpha Bank and the sale to the Canadian N Plus of the German subsidiary Azur Space Solar Power for 53 million euros.

Last April, Cangeri was also appointed chairman of the Board of directors of Banca Generali.

AGOSTINO NUZZOLO

+5



Company Tim

Role General counsel; director of the Legal, Regulatory and Tax function and secretary of the Board of Directors









A former financier, his perimeter of activity in Tim is very broad, which actively involves him on various fronts. These include strategic operations such as the establishment of FiberCop, with Kkr and Fastweb, for the development of digital services through high-performance fibre optic connections or the completion of the agreement with Ardian for the sale of a minority of the Inwit towers. He also follows the M&A, including the acquisitions of the mobile activities of the Oi Group for approximately 2.7 billion euros (together with Telefônica Brasil and Claro) and of the Italian business units of British Telecom Italia that offer services to the public administration and to SMEs. He leads the Legal direction of the sustainable revolution that has affected the company, for example, dealing with the launch of Tim Green low environmental impact services, the company's first ESG-linked credit line, the agreement with A2A on sustainable energy transition and digitalisation. He handles litigation and arbitration, on which he recorded, for example, a victory against the revocation of an arbitration process with claims for damages exceeding 15 billion dollars against Tim and Telecom Italia Finance, and another in appeal to the Council of State for a tender announced by the Municipality of Milan. Finally, he follows commercial agreements such as the agreement with Dazn for the TV rights of the Serie A championship and the agreement with Discovery for direct to consumer services on Timvision.

He sits on the boards of Inwit and Tim Brasil.

09 ELISABETTA PAGNINI

+5



Company Intesa Sanpaolo

Role Group general counsel









In addition to having directed the Legal direction of the major transactions concluded by the bank (from the OPS on UBI to the strategic outsourcing of the cloud with Google and Tim to name a few), she has profoundly transformed the Legal department of Intesa Sanpaolo, innovating it and bringing it closer to the needs of the business.

Among the main innovations of the reorganisation are: the consolidation of the international team. the institutionalisation of the team dedicated to transformation and innovation, the unification in a single structure of the consultancy relating to products and commercial channels and the clearest focus on within the strategic operations of the group of the Legal advisory function called "Group Finance and Services". In addition, the lawyers specialising in insolvency proceedings were grouped in a new structure, and a team specialised in proceedings initiated by the AGCM regarding unfair commercial practices was created within the administrative litigation structure. The successes of this transformation are different: from the better management of Legal risk and the performance of law firms to the definition of a homogeneous international Legal approach to the regeneration of the energies available to innovation projects that aim to enhance the professional skills of internal lawyers. and make their work even more efficient and useful.

PIER GIUSEPPE BIANDRINO

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Company Edison

Role General counsel - Legal and Corporate Affairs director









He is one of the key figures of the company, not only for his membership in the management team but also for his strong decision-making influence. He followed the Legal and Corporate aspects of the establishment - together with Ambienthesis, Herambiente and Sersys Ambiente - of Tremonti, a company specialising in land and groundwater remediation services. The newco will represent a paradigmatic model for the management and resolution of cases of land contamination by large industries. Its first interventions will be carried out in the area of Bussi sul Tirino (PE), and then gradually expand the range of action to the areas of the Piano d'Orta plant. As regards M&A, he worked on the sale of Edison Exploration & Production and of the investments in the hydrocarbon exploration and production sector (oil and natural gas) to Energean. The transaction was particularly significant as it implemented Edison's strategy to leave the sector of the exploration and production of hydrocarbons to focus on the development of renewables and energy efficiency, in line with the country's decarbonisation objectives.

ON LAW intervie success We featur OF THE LAW FIRMS, at the bear innoted to the bear in

In what has been another challenging year for law firms in Spain and Portugal, Iberian Lawyer's "Law Firm Profile" interviews exude positivity and success in the face of adversity. We featured a true cross-section of the market in 2021, from local domestic heavyweights to international players and even independent boutiques. Despite the bearish economic prognosis at the start of the year, the Legal market continues to grow, innovate and have success.

by michael heron



FEBRUARY • PORTUGAL *Issue* 101 of *IBERIAN LAWYER*

Domingos Cruz, managing partner of **CCA**, was the law firm profile for February. The main reason to interview him was to know a little bit more about the new approach to Business Law in Portugal of the new generations that are arriving at the decision-making level and learning, from his hand, how the future of the profession might be. CCA is one of the oldest firms in Portugal, over 70 years since its inception, and this contrast with history and modern thinking by its leader provided great insights.

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YOUNG AS ONE MAY BE. WHAT REALLY MATTERS MOST ARE THE IDEAS. THE ABILITY TO SHARE YOUR VISION AND ENABLE PEOPLE TO PURSUE THAT SAME VISION. LEGAL SERVICES ARE GOING THROUGH A TRANSFORMATION PROCESS. A ONE-OF-A-KIND MOMENT THAT REOUIRES FORWARD-THINKING. THE CURRENT CHALLENGES TO THIS SECTOR ARE OVERWHELMING: NEW COMPETITORS. INNOVATION. DIGITALISATION, BECOMING A 21ST-CENTURY LAWYER WITH A DIFFERENT SET OF SKILLS. TO NAME A FEW. AND ARE BOUND TO SHAPE THE LEGAL SECTOR FOR THE NEXT DECADES

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66 AT FRESHFIELDS. OUR AIM IS TO BE A DIVERSE AND INCLUSIVE **WORKPLACE WHERE EVERYONE** HAS THE OPPORTUNITY TO ACHIEVE THEIR POTENTIAL. WE WANT TO CREATE A POSITIVE AND SUPPORTIVE ENVIRONMENT IN WHICH ALL CAN FLOURISH. REGARDLESS OF THEIR GENDER. RACE OR ETHNICITY. BACKGROUND, RELIGION, DISABILITIES. SEXUAL ORIENTATION. GENDER IDENTITY OR ANY OTHER DIMENSIONS OF DIFFERENCE. THROUGH BUILDING AWARENESS OF INCLUSION AND DIVERSITY WE WANT TO PROMOTE A POSITIVE. CONFIDENT. AUTHENTIC DIALOGUE ACROSS THE FIRM



MARCH • SPAIN
Issue 102 of IBERIAN LAWYER

Raquel Flórez, partner and head of the Employment Law department at Freshfields Spain, was interviewed for the Law Firm Profile of March. The lawyer is also responsible for promoting the firm's diversity standards. We spoke with her about diversity, work-family balance, and teams and leadership, among other issues. In the month in which we celebrated International Women's Day, Iberian Lawyer wanted to interview top women in the legal sector in Spain and Portugal.

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MARCH • PORTUGAL
Issue 102 of IBERIAN LAWYER

Cláudia da Cruz Almeida, M&A partner at VdA, was our law firm profile for March. Cláudia was the top female dealmaker in Portugal, with six transactions totalling €3.8 billion. Cláudia joined VdA in 1999 and, during a career spanning over two decades, has been involved in a number of transactions, mainly focused on acquisition finance, corporate finance and acquisitions and sales of companies. Iberian Lawyer spoke with Cláudia about her experience of being a successful woman in law, how she sees the development of gender equality and the culture at VdA.

IN MY VIEW, THE CREATION OF AN ENVIRONMENT WHERE LAWYERS CAN ACHIEVE A WORK-LIFE BALANCE HAS TO BE DESIRED AND VALUED BY LAW FIRMS FROM A TOPDOWN PERSPECTIVE. LAW FIRM MANAGEMENT SHOULD CREATE THE NECESSARY TOOLS AND ENCOURAGE THE LEADERSHIP STRUCTURE TO IMPLEMENT THEM

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IN MY PRACTICE AS AN INTERNATIONAL
ARBITRATOR, THE PANDEMIC HAS
MADE MY WORK MUCH EASIER. WITH
THE ABSENCE OF TRAVEL AND STRICT
CONFINEMENT, TECHNOLOGY HAS FAVOURED
VIRTUAL HEARINGS AND ELECTRONIC
COMMUNICATIONS. THE CRAZY YEARS OF
CONSTANT TRAVEL ARE NOW BEHIND ME,
AND I CAN NOW RESOLVE THE SAME MATTERS
FROM MY OFFICE OR EVEN FROM
MY OWN HOME

Bernardo M. Cremades

"TWO THINGS WERE VERY CLEAR TO ME FROM THE TIME I WAS AT UNIVERSITY. FIRSTLY, THAT I HAD TO START OUT ON MY OWN AND ONLY GET TO THE FIRM ON MY OWN MERITS" BERNARDO M. CREMADES. JR.





JUNE • SPAIN
Issue 105 of IBERIAN LAWYER

Bernardo M. Cremades, founding partner of the international Spanish law firm **B. Cremades & Asociados**, together with his son Bernardo M. Cremades Jr, was our law firm profile for June. They opened the doors of their paternal-filial relationship to Iberian Lawyer to tell us as a duo how this firm has been running like a Swiss watch since 1969 and, in recent years, with two leaders of very different generations at the helm.



JUNE • PORTUGAL
Issue 105 of IBERIAN LAWYER

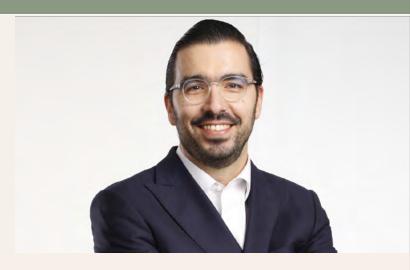
Inês Sequeira Mendes, managing partner at Abreu Advogados, was IBL's Law Firm Profile for June from the Portugal side. Sequeira Mendes spent the best part of her legal career at the firm, joining in 2006 and becoming a partner in 2012. Iberian Lawyer interviewed Sequeira Mendes, who candidly and elegantly described her plans for the firm's future, where she envisages challenges and opportunities as well as what she hopes her legacy will look like when her term ends.

I BELIEVE THAT OUR CULTURE OF TRANSPARENCY IS ONE OF OUR MAIN DIFFERENTIATORS. TRANSPARENCY IN THE WAY WE INTERACT WITH CLIENTS, IN EVERY ASPECT, SUCH AS COSTS, THE TEAM MEMBERS INVOLVED IN THE MATTERS, CYBERSECURITY POLICIES, ETC., MAINLY BECAUSE WE ARE CERTIFIED IN ISO 900I, SO WE HAVE TO BE 100% COMPLIANT. BUT ALSO IN THE WAY WE RELATE BETWEEN PARTNERS AND WITH OUR PFOPI F

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RRP'S CULTURE IS SUPPOSED TO PLAY
A PIVOTAL ROLE IN THIS REGARD. A
TRUE START-UP SPIRIT IS ENSHRINED
BY THE TEAM – ANCHORED IN
SOUND FINANCIAL INDEPENDENCE
– THAT HAS BEEN WORKING AS A
PROPELLER FOR EVERYONE TO BRING
THE BEST OF THEMSELVES UNDER
ALL CIRCUMSTANCES. THERE ARE
NO DOGMAS AT RRP ABOUT WHAT
LEGAL DELIVERY SHOULD BE. THE
ANCHOR POINT REMAINING – WITH
NO SURPRISE – THE CLIENTS'
SATISFACTION

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JULY-AUGUST • SPAIN
Issue 106 of IBERIAN LAWYER

Ricardo Reigada Pereira, managing partner at **RRP Advogados**, was the first of two law firm profiles from Portugal for July-August. The firm recorded the biggest revenue growth in Iberian Lawyer's recent Top 30 rankings for Portugal, with an incredible 24% increase in 2020 compared to 2019. Ricardo took the time to share with us what he believes lies at the heart of this success, where they want to get to, and the biggest challenges law firm leaders are currently facing.



JULY-AUGUST • PORTUGAL Issue 106 of IBERIAN LAWYER

Vanessa Rodrigues Lima, the founder of VRL Legal, was the second Law Firm Profile from Portugal for July-August. Despite the challenges of starting a new boutique project during a pandemic and uncertain economic times, one has to commend Rodrigues Lima for embarking on her new journey less than three months ago. A Brazilian native, she moved from Rio to Lisbon at the age of six and has spent her entire professional career in Portugal. We discussed with Vanessa why Private Clients require a different approach and the type of relationship and lawyer they value.

I AM IN PERMANENT CONTACT WITH MY CLIENTS. AND I KNOW THEY VALUE THIS VERY MUCH. IT IS ESSENTIAL THAT WE CULTIVATE EMPATHY WITH CUSTOMERS, WITH THE OPPOSITE PARTIES. WITH ALL THOSE WHO CROSS OUR PATH. IT IS IN THE MOST UNUSUAL SITUATIONS THAT THE MOST WORK ARISES. WE MUST TREAT ALL SITUATIONS AS POTENTIAL GENERATORS OF MORE WORK. SHOWING EVERYONE WHAT VALUES WE STAND FOR AND THE RIGOUR OF OUR WORK

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EFFECTIVELY, THE STRATEGIC PLAN FOR THE NEXT FIVE YEARS IS VERY AMBITIOUS. AND WITH THE FULFILMENT OF IT. WE WILL CONSOLIDATE OUR POSITION AS A LEADING PROFESSIONAL SERVICE FIRM IN THE BUSINESS LAW SECTOR. ALL PROFESSIONALS ARE VERY INVOLVED WITH THE CHALLENGES IN ORDER TO FACE THE STRATEGIC PLAN. THE KEY BUSINESS AREAS ON WHICH WE ARE FOCUSING ARE BASED ON THE CONSOLIDATION OF OUR TRANSACTIONAL CAPACITY. THE STRENGTHENING OF OUR TRANSVERSAL SECTORIAL APPROACH, AND OUR LEADERSHIP IN THE OFFER OF SERVICES AND PRODUCTS FOR THE COORDINATION OF INTERNATIONAL ADVICE (ESPECIALLY IN THE LATAM AREA)

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SEPTEMBER • SPAIN Issue 107 of IBERIAN LAWYER

Jacobo Martínez, managing partner, head of the Labour area and member of the Executive Committee of **Eversheds Sutherland Spain**, was our law firm profile for September. We spoke with him about the strategic plan he has set for the firm during his term of office and beyond. Jacobo is part of the firm's history in our country, and this is evident when he talks about issues such as his team or the recent merger with FCB Advogados.



SEPTEMBER • PORTUGAL *Issue* 107 of *IBERIAN LAWYER*

Mafalda Barreto, managing partner at Gómez-Acebo & Pombo Portugal, was our law firm profile for September. Celebrating ten years in Portugal, it would be fair to say that GA_P's presence and reputation in the country are now virtually unrecognisable to those that remember the project that started back in 2010, with 23 lawyers. Barreto has had the responsibility of steering the ship since 2018 and admits that while her first year was easier than expected, the challenges generated post-COVID she could never have imagined having to deal with in her career.

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WHAT SETS US APART FROM OTHER FIRMS ARE OUR VALUES, WHICH WE APPLY IN OUR DAY-TO-DAY WORK: PROXIMITY, ACUMEN, EXCELLENCE AND INNOVATION. GÓMEZ ACEBO & POMBO IS A FIRM WITH A VERY HIGH PERSONAL QUALITY, WHICH INVESTS IN AND CARES ABOUT THE PEOPLE WHO FORM PART OF IT AND WHICH STRENGTHENS THOSE RELATIONSHIPS

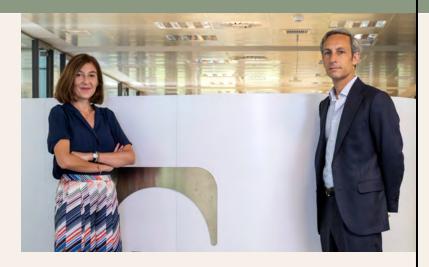
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IN FACT, WE BELIEVE ESG IS NOT A PRACTICE AREA IN THE TRADITIONAL SENSE, IT IS SO WIDE THAT IT GOES BEYOND ANY LEGAL PRACTICE TAKEN SEPARATELY. DESPITE THE FACT THAT SOME LAW FIRMS OFFER ESG "SPECIALISTS", WE, AT DLA PIPER, WOULD RATHER PROVIDE ADVICE CLOSELY LINKED TO EACH OF OUR CLIENTS' PARTICULAR BUSINESS SECTOR, KNOWING THAT EACH SECTOR HAS SPECIFIC ESG CONCERNS

OVER THE LAST COUPLE OF YEARS, WE HAVE WITNESSED AN OUTSTANDING CHANGE IN THE TOP IBEX 35 COMPANIES. THOSE COMPANIES ARE INDEED LEADING THE WAY FORWARD SINCE THERE IS NO DOUBT THAT THE EMBEDDING OF ESG CRITERIA INTO COMPANIES IS HERE TO STAY PAZ DE LA IGLESIA

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OCTOBER • SPAIN *Issue* 108 of *IBERIAN LAWYER*

Joaquín Hervada and **Paz de la Iglesia**, both partners and co-heads of **DLA Piper**'s ESG practice in Spain, was our law firm profile for October. Europe has emerged, in recent years, as a worldwide leader in ESG, the origins of ESG (regarding Environmental, Social, and Governance) date back several decades. One of the international firms that saw this trend in time and form, or relevance, was DLA Piper.



OCTOBER • PORTUGAL Issue 108 of IBERIAN LAWYER

Nuno Cerejeira Namora, managing partner at Cerejeira Namora, Marinho Falcão, was our law firm profile for October. During this interview, Cerejeira Namoria explained to Iberian lawyer that their path hasn't been exactly run-of-the-mill. The firm has its roots in Porto and then expanded to the capital and other parts of the country. Its strengths originated from the more traditional areas of Labour and Tax Law but have expanded to Privacy, Digital and Technology.

66 IT MAY SOUND CLICHÉ, BUT WE TRULY BELIEVE THAT WE DIFFERENTIATE **OURSELVES BY THE RELATIONSHIPS** OF TRUST WE ESTABLISH WITH OUR CLIENTS, WHO OFTEN BECOME FRIENDS. IT IS OBVIOUS THAT THE CLIENT SEEKS US OUT AND TRUSTS US FOR THE QUALITY AND TECHNICAL RIGOUR. FOR THE COMMITMENT WE HAVE TO THEIR ISSUES AND FOR THE RESULTS WE ACHIEVE

66 **ENORMOUS TALENT AND AN** IMPRESSIVE IDENTIFICATION WITH OUR CULTURE. WE HAVE HAD LUCK. BUT ALSO THE ACUMEN TO IDENTIFY GOOD OPPORTUNITIES FOR EXPANSION. WHICH HAVE BEEN SUCCESSFUL. INDEED. FROM THE MOMENT WE STARTED THIS PROJECT (JULY 2015). WE HAD A WELL-DEFINED STRATEGY. AFTER MANY YEARS IN CONTACT WITH THE VARIOUS DIMENSIONS OF LAW. IT BECAME VERY CLEAR WHAT WE SHOULD DO SO THAT WE COULD CONOUER OUR OWN SPACE IN THE MARKET



NOVEMBER - PORTUGAL Issue 109 of IBERIAN LAWYER

Fernando Antas da Cunha, managing partner of Antas da Cunha Ecija was our law firm profile for November. AdCE has recorded phenomenal growth since its inception in July 2015. Starting with a team of just seven, the firm has now grown to 100 (75 lawyers) in Portugal. Iberian Lawyer had the pleasure of interviewing the man at the helm during this period. The lawyer provided us with insight into the reasons behind this success and growth, as well as what motivated the firm to merge with Ecija in 2017.





Expert Opinion Fig. 1.1. Expert Opinion

YOUR SPACE, YOUR ARTICLE.

For information:

info@iberianlegalgroup.com



ONE YEAR OF IN-HOUSE LAWYERS



With another year reaching its end, Iberian Lawyer has been privileged to have interviewed outstanding in-house lawyers from different entities in Iberia. We have experienced a more positive outlook for the global economy in 2021 after a challenging 2020 that brought us the COVID-19. With an increase in the global population receiving vaccinations, the Iberian in-house Legal market can look ahead to 2022 with more optimism compared with this time last year.

Read the full interview in issue 101 of IBERIAN LAWYER



Spain

Patricio Morenés Hoyos, deputy general counsel of the DIA **Group**, was our in-house lawyer of the month for February. Morenés Hoyos is a young, well-prepared lawyer and an expert in Commercial Law, who likes challenges and, since joining the Legal team of DIA Group, has added a lot to the new era of this food retailer whose slogan is "Cada DIA más cerca" (Closer every day). He discussed with us the challenges that the retail sector faced during the pandemic and the unique intensity of daily workflow for all those involved.

"Becoming the deputy general counsel of a listed company of the stature of DIA seemed to me, from the very beginning, a very interesting project and an irrefutable opportunity. Clearly, it also involved taking some risks, and it was obvious that this was a demanding path on which there was (and still is) much to be done"

Portugal

Hugo de Almeida Pinho, general counsel of Siemens Healthlineers, was our in-house lawyer of the month for February. The lawyer is also responsible for Data Privacy topics for the Southern Europe zone and Antitrust Compliance topics for the EMEA region. He has more than ten years of experience in top law firms and multinational companies. Iberian lawyer had the pleasure of Iberian Lawyer of understanding the challenges that avant-garde medical companies like Siemens have to face, because of the pandemic the world is trying to defeat.

"I would say that the main legal challenges presented by this pandemic context are related to the time pressure that escalated even higher because of the demand to serve our clients quickly and with custom-fit solutions to tackle completely new challenges. The challenges of dealing with a continuous cascade of new legislation that is published continuously as a response of governments to tackle this pandemic and its economic consequences"



Read the full interview in issue 102 of IBERIAN LAWYER



Spain

Gabriel Vera Artázcoz, Legal director of SENER Aeroespacial, was our in-house lawyer of the month for March. Since October 2020, he has also been deputy secretary of the Board of Directors of SENER Group, which encompasses Space, Defence and Science and is currently positioned as one of the leading national firms in the sector in the international arena. The lawyer shared with us the inside story of the restructuring of the SENER group and how this affected the functioning of the Legal department, as well as the benefits of working for a family business.

"I believe that the advantage, without a doubt, of the family business is the medium-term perspective and the greater proximity and participation in the decision-making process. Another relevant factor is that the decision-making bodies are not relocated to third countries - perhaps unlike other large international groups - which allows for greater agility in the decision-making process"

Portugal

Stéphanie Sá Silva, general counsel, TAP Air, was our inhouse lawyer of the month for March. During arguably the most challenging period the aviation sector has ever faced, Stéphanie provides us with a fascinating insight into the challenges of TAP's in-house legal team. She uncovered just how demanding and how reliant companies such as TAP are on their legal teams during these unprecedented times. With a team of 22 in-house lawyers, we gained privileged access to one of the bigger Legal teams in Portugal.

"The COVID-19 pandemic has caused the worst crisis in the history of the aviation sector. This pandemic resulted in the collapse of the demand, as well as in many travel restrictions adopted by national authorities as a means to counter the propagation of the disease. Like other airlines, TAP Air Portugal has been continuously adjusting its operations to this evolving situation, in a context where travel restrictions are constantly changing"





Spain

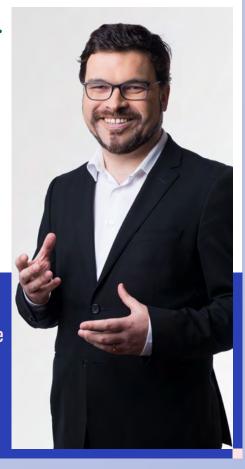
John Rigau, vice president and general counsel of PepsiCo **Western Europe**, was our in-house lawyer of the month for April. Rigau shared with us his pride to belong to a senior management team made up of executives who developed their careers in the company and in which its CEO is a Barcelona native, 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.

"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"

Portugal

Adeodato Pinto, general counsel of Efacec, was our inhouse lawyer of the month for April. Pinto discussed the infamous Luanda Leaks scandal and the impact this had on the business, as the company's majority shareholder at the time, Isabel dos Santos, who was Africa's richest woman, saw her assets frozen. Despite these colossal challenges, Efacec survived, which resulted in the company becoming nationalised. We also learned about the inner workings of the in-house legal team.

"When I joined the company in 2015, we were a team of six, and now we are IO. 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"



Read the full interview in issue 104 of IBERIAN LAWYER



Spain

Andrea Viale, head of Legal at Idealista, was our in-house lawyer of the month for May. This interview uncovered how the pandemic has also led to a revolution in housing models. According to the data managed by the idealista platform, COVID-19 has slowed down sales and mortgages, changed the price trend, boosted technology, and given prominence to new construction, villas and outdoor spaces, also accelerating the conversion of homes into offices and educational centres. Viale explained these new models to us and how the Legal department has dealt with the health crisis.

"Many Spaniards realised during the lockdown that they did not like the house they were living in and decided to start looking for a house that was brighter, with more rooms or even with a terrace or a small garden. For months, the number of searches of houses with these particulars increased strongly, as well as searches in small towns"

Portugal

Luiza Bartholomei, head of Legal and Compliance for the European business units of China Three Gorges (CGT), was our in-house lawyer of the month for May. The lawyer, who coordinates the Legal support to all business units of the company in Europe, shared with us how the organistion, which is considered the biggest clean energy group in China and the most prominent hydropower developer in the world, faired during the pandemic. She also revealed that M&A opportunities in the Energy sector have actually increased, despite all being conducted remotely.

"The past 12 months have been truly challenging for the company's business. Given that our growth strategy is based on acquisitions, the main focus is on M&A operations. This type of operation requires, substantially, great interaction between the company's business team, and the advisors hired to provide expert services on the workstreams, such as Legal, Tax, Finance and technical evaluation"





Spain

Marta Oñoro, general counsel at Allfunds, was our in-house lawyer of the month for June. For more than a decade, the lawyer has led a Legal department made up of 15 people in seven different offices: Madrid, Milan, Luxembourg, London, Zurich, Paris and Singapore. She has been a witness and part of its international expansion and, in general, of the great growth experienced by this Spanish company founded in 2000.

"When I joined Allfunds in March 2007, the team was formed by approximately 160 people and offices in three countries. We are now a team of approximately 870 people with offices in 15 countries. We have worked quite hard during the past years, but it has been very interesting, and we have had many challenges to face. The key is to support the business side helping such growth and designing from a Legal perspective the best way and structure to grow and become an international player, and doing this combining the needs of the business with Legal requirements"

Portugal

Ida de Brandão Triães, global associate general counsel & legal lead Portugal and Spain at McKinsey & Company, was our in-house lawyer of the month for June. This interview gave us a glimpse into the mindset, culture and legal department at McKinsey. Triães took the time to share her own personal journey and legal career to date, as well as her experience of working at a global management consulting firm with over 30,000 employees and more than \$10 billion annually in revenue.

"I am primarily focused on our operations in Spain and Portugal, where we have three offices, +55 Partners and +570 people. My role is about being a trusted advisor (trust being the keyword here) to the firm's leadership across their entire agenda, and doing so by bringing compelling legal perspectives and state-of-the-art solutions to connect the dots in complex situations. It's a permanent symbiotic dance with all dimensions of the business, as we are constantly evolving and upgrading our client service while enhancing risk management"



Read the full interview in issue 106 of IBERIAN LAWYER



Spain

Diolimar García, Corporate Legal Director of the Alarms and Corporate Affairs business of **Prosegur**, was our in-house lawyer of the month for July-August. Iberian Lawyer spoke with her about innovation, how they apply technology to the company's services, the recent agreement with Microsoft, and the daily challenges for professionals in the Legal department. The interview also uncovered García's belief in meritocracy and equal opportunities for all those who, with effort, talent and passion, seek to achieve their professional goals..

"Prosegur is a leading company in its sector, among other things, because it is a pioneer in the development and transformation of its services through the incorporation of technology. This way of acting of the company has notably intensified in recent years and, since 2018, Prosegur has taken a huge leap forward in everything that has to do with digital transformation, applying an intensive use of technology in all its lines of business"

Portugal

Rui de Oliveira Neves, general counsel at the Galp Group, was our in-house lawyer of the month for July-August. During the last eight years, he has built one of the biggest and most sophisticated in-house Legal structures in Portugal. During this interview, we went behind the scenes at Galp and understood what it takes to be selected on their panel of lawyers. We also learn about Galp's climate change ambitions and their target to reduce absolute emissions from operations by 40% and net-zero on all scopes by 2050.

"From my perspective, an in-house Legal department is almost like an ecosystem within the business that you need to develop in order to support the company in appropriate Legal terms. This includes compliance, economics and a multidisciplinary mindset. This equates to an in-house firm with the size necessary to support the business and engage the internal client and relevant stakeholders"





Spain

Bárbara Sanjuán Pardo, Legal director at BitBase, was our in-house lawyer of the month for September. The lawyer is specialised in International and Corporate Law. Despite her youth, at just 27, she is responsible for analysing the applicable regulations in order to provide BitBase's clients with all the Legal guarantees. Although she is totally aware of the lack of information and misinformation that surrounds the cryptocurrency world, she confesses to being a dreamer who believes that, as long as it keeps progressively regulated, this sector will gain its well-deserved space in the market.

"Our staff are experts in cryptocurrencies. We take care of informing and advising the customer so that they can learn about the many benefits of these transactions and operate with rigorous security. The world of cryptocurrencies is still unknown to a large number of people. The fact that they are beginning to be regulated, together with the growth of information in this regard, will give citizens greater confidence in the security and benefits of these operations"

Portugal

Nuno Menezes, Legal director at Teleperformance Portugal, was our in-house lawyer of the month for September. The French headquartered company achieved annual revenue in excess of €5 billion in 2020. Furthermore, in March 2021, Great Place to Work™ recognised Teleperformance Portugal as the 13th best company to work for in Portugal and as the 1st in the ranking of companies with more than 1,000 employees. Menezes shared with us his journey at the company, the open-minded and diverse internal culture, as well as what he values most when seeking advice from external counsel.

"The continuous technological evolution of Teleperformance, as a world leading company in what regards technology and security, has an undoubted influence on our way of delivering, communicating and interacting. We do expect our external partners to do the same. The Cloud, mobile applications, collaborative Software, electronic signatures, digital archive are just a few examples of how we've been adapting"



Read the full interview in issue 108 of IBERIAN LAWYER



Spain

Álvaro Mena, Labour Relations director at Globalvia, was our in-house lawyer of the month for October. This young 34-yearold lawyer from Seville came to Madrid of his own free will to expand the professional, cultural and academic opportunities offered by the capital. His approachable and friendly yet highly professional and detailed way of being has opened the doors to him of important law firms and has led him to be part of Globalvia for the last five years, the last one as the head of Labour Relations of the group.

"From the geographic point of view, the international presence of Globalvia covers Spain, the United States, Chile, Costa Rica, Ireland, Mexico, and Portugal, since, in 2010, its main investment focus was redirected to OECD countries. As Labour Relations director, I am responsible for defining the Legal and Labour policy of the group of companies and its practical application in companies in which Globalvia has a holding, delegations, concessionaires and other places of work"

Portugal

Tiago Severim Melo, corporate secretary at Brisa, was our in-house lawyer of the month for October. In April 2020, a consortium consisting of APG Asset Management, the National Pension Service of the Republic of Korea and Swiss Life Asset Managers, acquired an 81.1 per cent majority stake in the Portuguese toll road operator Brisa, for €3 billion. At the heart of this deal was Severim Melo. The lawyer provided insight into his career to date, the challenges his team faced during the merger negotiations, and where he sees some law firms failing in their approach to capturing new clients.

"The business of Brisa is very clean and clear, we are not a conglomerate with lots of different activities. It is a very straightforward business model. Since the new shareholders have acquired Brisa, a new strategic plan was defined with a clear vision for the company's future, where we should be, and what our goals are"





Spain

Enrique Medina Malo, general counsel and Head of Regulatory Affairs at Virgin Media O2, was our in-house lawyer of the month for November. The lawyer started his current role back in June 2021, with Virgin Media O2 being born due to a joint venture between Telefónica and Liberty Global. He explained to us his journey, which he defines as "a fantastic personal and professional challenge" and which, he tells us, brings together all the elements that motivate him to do his utmost to contribute to the success of the project.

"Virgin Media 02's legal team is divided into four departments. The Corporate Legal Directorate, which, in addition to being responsible for the deputy secretariat of the Board, is responsible for advice on M&A, network, IT, procurement, employment Directorate is in charge of assisting our B2C, B2B, digital transformation and privacy activity"

Portugal

Maria João Faísca, head of Legal at Impresa, was our inhouse lawyer of the month for November. Impresa is one of the largest Portuguese media groups and distributes the largest number of television channels broadcasting content. Furthermore, it owns the country's largest newspaper, Expresso. The lawyer shared with us why working for the diverse business interests of the group ensures there is never a dull moment in her busy schedule, as well as the challenge of working with external counsel, and what law firms can do to improve the relationship from a communication perspective.

"There are some law firms we work with. These external legal advisors are a fundamental key in my department work as they give us all the support we may need, and they must be good enough to simply substitute an in-house. Because of this, sector experience is the most relevant condition as, to externalise work, it is fundamental that we can trust in the work that is delivered"





MAG interviewed Leonardo's group general counsel Andrea Parrella following the Compliance Council held in Rome «The control mechanisms are an aid and comparison for a constant verification of adherence to the system of internal rules»

by ilaria iaquinta

Compliance as the guiding light of business. Proper management of non-Compliance risks allows companies to prevent negative effects on the balance sheet, image and reputation. Investments in integrity pay off: you earn the trust of interlocutors and public opinion. On the contrary, the lack of attention to Compliance exposes organizations to devastating risks, even from an economic point of view.

This is Leonardo's vision expressed by the group's top management, on the occasion of the "Compliance Council", an annual initiative promoted by the management led by the group general counsel **Andrea** Parrella, held in Rome on 25 October. «Compliance represents the navigator of every business activity. The control mechanisms must not be perceived as an obstacle but as an aid and comparison for a constant verification

of adherence to the system of internal rules. Compliance with the guidelines we have chosen to adopt is essential and must always be accompanied by adherence, even personally, to the ethical principles that inspire the company to compete effectively and fairly on the market,» said Parrella. MAG interviewed him following the event.

We are at the fifth edition of the Council; what are the "legacy" that you bring with you from previous editions?

In recent years, starting from 2016, we have been able to spread and root the awareness to progress on the side of the culture of integrity, ethics and transparency, the sharing of experiences, continuous training, involvement and awareness of the greatest number of people, inside and outside the company, is fundamental to strengthen our most precious "gift", which we can define as reputational capital (credibility).

This year, sustainability was the common thread of the event... In a nutshell: the rules, to the extent that they are internalized and lived in a conscious and convinced way, become a corporate culture, which translates at an operational level into daily behaviours that strengthen our credibility and foster superior and sustainable results and performance over time.

What do you mean by effective Compliance for sustainable results?

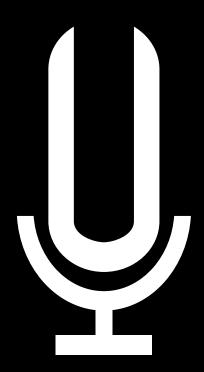
Effective Compliance is capable of translating the company's values, vision and strategy into concrete facts. It is careful to grasp the changes (legal, operational, reputational) that may have an impact on company activities to allow the company to adapt to the new reference context. Compliance provides its contribution to the creation of value for the company.

What are the main concrete cases of effective Compliance?

In the meantime, we have promptly suspended and then revoked a dozen brokerage assignments when there are situations to be investigated and "grey" areas. The efforts made in the field of transparency and legality have been recognized and rewarded by various international bodies and organizations, including Transparency International's Dci 2020 (see MAG N. 159). Also worthy of mention is "bridging generations in integrity", the initiative for the transmission of values and ethical principles between colleagues of different seniority through a generational bridge.

What new effectiveness tools are you adopting?

To name a couple, we have prepared a "Booklet of Legal opinions", which identifies the applicable legislation in 147 countries with the aim of allowing colleagues to immediately identify any critical issues, provide informative guidelines and work out the solutions to be followed. Furthermore, we have a new "Risk Grid", which is more articulated and accurate in declining the risk factors to be assessed prior to the assignment of the assignments.



HABLAMOS LEGALTECH

Iberian Lawyer

CLICK HERE TO LISTEN



"Hablamos Legaltech", the new podcast of Iberian Lawyer where, every week, we address issues related to the application of technology to the world of Law with the main actors of the legal sector

In recent months. Leonardo has conducted a "Materiality Analysis" to monitor the perception and expectations of stakeholders and identify strategic issues and priorities to be discussed with top management. What emerged from the work of the department you led?

That for our stakeholders, starting with customers, the area of responsible business management is increasingly important. For stakeholders, it was the second area out of 16 in order of priority, after cybersecurity and data protection. In the ranking of the previous analysis carried out in 2018, it was rated in the sixth position.

To build on the experiences gained in the emergency phase, you also conducted a survey on the effects of the pandemic on commercial dynamics and business Compliance tasks...

We have tried to derive from the field experience of our colleagues of the commercial structures, possible food for thought and improvement for the future, for example in relation to the types of contracts through which we engage our local partners, some divisions are evaluating how to update the success fee group policy.

You have also reviewed the internal regulatory body of Compliance. What does the new procedure and revision of the group directive on business Compliance include?

Several and significant changes, including the extension of the scope of application to distributors/resellers, the redefinition of the "Risk Grid" based on the experience gained, the strengthening of ethical-reputational checks/controls with the establishment of the new business Compliance committee, online training for commercial intermediaries that must be carried out before the assignment is conferred. We have clarified the lobbying contracts: we do not sign them.





ENERGY & INFRASTRUCTURE

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Why?

Meanwhile, because Article 346 bis of the Criminal Code does not exclude risks of imputation of companies for the crime of illicit influences, also for foreign activities. And then because in Italy, there is no organic discipline on the subject of lobbying, a circumstance that resonates on the interpretation of the borderline between lawful and illegal intermediation activities in the eyes of judicial interpreters.

You have also updated the guidelines and the directive on Trade Compliance ...

In addition to strengthening some control measures (on smuggling, risk analysis, etc.) and updating the list of "sensitive" countries, the main novelty is the definition of an assessment tool on respect for human rights - human rights impact assessment (HRIA), which allows specific risk analysis both at the country level and at the individual transaction level

What steps have you taken on the use of AI?

Undoubtedly, the pandemic has accelerated the digitization of business processes/tools. Compliance can greatly benefit from the considerable potential



ONLY A MOTIVATED AND COMPETENT HUMAN CAPITAL ALLOWS US TO ADAPT AND SUCCESSFULLY FACE COMPLEX AND UNPREDICTABLE CIRCUMSTANCES SUCH AS THOSE WE HAVE EXPERIENCED

offered by new technologies, I am referring in particular to automation and machine learning solutions to support our analyses and preventive controls. However, the main lesson we have learned in this period is another.

Which?

That the most precious asset are people! Only a motivated and competent human capital allows us to adapt and successfully face complex and unpredictable circumstances such as those we have experienced and to translate the great challenges and changes that await us into lasting and sustainable value.

What is your short and medium-term vision on the evolution of Compliance issues?

This is a path that we have been following for many years. Based on the experiences, interactions and stimuli that we gradually develop, with a view to continuous improvement and strengthening, we systematically test and review all the components of our integrated Compliance and anti-corruption system. We must continue to encourage a shared culture of integrity and transparency and continue on the path we have taken towards integrated Compliance.

TRAVELLING ABROAD WITH IBERIAN LAWYERS

After a successful launch of this new editorial section in June 2020, and despite the continuation of the pandemic, we continued to visit different parts of the world in 2021, meeting partners who are natives of the Iberian Peninsula and who, having spent part of their careers in firms based in Spain or Portugal, now hold the position of managing or resident partner in other parts of the globe. Mexico City twice, Beijing, Miami, Houston, Chicago and Brussels twice, we had great conversations with partners from ONTIER, Cuatrecasas, ECIJA, Miranda, Bird & Bird, Linklaters, Baker McKenzie and King & Wood Malleson.

by michael heron



BRUSSELS

In June, we visited the European Union capital, Brussels, to meet José Rivas, head of Bird & Bird's Brussels' Competition practice, where has spent more than 30 years. Among other things, this veteran told us that he used to play Trivial with Boris Johnson. He confesses that he takes on the new challenge with great pride and joy, as it will bring him closer to Spanish clients.

"WE BELIEVE THE PRACTICE OF STATE AID WILL FLOURISH IN THE MONTHS TO COME. ALL PRIVATE AND PUBLIC SECTORS IN SPAIN MUST BE FULLY ALIGNED TO ENSURE THAT SUCH A HUGE POTENTIAL FOR ECONOMIC AND SOCIAL GROWTH IS FULLY EXPLOITED. FUTURE GENERATIONS WILL NOT FORGIVE US IF WE DO NOT MAXIMISE THE FULL POTENTIAL OF THESE FUNDS"

ABOUT BIRD & BIRD BRUSSELS OFFICE

Bird & Bird's Brussels office brings together a full-service team of 40+ lawyers from more than ten different countries. They offer expert advice across a broad range of areas, including Commercial, Corporate, Competition & EU, Employment, Privacy and Data Protection, Intellectual Property, Public Law, Regulatory & Public Affairs, Tax and Trade.

PARTNERS II SENIOR COUNSEL 2 REGULATORY & PUBLIC AFFAIRS DIRECTOR I COUNSEL 6 ASSOCIATES 21 PARALEGAL I



BRUSSELS

We were back in Belgium for one final trip of the year to meet Ramón García-Gallardo, managing partner of the Brussels office and head of Competition at King & Wood Mallesons. Originally from Burgos, our November's Partner Abroad graduated in Law from the Universidad de Valladolid and has spent more than 30 years developing his professional career in the European capital. Among other things, the lawyer described for us how he uses to build his defence strategies.

"I TRY TO KEEP SOME STRONG POINTS OF DEFENCE TILL THE END, IF POSSIBLE, FOR THE PUBLIC HEARING, WHERE I VERY MUCH LIKE TO INCREASE THE LEVEL OF THE ORAL DEBATE. AND IN PARTICULAR, TO PUT SOME ADDITIONAL PRESSURE ON THE WITNESS AND EXPERTS IN THE WITNESS BOX ON KEY FACTUAL POINTS TO WAKE UP THE INTEREST OF THE JUDGES OR ARBITRATORS"

ABOUT KWM BRUSSELS OFFICE

King & Wood Mallesons has been present in Brussels since 1987, during which time they have represented clients on a wide range of cases before the EU institutions in Brussels, including the European Commission and also the Courts of the European Union in Luxembourg. The office provides Legal advice in all the areas of European Law with particular emphasis on the following: Competition, Energy, Transport, Procurement. The office's practices also include International Arbitration and Litigation.



BEIJING

We travelled to China in March to meet Pablo Cubel, the managing partner of the Cuatrecasas office in Beijing. This versatile lawyer described the "Northern capital" as a fascinating city, both from a professional and personal perspective..

"CHINA ENTAILS A PROCESS OF ADAPTATION AND CONTINUOUS LEARNING AND YOUR PERCEPTION OF YOUR SURROUNDINGS IS CONSTANTLY CHANGING. BEIJING IS FASCINATING, BOTH FROM A PROFESSIONAL AND PERSONAL PERSPECTIVE"

ABOUT BEIJING AND SHANGHAI

China (Beijing and Shanghai) data per headcount at the close of 2020:

NUMBER LAWYERS IN CHINA OFFICES: 7 OF EMPLOYEES IN GENERAL IN CHINA OFFICES: 9

Practice Areas: Corporate and M&A, Tax



HOUSTON

In May, we visited Houston, Texas, to meet Luís Miranda, director and head of Miranda & Associados' Miranda Alliance liaison office. We had the pleasure being the only Portuguese law firm with an office

"WHEN WE OPENED THE HOUSTON OFFICE **BACK IN 2005. THE MAIN PURPOSES WERE** TO SERVICE THE FIRM'S ENERGY CLIENTS WITH THEIR OPERATIONS IN AFRICA AND **IDENTIFY NEW PLAYERS WHO WOULD** BE INTERESTED IN INVESTING IN THE **CONTINENT**

ABOUT MIRANDA ALLIANCE HOUSTON

Miranda & Associados has operated a liaison office Miranda Alliance's US and Canada based clients. The office does not practice US law but instead focuses on facilitating the flow of international investment into the sub-Saharan Portuguese and French-speaking African and Emerging Markets. The Miranda Alliance remains the only leading Portuguese language-led network with a presence in the US. The Houston office assists investors in understanding and complying with the requirements of doing business in the Miranda Alliance countries. It also helps clients to gather and prepare Miranda to more closely connect with Oil and Gas and Energy clients across the US and especially those with a presence within Texas and across the Gulf of Mexico.



CHICAGO

In October, we had the pleasure to meet José Antonio Morán, who leads Baker McKenzie's Energy, Mining and Infrastructure practice and is a partner in Baker McKenzie's Chicago office. While he was studying for the Illinois Bar Exam, his

"MOST OF MY TRANSACTIONS ARE SUBJECT TO NEW YORK LAW. AND MY CLIENTS ARE ENERGY AND INFRASTRUCTURE COMPANIES AS WELL AS (PENSION AND SOVEREIGN) FUNDS. IN RECENT YEARS WE HAVE GUIDED MANY COMPANIES ON THEIR WAY TOWARDS THE **ENERGY TRANSITION'**

ABOUT BAKER MCKENZIE CHICAGO OFFICE

There are around 200 lawyers at the Chicago office of Baker McKenzie. The firm was founded in Chicago and is the largest office in North America and the second-largest globally. Four of the firm's top ten global clients are headquartered listed on the Fortune 100 in an average of 33 jurisdictions globally. They have II Illinois, including M&A, Employment & Comp. Environment & Climate Change, Data & Technology, Dispute Resolution, IP and Tax.

MEXICO CITY

This was our destination for the month of February. Iberian Lawyer interviewed Lorenzo

"MEXICO IS A GREAT COUNTRY THAT RECEIVES SPANISH INVESTMENT VERY WELL BUT REQUIRES A PERIOD OF ADAPTATION. YOU HAVE TO BE PATIENT AND UNDERSTAND VERY WELL THE MEXICAN BUSINESS AND PROFESSIONAL CULTURE"

ABOUT ONTIER'S MEXICO OFFICE

NUMBER OF PARTNERS: One **NUMBER OF NON-PARTNER LAWYERS:** Eleven **NUMBER OF NON-LAWYER EMPLOYEES:** Five

Practice Areas: Banking and Finance, Energy, Corporate - Mergers & Acquisitions,



MIAMI

We travelled to the USA back in April, specifically Miami, to get to know Ricardo Oliveras. He has been regarded as one of the Best 60 Iberian Lawyers in the Sports Law practice in Spain for Iberian Lawyer. He has been partner at ECIJA and acknowledges that "landing" in Miami is comfortable on a personal level due to its international component and the influence of Latin American culture.

"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"

ABOUT ECIJA'S SPORTS LAW DEPARTMENT

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



MEXICO CITY

In September, we went back to Mexico to speak with Alberto García Linera, managing associate of the a partner yet, at Iberian Lawyer we are convinced that he is on the right path to becoming one. We have taken the opportunity to, on the one hand, learn more about this young and brilliant lawyer and, on the other hand, find out what the group will consist of and what its mission or starting point is.

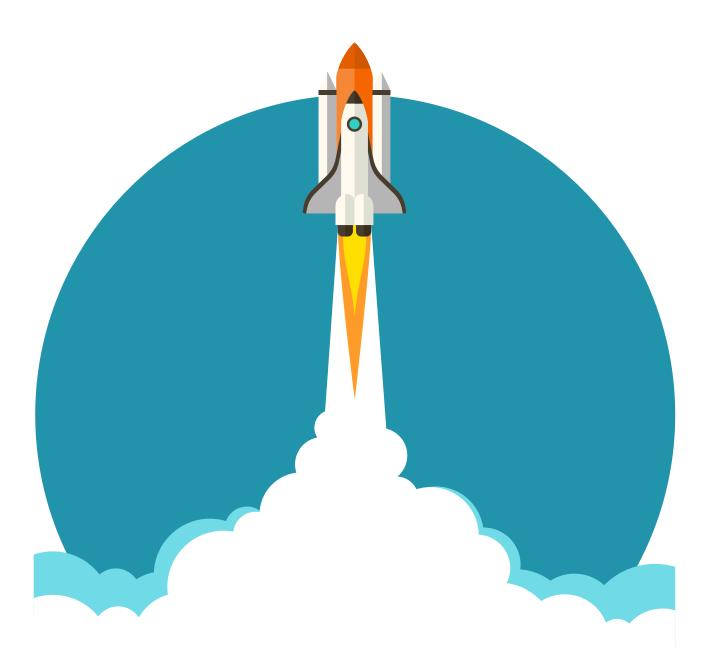
"THE LAUNCH OF THIS GROUP DEDICATED TO MEXICO IS A GLOBAL INITIATIVE FOR THE FIRM. BUT THE OFFICES IN SPAIN AND THE US WILL PLAY A MORE PROMINENT ROLE BECAUSE OF THEIR CONNECTIONS WITH THE MARKET"

ABOUT LINKLATERS MEXICO GROUP

Linklaters has launched a group dedicated to Mexico as the firm continues to increase its focus on Latin America. The new group will allow the firm to better provide clients with a tailored service through access to on-the-ground knowledge of the country and will deepen existing relationships with leading local law firms. The Mexico Group forms part of a team that is complemented by English, Spanish and Portuguese speaking lawyers across multiple jurisdictions and who are regularly involved with deals, clients and law ground presence and its close relationships with the leading Mexico law firms and commercial contacts.



LEGAL TALENT IN IBERIA



IBL launched this section halfway through 2020. It was thought with the aim of contributing to the promotion of young talent in the Legal sector in Spain and Portugal in these turbulent times, in which the leadership of the best was more necessary than ever. Thanks to it, we have been able to get to know better some of the names that we believe are destined to become benchmarks in the legal profession in Spain and Portugal. During 2021, some of these names, men and women, have progressed in their careers, and we are especially happy to see them as part of the Iberian Lawyer family. When selected, IBL highlighted them not only for their specialisation in their respective areas but also, and perhaps mainly, for the values they put into practice in their day-to-day work, demonstrating their willingness to commit to the profession and to continuously improve and evolve. Also, for their charisma and personality. Now that the year is coming to an end, we raise a toast to all of them with the joy of knowing that there are still many other young talents to be discovered.

CORPORATE, MERGERS & ACQUISITIONS AND IP



Daniel Gutiérrez Bernardo, founder and managing partner of his own firm DG LAW Business Law & Intellectual Property, was our February's Young & Unstoppable. DG LAW, based in Oviedo (Asturias), is a firm specialising in providing business advice to startups focused on the development of digital businesses. For Gutiérrez Bernardo, the recipe for success is clear: "Work harder, with more desire and enthusiasm, pursue your dreams with all your passion." The young Asturian also told us in the interview, that "DG LAW is the effective crystallisation of a very careful personal project that has a clear vocation for natural expansion within the Principality of Asturias. it encompasses many values, but two are its pillars: avant-garde and excellence." Undoubtedly, an ambitious young man - in the good sense of the word - and very well prepared, who has already handled matters of great importance but, far from resting on the laurels of success, he believes that we must continue to improve every day.

"ONE MUST NEVER FALL INTO THE TEMPTATION
THAT ONE HAS ALREADY 'ACCOMPLISHED' OR 'X IS
ENOUGH' IN SPITE OF COMPLETING STAGES.
IT IS NEVER ENOUGH. YOU MUST ALWAYS
CONTINUE TO IMPROVE EVERY DAY, WITH CLEAR
AND DEFINED OBJECTIVES"

AVIATION LAW



Ignacio Fernández, the Dentons dolphin in Aviation Law, specifically in all matters relating to Aircraft Finance, was our March's Young & Unstoppable man. In the interview, Fernández proudly acknowledged that he belonged to a pioneering team in these matters, which is currently led by his colleagues Jabier Badiola and Luis Belart. Despite his youth, he has been part of matters of great relevance in this sector and reveals himself as a bright, constant and non-conformist young man who lives day by day as an opportunity to consolidate knowledge and continue to grow. Ignacio Fernández is an associate in the Banking & Finance department. He has a double degree in Law and Business Administration and Management from the Universidad Complutense de Madrid and a Master's degree in Commercial Law from the Universidad de Navarra. He decided to study Law because since he was a child he liked arguing and debating, always playing the role of the "devil's advocate" and refuting the argumentation of everything.

"IN MY OPINION, NOWADAYS (AVIATION LAW) IS A VERY ATTRACTIVE AREA AND A VERY RELEVANT SOURCE OF INCOME FOR SOME FIRMS. WHERE THE LOCAL LAWYER IS BECOMING MORE AND MORE IMPORTANT, NOT LONDON OR NEW YORK"

PUBLIC PROCUREMENT, **COMMERCIAL AND CORPORATE LAW**



Irene Terrazas, a lawyer at Mariscal & Abogados, was the April's Young & Unstoppable. In her interview with IBL she acknowledged that mentoring is a fundamental part of learning, especially in the legal sector. Used to working with clients from different jurisdictions, she is grateful to her international training for the possibilities of meeting people from other countries and living with different cultures, as well as bringing tolerance and versatility to her work. Terrazas told us that, during the last year, she had been able to see that, in general, the quick and efficient solutions are what clients demand most. In this sense, -she told us- "it is essential to anticipate possible changes and be 'creative' to be able to provide effective solutions to clients' problems, which are many in the current situation." Irene began her professional experience at Broseta, and in 2018 she joined the Mariscal & Abogados´ team. As of today, she has published several articles and collaborates with several international Chambers of Commerce

"REGARDING THE GENDER GAP, I THINK IT IS A REALITY IN THIS SECTOR, ESPECIALLY IN OLDER GENERATIONS, HOWEVER, I BELIEVE THAT WE ARE TAKING MANY STEPS TO CHANGE THIS SITUATION. AND THAT, FORTUNATELY, WILL BE WITNESSES BY MY GENERATION"

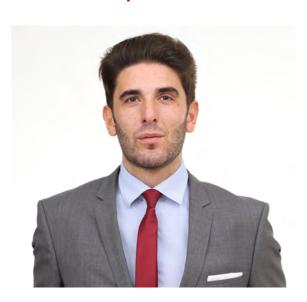
CORPORATE, COMMERCIAL, MERGERS & ACQUISITIONS



May's Young & Unstoppable man was Bosco De Checa, a senior associate in Allen & Overy's Corporate & M&A practice. De Checa acknowledged in the interview that he particularly enjoys cross-border transactions, which is why he chose this Magic Circle firm to develop his career. Seven years after joining A&O, this promising young lawyer, who seems to be walking steadily towards partnership, told us how the top of dealmaking is forged. He also commented that he has been lucky enough to work with all the partners of the firm and many other colleagues. "I'd be lying if I didn't say that I've learned different things from each of them: client care, hard work, striving for excellence - nothing you don't already know. Possibly what I have learned most from them is the meaning of the word trust; for me, there is no project without a team and no team without trust. I have also learned to make mistakes; we all make them but knowing how to recognise them and try to make amends is the key to success for me."

"THE BEST NEGOTIATORS I HAVE HAD THE
OPPORTUNITY TO WORK WITH ARE THOSE WHO
UNDERSTAND THE TIMING OF THE NEGOTIATION
AND UNDERSTAND THE INTERESTS AND CONCERNS
OF THEIR CLIENT. THE PARTY THAT IS IN A HURRY
OR UNDER PRESSURE TO CLOSE IS ALWAYS AT A
DISADVANTAGE"

INTERNATIONAL TAXATION AND PRIVATE EQUITY



In June, we met **António Mendes**, a young lawyer and now entrepreneur - who left a Big Law firm like Garrigues Portugal, where he worked as a senior associate in the International Tax & Private Wealth area, to set up his own firm, Kore Partners, where he is now a partner, together with other colleagues. He did so guided and motivated by the belief that there was a gap in the market that they could fill with a Private Client Law Boutique model. A belief that was confirmed by the data he discussed with IBL in the interview. Mendes confessed that the main reason that motivated him to embark on a project like Kore Partners was the belief that "the Private Wealth Law Boutique model effectively fills the gap in the market and that, with our specialisation, experience and holistic multidisciplinary vision, we can raise the level of specific services for private clients in Portugal." He also commented that one should not look at a law firm differently from any other type of business and defined his firm as a startup.

"IN OUR OWN LAW FIRM, WE HAVE TO WORRY ABOUT ADMINISTRATIVE AND MANAGEMENT ISSUES THAT WE DIDN'T HAVE TO DEAL WITH IN A BIG LAW FIRM. HOWEVER, THIS ALSO ALLOWS US TO BE MORE CREATIVE AND MANAGE OUR TIME AS WE WISH, AND THEN BE MORE FEFICIENT"

LITIGATION & ARBITRATION



Miguel Fernández Benavides, a lawyer in ONTIER's Litigation and Arbitration department, was July-August Young & Unstoppable. Fernández Benavides is also one of the editors of the "Hay Derecho" blog, which mission is to promote institutional regeneration, the fight against corruption and the defence of the rule of law. Featured in the Iberian Lawyer "Rising Stars", published in June, his extraordinary profile deserved to be better known. This young lawyer confessed that he would like to become a partner of the firm that he feels as "his home", although he also said he knows the work that remains to be done. He also told us that, at ONTIER, he has had many mentors, all of them of a very high professional and human level. "Some are still by my side and others have left. But it would be unfair not to highlight Cristina Camarero Espinosa as my main mentor during all these years. First, she trusted me, giving me the opportunity to join the office, and then she transmitted her character to me, teaching me to fight until the last centimetre of the playing field.".

"IN THIS PROFESSION. YOU CAN'T GET COMFORTABLE, YOU CAN'T SLEEP FOR A MINUTE. AND YOU HAVE TO BE READY TO LEARN EVERY DAY"

TMT AREA



In September, we discovered the "ace up the sleeve" of Portuguese law firm CCA, lawyer Alcina de **Oliveira Alves.** Oliveira Alves, who started her career in the Administrative Law area, quickly realised that her true calling lay in the TMT area. The major international directories also agree and, since online gambling has been legal in Portugal since 2015, Alcina has carved out a niche for herself in this space. Like the rest of her peers in this team, Young and Unstoppable, Oliveira Alves acknowledges the positive influence that mentoring within the firm caused on her. "It still baffles me how these busy people took (and continue to take) so much of their time to teach and guide me. I am eternally grateful to so many people who work or have worked at CCA. I wouldn't presume to name them here (I would inadvertently exclude someone important). Having said that, I will make an exception for Filipe Mayer: great lawyer, great teacher, and, above all, an extraordinary human being."

"MY MAIN ADVICE IS KEEPING AN OPEN MIND AND NOT GETTING STUCK IN THE PRECONCEIVED IDEAS YOU HAVE ABOUT YOUR PROFESSIONAL LIFE WHEN YOU FINISH LAW SCHOOL"

STARTUP INVESTMENTS



October's Young & Ustoppable woman is, since July 2020, vice-president of the Barcelona Young Lawyers Group (GAJ), and last June she was appointed Executive officer of the European Association of Young Lawyers. We are talking about **Carmen del** Castillo Vericat, a lawyer at Caixa Capital Risc (CCR) and head of investments for startups. As it could not be otherwise. Carmen defends at all costs associationism and companionship. "Our profession can be very individualistic, as many legal professionals work in small firms; that is why it is important to unite in order to have colleagues to rely on," Carmen told us. She also confessed that she enjoys her work very much. "It allows me to meet very brave and bright people who are constantly thinking about innovation. My work at Caixa Capital Risc (CCR) is very dynamic because we work with projects that are always different from each other; each possible investment is a world that also forces us to innovate with respect to the framework in which we work."

"THE ROLE OF IN-HOUSE LAWYER IS NOT ALWAYS
EASY, AS SOMETIMES YOU HAVE TO RAISE YOUR
HAND WHEN YOU DETECT UNACCEPTABLE RISKS,
AND YOU HAVE TO KNOW HOW TO CONVEY THE
MESSAGE WITH EMPATHY TO THE 'INTERNAL CLIENT',
WHO HAS BEEN STUDYING AND WORKING ON AN
INVESTMENT FOR A LONG TIME"

IN-HOUSE



We discovered **Cristina Hernández Tielas**. Iberian Legal counsel at British American Tobacco, during the round table on sustainability held as a prelude to the IP & TMT awards in early October. Her innovative, courageous and authentic way of being and expressing herself led us to make her our November's Young & Unstoppable. Hernández Tielas is a well-prepared and inspiring young woman who acknowledged that -when she started her Law degree-, she was not convinced that it was the right path. "In fact, halfway through my degree, I decided to start Journalism as well," she told us. Shortly afterwards, she found her way to BAT. "I didn't deliberately choose either the tobacco industry or inhouse practice, but it was my first lasting experience in the profession, and it made a big impression on me. The profession [in-house lawyer] is a lot of fun; you are a legal specialist - you can't forget that! - but at the same time, you have to immerse yourself in your company's business.

"I DISCOVERED IN THIS PROFESSION EVERYTHING THAT MADE ME DOUBT ABOUT A CAREER IN LAW [...] IT REQUIRES MENTAL CAPACITY, ANALYTICS, FLEXIBILITY, CREATIVITY AND COMMUNICATION SKILLS. IT IS A REAL SHAME THAT IT IS SO UNKNOWN AMONG STUDENTS WHEN IT HAS SO MUCH TO OFFER TO JUNIOR PROFILES."

AN INTENSE BUT POSITIVE YEAR

2021 has been an intense but positive year, and our front pages have reflected it. The Iberian Lawyer family has grown with new in-house lawyers who have starred on some of our front pages. Also, managing partners from Spain and Portugal who, for some reason, have been representative of the fast-paced Iberian legal market during these months, had the deserved prominence. So were the *InspiraLaw* women and the 60 lawyers selected from different

Portugal. Also, featured on the front page, there were events such as the World Law Congress held in Colombia, the usual rankings by revenues, and interviews considered of particular interest by Iberian Lawyer.





FEBRUARY

Iberian Lawyer dedicated the Spanish cover of February (issue 101) to the deputy general counsel of the DIA Group, **Patricio Morenés**, a young and well-prepared lawyer, an expert in Corporate Law, who likes challenges and who, since joining the group's Legal team, has contributed -and a lot- to the new era of this food retailer, under the legal direction of Sagrario Fernández. Meanwhile, on the English version front page, we highlighted the *New Legal Management*, a model represented by young managing partners such as **Domingos Cruz**, managing partner of CCA Law Firm, who presented his innovative approach to Business Law that encourages the arrival of new generations to decision-making positions.

MARCH

That month, we celebrated March 8th with two exceptional women on the respective covers of the 102nd issue of Iberian Lawyer, a reflection - for this editorial team - of how women are gaining weight in the legal market. On the one hand, on the Spanish cover, **Raquel Flórez**, partner and head of Freshfields' Employment Law department in Spain and the person in charge of promoting the firm's diversity standards. On the English version front page, another leading woman, **Cláudia da Cruz Almeida**, M&A partner at VdA and top dealmaker in Portugal. We spoke to both of them about their firms' diversity and inclusion models.









APRIL

Issue 103 dedicated its Spanish cover to one of the most relevant events in the Legal sector in Iberia: InspiraLAw, and to the 50 women selected on this occasion in what was intended to represent a diverse and inclusive list. Veteran women lawyers, both in-house and from private practice, but also new faces were present in this colourful April cover with which we welcomed spring. In the English version, we put the spotlight on John Rigau, vice president and general counsel of PepsiCo in Western Europe. Among other things, Rigau talked about his role at the legendary brand and revealed that "diversity, integrity, sustainability and meritocracy are part of PepsiCo's DNA."

MAY

In May, issue 104, women once again starred on our covers. In this case, two in-house female lawyers with outstanding profiles accompanied the respective rankings of firms by revenue in Spain and Portugal, that we presented in both versions. On the Spanish cover, **Andrea Viale**, Legal manager of idealista in the three jurisdictions where the platform is present; Spain, Portugal and Italy. She talked to us about the main changes caused by the pandemic in the real estate market and the new working models, among others. On the English cover, Luiza Bartholomei, Legal & Compliance director for the European business units of the Chinese state-owned electricity company China Three Gorges (CGT). Among other things, Bartholomei confirmed the increase in M&A opportunities in the energy sector.









JUNE

On issue 105, corresponding to June, we presented, on the Spanish cover, the tandem management of the firm B. Cremades & Asociados. B. Cremades, 77 years old (56 years of profession), and his son, Bernardo M. Cremades Júnior, 38 (15 years of profession). Both co-direct, in perfect harmony, this pioneering law firm in Spain in the International Arbitration practice. Also, in the front-page headlines, the "Dolphins of Iberian Lawyer"; our Rising **Stars.** Fifty lawyers all under 35 years, both in-house or from law firms, who, due to their talent, specialisation, activity in the market and training, stand out in the Iberian Legal scene. On the English cover, we highlighted the new head of Abreu Advogados, Inês Sequeira Mendes, who became the firm's second female managing partner in this century, after Carmo Sousa Machado (2004-2007).

JULY-AUGUST

On this double issue (106), IBL wanted to know how the Legal sector is dealing with the paradigm shift that the pandemic has brought about, also in terms of **dress code**. To do so, we asked experts in Communication and Law, academics in Fashion and Communication, Human Resources and Marketing managers from large law firms, as well as from a Legal Boutique and an ALSP. This topic was the cover of the Spanish version. Meanwhile, Ricardo Reigada Pereira, managing partner of RRP Advogados was featured on the English version. Ricardo shared with us what for him are the reasons for the law firm's success, the goals of this firm and the biggest challenges that law firm leaders are currently facing.





SEPTEMBER

IBL started the new academic year in September (issue 107), celebrating, on the English cover, the 50th anniversary of Gómez-Acebo & Pombo in Spain and its first ten years in Portugal, with **Mafalda Barreto**, managing partner of the Lisbon office. In the Spanish version, a natural leader, **Jacobo Martínez**, managing partner of Eversheds Sutherland who, among other things, spoke to us about the strategic plan he has implemented in the firm in Spain and about the integration, at an international level, with the Portuguese firm FCB Advogados.









OCTOBER

In October, issue 108, IBL presented -on both covers- who are, for this editorial department, the Best 60 Iberian Lawyers in Spain and Portugal, from different Business Law practices, presented in alphabetical order. In order to make this selection, an analysis of the main lawyers working in private practice in Spain and Portugal was carried out, taking into account their position in practice both nationally and internationally, as well as their active participation and leadership in relevant deals and matters. Likewise, in some cases, the special reputation of the lawyers as extraordinary dealmakers was highlighted by market intelligence sources, as well as their mention and relevance in renowned international legal directories, together with their career advancement and the reputation of their performance from an editorial point of view.

NOVEMBER

The November cover of the Spanish edition of issue 109 featured an interview with Javier Cremades, president of the World Jurist Association and the World Jurist Foundation, as well as the founder of Cremades & Calvo-Sotelo, who stated that "Justice is equal for all", a month before the celebration in Colombia of the 27th edition of the World Law Congress, under the title "Rule of Law: Development for Nations". In the Spanish front page, we highlighted the opinion of the expert in Legal Communication Alfonso Merlos, on the long-awaited economic recovery. The journalist and Doctor in Law also talked about his current work projects. On the front page of the English edition, the managing partner of Antas da Cunha ECIJA & Associados, Fernando Antas da Cunha, reviewed for Iberian Lawyer the trajectory of the firm in Portugal.





SINO HACERLA'



IBERIAN LAWYER HOSTED ITS RENOWNED LEGALDAY 2021

Iberian Lawyer hosted its prestigious LegalDay on 4th November 2021 at the Wellington Hotel, Madrid. The event counted on the participation of in-house and private practice lawyers representing the most emblematic law firms and companies from Spain and Portugal.

ROUNDTABLES

The programme consisted of three roundtables that debated the most pressing issues in the Iberian Legal market, and two keynote speeches for expert Legal counsels.

The first one, "Sustainability, Innovation and Digitalisation: The main challenges for corporate lawyers" counted on the participation of Vicente **Arias Maíz**, partner of the Entertainment, Media & IP Department at Eversheds Sutherland, Raquel **Azevedo**, partner in the Capital Markets and Banking and Finance practices at PLMJ, Sagrario Fernández, GC at DIA Group, Carlos Menor Gómez, Legal director & Compliance officer at Renault Iberia, **Ana Isabel Montero**, Iberia Legal director at Japan Tobacco International Iberia, and Eduardo Ruiz, VP & deputy GC Global Regions (EMEA, APJ, LatAm) at Hewlett Packard Enterprise.

On the discussion, **Raquel Azevedo**, Capital Markets and Banking and Finance partner at PLMJ, commented: "It was great to participate in such an interesting event. There is a lot to learn from the interactions between law firms and inhouse lawyers. At PLMJ, our goal is to work as an extension of our clients' teams, and it is vital for us to understand their challenges and what they expect from their advisors. The topics my panel covered sustainability, innovation and digitalisation – are at the centre of both in-house and law firms' agendas, and it was very enriching to understand how the different companies and law firms are tackling these challenges. For PLMJ, there's been a strong focus on ESG, both on the way we run our business and how we support our clients. Earlier this year, we have formalised our Responsible Business practice area, a multidisciplinary team that advises clients on business ethics, business and human rights and social and sustainable finance. We are also particularly proud of our sustainability report that follows the GRI standards for greater transparency and accountability."

For her part, Sagrario Fernández, GC of the DIA Group, referred to the current moment that companies are living in terms of new technologies and innovation; with different speeds also when talking about in-house Legal departments and law firms, but which is undoubtedly mandatory for everyone in the current market context. She examined several cases and talked about her own experience, contributing with these examples to the enriching debate. Also **Eduardo Ruiz**, VP & deputy GC Global Regions (EMEA, APJ, LatAm) at Hewlett Packard Enterprise, gave his insights working in





the Legal department, across different territories and jurisdictions, in such a wide and international company. Carlos Menor Gómez, Legal director & Compliance officer at Renault Iberia, was a clear defender of innovation and explained how the Renault group is making advancements everyday to keep being as competitive and as solid as it has always been, but also a model of the application of new technologies and innovative process and systems.

Vicente Arias, Entertainment, Media & IP Department partner at Eversheds Sutherland highlighted the relevance of these debates and meetings since "this has been a unique opportunity to do what every service provider should have as a priority: knowing its customer." And followed expressing that: "Every law firm feels the competitive sting of Alternative Legal Service Providers (ASLP's) and knows service digitalisation is unavoidable and also, as of the pandemic, an urgent reality. And every law firm has a different strategy on how to advance on the path to follow to achieve such digitalisation. But it is only with meetings such as LegalDay that lawfirms can compare their strategies. Furthermore, and more importantly, it is only in an event such as this that Lawfirms can contrast such strategies against what their clients and the market in general are demanding from them. This is the great premise of LegalDay. That instead of the event turning into a contest among lawfirms, it has given prominent voice to the clients. And we have had the privilege of listening what the market wants from the horse's mouth."

Ana Isabel Montero, Iberia Legal director at Japan Tobacco International Iberia, pointed out how advanced is their innovation strategy, explaining that they have their own technological tools to make more sustainable, efficient, fast and secure their Legal working processes. After the event, she also wanted to share her conclusions: "The experience of participating in the roundtable of last November 4 on a topic as important and current as that of Sustainability, Innovation and Digitalization, as the main challenges for corporate lawyers, and sharing experiences with great professionals at the top of the rest of the speakers, has been very interesting and enriching. All speakers presented our points of view and perspectives on the topics of discussion



and on the importance of companies and law firms betting on digital transformation and investment in technology. I also had the opportunity to share and detail my experience and that of Japan Tobacco International in developing innovative technology solutions with the aim of creating value and offering more efficient legal services. It was a close and inspiring discussion that personally enabled me to enjoy and learn, and I hope we addressed issues that have been helpful to attendees."

The second roundtable, tittled "How to organise the internal Legal affairs department: between outsourcing and secondment", was made of by Ruth









Breitenfeld, head of Legal Trading at CEPSA, Lola Conde, Santander Legal COO at Banco Santander, Manuel Deó, CEO at Ambar Partners, Silvia Madrid, head of Legal & Compliance at UniCredit, André Pereira da Fonseca, associated partner at Abreu Advogados, and Leonor Sampaio Santos, head of Legal at José de Mello Capital.

Ruth Breitenfeld, head of Legal Trading at CEPSA, wrapped up the conversation saying that: "`Sharing is caring, and it is by debating the issues which are our day-to-day concerns that we grow, learn and are more efficient, innovative and constructive, also in the Legal world." She also expressed that: "The 'Legal Day' by Iberian Lawyer has once again promoted the growth of the legal world by bringing together people with different profiles and experiences. Internal and external lawyers are two sides of the same reality. Reflecting on the organisation of the internal Legal department and its "extended partners", in open and constructive debates, amplifies our horizons and allow us to discover new ways of a joint working environment. At Cepsa, we know that the in-house Legal department has the mission to find legal solutions that add value to the business, within a clear and adequate legal framework. We know that to fulfill that mission, it is essential to have a deep and exhaustive understanding of the business and its

needs to be always a step ahead, with an innovative and proactive attitude towards the business." Lola Conde, Santander Legal COO at Banco Santander, expressed herself in the same sense, although adding her point of view as COO, which includes tasks and functions that go beyond the legal aspects. Conde emphasised that a deep and real transformation was essential and not a mere adaptation to the requests of their clients by law firms and the fact that any other approach delays us in the necessary evolution. Manuel Deó, CEO at Ambar Partners, added his conclusion: "The pandemic caused by Covid-19 has accelerated major changes in our organisations at all levels. The highend legal profession is no exception. An increasingly changing, atomised and complex regulatory environment, an increasingly unpredictable economic reality, and increasingly sophisticated legal needs demand innovative and tailored solutions from inhouse legal teams. It is no longer valid to apply the same solution to all problems, nor do the usual solutions work for this demanding present. The dichotomy between outsourcing and secondment is too 2015. There are other options with great success in countries such as the United States, United Kingdom or Germany and already present in Spain and Portugal that offer more innovative,

flexible, and efficient solutions, with sophisticated teams of lawyers, who have the experience and the perfect industry knowledge for each project. These alternatives work with advanced technology and enhanced operations, with structures that are lighter, more flexible and efficient to offer much more competitive fees than traditional solutions." Silvia Madrid, head of Legal & Compliance at UniCredit, summed up the debate hightlighting that: "The Legal Day offered an outstanding discussion opportunity between law firms and in-house lawyers to explore and analyse ideas on several current topics, including the externalisation of Legal services by the Legal departments. Legal departments evaluate on a regular basis their balance between in-house and external work, and their goal is to optimise the right mix. Their strategy to externalise internal tasks vary depending on the Legal department' size and circumstances. While outsourcing tends to solve a more permanent requirement to support areas which either need precise expertise or lack the necessary permanent resources, secondments are better suited to support temporary or high peak legal demands. A separate consideration was addressed to Compliance. Because this is a major sensitive area which requires extensive internal knowledge of policies, regulatory impact and risk appetite, outsourcing is advised on a limited basis, to cover specific projects or specialised technical support, maintaining always a firm control and coordination by the responsible Compliance

Also **André Pereira da Fonseca**, associated partner at Abreu Advogados, agreed with his colleagues: "The Iberian Lawyer Legal Day was an excellent





opportunity to meet new and former colleagues within the legal profession, and also, to exchange views on extremely relevant Legal matters. During the panel that I participated, I had the opportunity to discuss several issues relating to the implementation of secondments, including its advantages and disadvantages when comparing with the externalisation of Legal work. It was fantastic to share a panel with Legal counsels of some of the most important commercial and financial institutions in the Iberian Peninsula and in the world, and also, with colleagues of profession from my neighboring country. Indeed, besides providing the possibility to be present in the beautiful city of Madrid, this fantastic event also allowed its participants great networking opportunities between in-house counsels and lawyers which can make excellent bridges for the future." Leonor Sampaio Santos, head of Legal at José de Mello Capital, concluded: "It was a great day, full of exciting and enriching discussions. It's great to meet and be with other in-house lawyers who deal with the same challenges as us. In this sense, these meetings are vital: they are a space for networking, discussion, knowledge, sharing and personal growth. We learn from each other different responses to the everyday challenges that legal departments are currently experiencing, such as the growing role of technologies in the Legal sector, the fast and complex growth of compliance matters, the best ways to

motivate teams, among many others. In meeting different law firms and getting more specialised knowledge, we open the range of partnerships that we can build. Besides, we get to know other solutions in the Legal market, some quite innovative and that can respond more efficiently to current challenges. I cannot thank enough Iberian Lawyer more for providing this space!" The third roundtable of the day "How to add value to in-house counsel and lawyers: career **opportunities and remuneration**", counted on Susana Afonso, partner and head of Labour Law at CMS Portugal, Patrícia Afonso Fonseca, head of Legal, Novobanco, **Luís Graça Rodrigues**, head of Legal – Portugal at Indra, **Mafalda Mascarenhas Garcia**, head of IBM Portugal Legal department, John Rigau, vice president and GC, PepsiCo Western Europe and **Duarte Schmidt Lino**, partner and co-head of the

Corporate M&A practice at PLMJ

journalist at Iberian Lawyer Portugal.

Moderator. It was moderated by Michael Heron,

After the debate, **Luís Graça Rodrigues** offered

Iberian Lawyer his conclusions on the topics

covered: "The legal world is living an adverse

context: there are lots of innovative (and risky)

benefits and payments that some companies are introducing in their policies and it is very difficult to have a wide career progression in in-house legal departments. In the event we had the opportunity to discuss how some solutions may pass by embracing innovative benefits, providing a better work/ personal life balance and offering specific training within the business or participation in internal projects. The event was also an important moment of discussion about the differences between career progression for women in private practice and in-house legal departments. We have to acknowledge this difference, and law firms must reinforce their commitment towards diversity and measure their performance on this topic with full transparency. Last but not least the Legal Day stands out as one of the most important legal events in Iberia, considering the number of law firms and in-house counsel attending. This makes it a golden opportunity for networking, learning with your peers and discussing trends and solutions for common problems." From his side, John Rigau, expressed: "The Legalday was an excellent opportunity to share the challenges of the legal profession in the new digital world and how to adapt our roles

LEGALDAY

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to the post-Covid environment. It also allowed us to improve our professional network with other colleagues operating in different business fields, sectors, cultures and organisations. In the panel I was honoured to participate in, I stressed the importance of having career development tools. talent retention programs and providing growth opportunities to the in-house lawyers. We need to offer challenges, critical career experiences and keep our teams out of their comfort zone so as to

keep the right level of energy, engagement and motivation. The challenge of retaining talent in an ever increasingly competitive legal market is the new battleground. In this respect, we work on identifying the engagement drivers for each lawyer in formal and structured HR conversations, and we count on strong talent management and rewards programs that look to develop our lawyers accordingly."

Duarte Schmidt Lino, from PLMJ, concluded that: "It was great to meet with colleagues from inhouse teams and other law firms to discuss such an important issue. Attracting and retaining the best talent is one of PLMJ's main priorities. We have implemented important changes to our career progression and remuneration processes as well as flexible working models to guarantee we offer the best environment for our lawyers to flourish both professionally and personally. When it comes to any differences there may be in careers between in-house and law firms, we would rather focus on the complementarity they have. The structure of most law firms means that many lawyers will move jobs during their careers, and we believe it is great to have this fluidity between in-house and law firm roles. A lawyer from a law firm will learn a great deal from working in-house in the same ways as companies benefit greatly from the experience of former private practice lawyers that move into inhouse positions."

KEYNOTE SPEECHES

The event also included two Keynote speeches. First one was from Teresa Mínguez, Legal director & Compliance officer, Porsche Ibérica. She summarised it for Iberian Lawyer: "The reformulation of corporate responsibility in the sense of ESG (Environmental, Social & Governance), based on the generation of long-term value, not only for shareholders but also for other stakeholders (such as employees, supply chain and society as a whole, both from the perspective of environmental care and protection and protection and recognition of business human rights) has contributed to the integration of sustainability into the companies strategy. At the same time, the recognition and "valorisation" by large investment funds of the intangible assets derived from the implementation of ESG policies, as generators of reputation and brand value, have motivated an acceleration in the incorporation of these policies



through internal self-regulation and business strategy. Taking into account this much broader and strategic vision of the legal function, the inhouse lawyer is a key tool in his role as protector and promoter of the "corporate value". In the current economic and geo-political environment and context, we refer to the T-shaped lawyer more than ever. A lawyer with respect to whom the technical-legal competencies of the T-shaped vertical acquire greater sophistication, capacity for contextual and multi-regulatory analysis and extreme agility, given the tensions of the supply chains of raw materials and components and impacts on logistics and transportation, and where the horizontal T-shaped lawyer already acquires a similar length to its vertical, by significantly increasing the demands of non-legal knowledge and skills essential for the development of his function. These are our challenges today, but also those of our organisations."

The second one, was in charge of Clara Cerdán Molina, GC Europe, Africa, South America, China, Ferroglobe, who in her conferenece titled "New challenges in the Legal sector", pointed out that: "When responsible leadership is projected from top to bottom, it is possible to create a consistent business culture based on responsibility, this being the key to the success of companies and people. Let's treat stakeholders as people, let's look for

magnanimity in our way of acting and we will be able to create a multiplier effect in companies and society. Let's promote responsible leadership in every performance of our lives and we will be the best asset of our company and society. Each individual must feel responsible for reflecting, through their actions, leadership, sacrifice, enthusiasm, exemplariness, coherence, effort, compliance with the rules as a way of acting in society. When we are able to lead by inspiring, to learn by teaching we become key for the social change through exemplarity and education. In this line, feeling a mentor in work teams, in society, is an act of responsibility to take care of others, to serve as a professional and personal reference trying to transmit the positive values that help improving society through the generosity of sharing knowledge and helping. A society that understands that education is the pillar of a sustainable society is an unstoppable society. Let's be inspiring leaders, authentic bottles of vitamins in our teams and in our environment to achieve responsible, sustainable, unstoppable companies." Thank you to our sponsors and to everyone that ensured a wonderful atmosphere, full of energy, fun and intellectual stimulation.





IBERIAN LAWYER
HELD A PRIVATE
COCKTAIL FOR
THE BEST
60 IBERIAN
LAWYERS
IN BUSINESS
LAW OF SPAIN
AND PORTUGAL







The cocktail gathered a significant number of the recognised lawyers and also counted on institutional and honoured guests



Boutique Canali (Barrio Salamanca) was the sponsor and host of this special and unique event which aimed to gather the lawyers selected in the last issue of Iberian Lawyer from some of the most relevant practices areas in Spain and Portugal. On this unique occasion, owner and founder of LC Publishing Group **Aldo Scaringella**, stated: "It is important to celebrate the talent and the excellency in the Legal sector of Spain and Portugal and what a better way than having a good time in such a beautiful place as this boutique, Canali, to enjoy a cocktail and network among colleagues." The cocktail also counted on an institutional representation from the Madrid City Hall with Matilde García-Duarte, general coordinator of the Madrid's City Hall, along with Manuel Beltrán Pedreira, technical advisor, and counsel María Jesús Martín Nieto.



















Executive chairman of Martinez Echevarría & Rivera Abogados, **Albert Rivera**, was also invited as hounor guest. He took the opportunity to congratulate and talk with the rest of the lawyers. You can access all the information about the Iberian best 60 lawyers of the Business Law, listed in alphabetical order, on October issue (number 108) recognised in this event were:

- Ana Luisa Guimaraes Sérvulo & Associados 1.
- Andrés Alfonso Ashurst 2.
- 3. António Andrade • Abreu Advogados
- Alberto Frasquet Herbert Smith Freehills 4.
- 5. Alejandro Ortiz Linklaters
- 6. Alberto Campo Evergreen Legal
- Álvaro López-Jorrín Garrigues 7.
- Andrés Mas Ramón y Cajal Lawyers
- Antonio Morales Baker McKenzie

- 10. Armando Albarrán Freshfields
- Augusto Piñel Gómez-Acebo & Pombo
- 12. Beltrán Gómez de Zayas PwC T&L
- 13. Bernardo Abreu Mota Campos Ferreira, Sá Carneiro
- 14. Carlos Bardavío KPMG Lawyers
- 15. Carolina Albuerne Uría Menéndez
- 16. Catarina Tavares Loureiro Uría Menéndez -Proenca de Carvalho
- Clara Jiménez Pérez-Llorca
- Diana Rivera Cuatrecasas
- Diogo Perestrelo PLMJ
- 20. Domingos Cruz CCA
- 21. Duarte Schmidt Lino PLMJ
- 22. Eduardo Paulino Morais Leitão
- 23. Fernando Antas da Cunha Antas da Cunha
- 24. Francisco Aldavero EY Abogados
- Francisco Solchaga Araoz & Rueda
- Ignacio Cerrato CMS Albiñana & Suárez
- Ignacio Pallarés Latham & Watkins
- Inês Sequeira Mendes Abreu Advogados
- Inmaculada Castelló Pinsent Masons
- 30. Íñigo del Val• Allen & Overy
- 31. Isabel Rodriguez King & Wood Mallesons
- 32. Jacobo Martínez Eversheds Sutherland
- 33. Javier Bustillo • Andersen in Spain
- 34. Jimena Urretavizcaya Allen & Overy
- 35. Joaquín Ruiz Echauri Pérez-Llorca
- 36. Jorge Canta Cuatrecasas
- 37. José Guardo Clifford Chance
- 38. José Luis Arnaut CMS Portugal
- José Luis Vázquez Hogan Lovells
- 40. Luis Alfonso Fernández Bird & Bird
- 41. Manuel Echenique Uría Menéndez
- 42. Magda Viçoso Morais Leitão
- María Guinot Deloitte Legal
- 44. Maria Raquel Moreira SLCM
- 45. Mariana Norton Reis Cuatrecasas Portugal
- 46. Naiara Bueno Garrigues
- Nieves Briz Dentons
- Orson Alcocer DLA Piper
- 49. Paula Gomes Freire VdA
- 50. Paulo Bandeira SRS Advogados
- Paulo Trinidade Costa VdA
- Pedro de Rojas Latham & Watkins
- Rodrigo Berasategui Watson Farley & Williams
- 54. Rogério Fernandes Ferreira RFF & Associados
- 55. Rui Camacho Palma Linklaters Portugal
- 56. Sofia Galvão Sofia Galvão Advogados
- 57. Susana Gómez Badiola EY Abogados
- 58. Teresa Zueco DLA Piper
- Verónica Romaní Gómez-Acebo & Pombo
- 60. Yoko Takagi White & Case

URÍA MENÉNDEZ AND PLMJ, WINNERS OF THE LEGALCOMMUNITY MARKETING AWARDS

Uría Menéndez and PLMJ were the Spanish and Portuguese, respectively, law firms awarded as "Team of the Year" for its outstanding Communication and Marketing performance during 2021 in the Legalcommunity Awards celebrated in Milan



The Legalcommunity Marketing Awards 2021 were held at the Four Seasons Hotel in Milan. The awards presented an opportunity to pay homage to the teams and professionals from the world of Marketing and Communication in law firms.

The evening started with a presentation discussing a survey curated by Mopi and entitled "Marketing in law firms" by Gaia Francieri, president of Mopi and Nicola Di Molfetta, the director of MAG and Legalcommunity.it. This was followed by the awards ceremony, where professionals along with communication and marketing teams were recognised for their distinguished work in 2021.

In the case of Iberia, the two law firms awarded for their outstanding Communication and Marketing performance during 2021 were Uría Menéndez (Spain), with Dionisio Uría Ronsmans collecting the award from LC Publishing Group owner and director Aldo Scaringella, and PLMJ (Portugal), with Daniela Amaral and Alexandra Ferreira, receiving the award from Portugal and Brasil country manager, Carlos Montagnini. Both law firms were awarded as "Team of

TEAM OF THE YEAR - SPAIN

URÍA MENÉNDEZ



TEAM OF THE YEAR - PORTUGAL

PLMJ





Expert Opinion Podcast IBL

The appointment where the most important law professionals will discuss the latest legal trends, tips and tools in the Iberian context

YOUR SPACE, YOUR VOICE.

the Year", along with teams from Germany, France and Italy. Motivations of the winners were: "Uría Menéndez maintains an impeccable communication and marketing strategy that prioritises attention to media and information on the firm's events through the different available channels, including social media, in addition to other marketing and/or promotional activities. Dionisio Uría leads the team assisted by Pilar Igartua and Javier Cantavella. In the last year, the best Marketing & Communication team in Spain."

"PLMJ is one of the big three law firms in Portugal, and it befits them to possess one of the more stellar Communication and Business Development areas in the market. When it comes to Business Development, PLMJ is not afraid to make big bets on talent, and back in 2016, it hired Daniela Amaral from Freshfields. The area has provided vital support on strategy, client retention and new client generation for the firm. PLMJ experienced a number of significant changes in recent years, with new leadership, but also went through a rebranding exercise in 2019, which has received critical acclaim. Alexandra Ferreira currently leads the Communication team."

For details about the winners, click here.



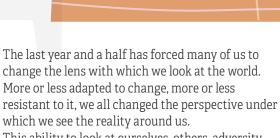




5 WAYS TO ALIGN YOUR

MINDSET **FOR** 2022

by bárbara de eliseu, lawyers coach



This ability to look at ourselves, others, adversity and opportunities from different points of view has broadened our spectrum of vision and necessarily expanded our capabilities: greater creativity, better adaptability, more empathy, better priority setting, less risk aversion, among others.

However, human beings tend to remain in their comfort zone. Therefore, it is important not to forget the achievements of the last few months and work towards incorporating resilience (as an ability to withstand setbacks and persist) in organizations, not slowing down and focusing on continuous growth and expansion.

2022 is fast approaching and our law firms and our teams will face more challenges. Here is how to stay alert and available to face such challenges in a positive way and continue to prosper:



LOOKING AT OBSTACLES AS PART OF THE PATH

When you get to the top, it doesn't get any easier, we're the ones who are better prepared. Changing the way you look at setbacks allows you to see beyond the problems.

There are no linear lives, no careers without curves, no constant business... What does exist is a succession of events that promote our skills in anticipating them, reacting to them, overcoming them and taking advantage of them and also growing as professionals and as people. Will there still be things that you can't change? Yes. Things that should have happened otherwise? Yes. Will complaining solve them? No. So, when something unexpected and less good happens, instead of staying focused on the problems, think about how to solve them and, who knows, the opportunities that such events might bring to you. There is no better example than last year to show us that, in the context of a pandemic on a global scale, the legal sector had its best years and is dynamic and vigorous.



102 SHARING EXPERIENCES AND PERSPECTIVES

Never before has so much been shared. For a moment, we felt a collective fear of failing, of succumbing, of not knowing how to deal with the unknown and this promoted mutual help and cooperation between law firms. Many of them ended up merging, expanding their network and creating new opportunities. All because (finally) we came out of our shell and shared information, experiences, solutions... This sharing has continued in the "post-pandemic period" and we must strive to maintain its benefits. **Together we are, in fact, stronger!**



RISK GETTING OUT OF THE BOX

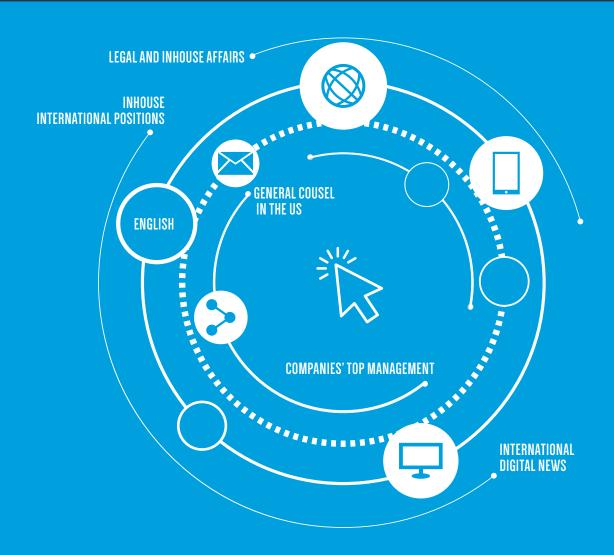
New problems cannot be solved with old formulas. Many law firms came out of the box looking for solutions for their teams and their clients. Many of them don't even know where the box is anymore! A traditionally conservative sector like ours has shown the world that it remains updated and



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available to be part of new Eras. Synergies, new partnerships and multidisciplinary teams were created. Some law firms accelerated plans they had already drawn up for the long term, others adjusted goals or repositioned themselves in the market. A vast majority will be able to finish 2021 with fantastic prospects and ambitious goals for the coming year, proving that the audacity of thinking differently pays off, even in the (allegedly) most adverse contexts.



04. MAKE THE PATH WITH INTENTION

Possessing adaptability skills does not mean changing course every other day, it means being able to get around "the rock" and stay on the path. Changing position, strategy, plans, depending on each event or obstacle will only confuse your teams, who will no longer know where to go. As a leader clearly communicate your vision to the law firm or to your department and draw a path that you are able to walk as a team that shares the same values and goals.

I approach the word «intention» here in a double perspective: the intention of the leader in his actions and development plans (for the law firm, the department, the team, the business) that shall not be left to chance; and the intentionality in the sense of the purpose, of the common goals. Be a leader able to communicate in a powerful way, to establish your authority by setting an example of what you ARE, to awaken emotion and sense of belonging and you will be able to give your team a purpose and inspire them to accomplish your common vision.



05. SURPASSING PERFECTION

The search for perfection results, over and over again, in lack of action. Concerned with making everything perfect, you often end up doing nothing or taking forever to do what has to be done, penalizing your productivity and efficiency rates. This reasoning is valid both for your personal and professional goals and for the corporate goals of your law firm.

Since doing perfect can result in not doing, in 2022, worry about doing, doing, doing. **Consistency produces more results than perfection**.

No matter how ambitious your goals are (for your personal or professional life or for the law firm you lead), make a plan. Get involved in the process and, in the case of corporate targets, create conditions for the involvement of your teams. Don't just think about the prize, commit to the steps of the process and comply them faithfully; if necessary, adapt and, having made these adjustments, proceed with the actions you defined to achieve your goal. If you do not know what actions are required, do not allow yourself to block, ask for help.

The countdown has already started. Don't just stand watching. Broaden your sphere of influence, make sure you're surrounded by the right people, know what's important to you and your team and keep that in mind. 2022 awaits you!



LETTER TO SANTA

by maría llosent de nárdiz and clara cerdán molina

In no time, 2021 is getting to an end; time flies. And the end of the year is always a good time to look back and think through. It is time to stop and start analyzing what happened. And also, the end of the year is the right time to preparing next year's goals.

We are now three years. We are still full of dreams and projects. We were born to create a strong association of women in the legal field, to connect, create networks of experts, a platform to help each other, to provide references amongst us and to the ones who come after us.

We started with many face-toface events; we needed to meet in person to find out who was sharing the way with us. We had attained very good inertia. The pandemic made us rethink. We had to rethink the format of the events, how to strengthen the network during these months. The biggest challenge has been managing growth and expanding the core members to be active parts of the association projects, to even lead new projects. Our aim is to always listen to learn and see how we can contribute more. One of the important challenges this year has been to improve our internal organization. We have created specialized committees on different topics led by technical committees: the tech committee, the entrepreneurship committee, international relations, soft skills, training, and we are working on our points of contact, seeking to strengthen our network. Hence we remain warmly open to each and every member who wants to join, contribute, to add to the project. The association is built with all of our contributions. Only the enthusiasm, work and energy of all will make us unstoppable and able to contribute a better social legacy 2021 has been a transition year,

2021 has been a transition year, between a past that no longer exists and a future that is under construction. Decisions cannot be set in stone. Today, more than ever, we need to listen and be prepared for a truly changing environment. We are learning to manage uncertainty, and we have to do so from flexibility and versatility. Adaptation and solidity are the keys to understanding what we are currently experiencing. And we cannot tackle these new challenges on our own, individually, or what is worse in an environment of tension, victimhood and struggle; it only destroys. Change can only be assumed if we do it in a complementary way with the entire society aligned i.e. men and women. From WLW. we have always wanted to build positively, because there is no other way to move forward, and, therefore, this necessary project has been equally welcomed by women and men. Those men are the ambassadors of WLW, and they are, together with women, the engine of change. During these three years, many men and institutions committed to our vision. We wanted to give a shared space from which to work and thank all those who have supported us. Thus, in the middle of the year, we



appointed our ambassadors, representatives of institutions that have accompanied us on our way.

Santa for 2022, we ask that our travel companions become aware of how necessary it is that we move together. This is the only sustainable option to make our society move forward. 2021 has been decisive in establishing the foundations of the Women a Legal World organization, both at an organic level - through the aforementioned commissions - and at the level of partners, collaborators, sponsors and ambassadors. Likewise. it has been the launch of our international projection. Santa, we also expect for 2022 to be able to continue building on our social legacy in Spain and in the rest of the world by projecting female leadership, giving visibility to talent so that companies and institutions to promote women to leadership positions, so leadership reflects the reality, men and women leading. Hopefully, we will be gaining awareness of how necessary it is to share leadership to enrich leadership. This will have a direct impact on the competitiveness and sustainability of companies and, ultimately, of society. We hope we will keep thinking big with the enthusiasm and positive energy that makes us promote ambitious projects in the world. We want for 2022 not to limit ourselves and fly really high. Santa, we finally desire 2022 to come full of open organizations that listen to that act to achieve a responsible, sustainable and humanistic leadership. By 2022, we would like to see improved conversations in organizations having a more human side.

We also dream of, as women in management positions, being able to catalyze, facilitate these types of conversations to consolidate change.

From our side, we want to continue making an impact on society and, for this, we are preparing a project with leading legal women to make their lives known and look at the efforts they have made to get where they are. We continue to promote our wonderful Mentoring project for Law students in order for them to project their careers from responsible and collaborative leadership. We also want to continue building our ladder to the youngest in other areas of Law, now also in HR with specialized mentoring in this area. At the end of the day, HR is also going to be key in the coming years to put the person at the centre, to seek that muchneeded humanity that will make the difference in companies. In the search and seduction of talent, culture and people are

We hope that with the support of our Advisory Board, the technical committee, the partners and whoever believes in this project, we will continue consolidating our values, grow in quality and enthusiasm and keep leading by inspiration, and inspiring by sharing.





AN APOTHEOSIC **END**

message from the ACC Europe by teresa minguez, Legal director & Compliance officer at Porsche Iberica

Dear fellows.

Just when we thought we could give no more of ourselves, we have learned the true meaning of resilience.

If 2020 was a year of sudden, unexpected and demanding challenges due to the health, social, commercial and legal consequences of the pandemic in our environment, this fiscal year, 2021, has taken us to the top. Global trade tensions, the no longer growing but uncontained regulation, digitalization made a reality, the incessant activity of companies to make up for lost time, cost containment policies, risk management and internal control systems, ethics, integrity and compliance and, the new guest star: "sustainability", -as the driving force behind the strategy of companies, in a greener, fairer and more sustainable environment-, has forced us to continue to develop our potential and continue to learn how we can promote and protect the corporate value of our organizations. Sustainability is here to stay. So much so that last year International Data Corporation (IDC), one of the global providers of market intelligence, stated

that 90% of C-Suites surveyed consider ESG to be important or very important to improving company value and PwC's 24th Global CEO Survey found that 60% of CEOs plan to increase their ESG investment in the wake of the pandemic. As Aristotle said, true happiness consists in doing good and it seems that this should also be the ultimate goal for our organizations, since our civil society increasingly demands greater transparency, truthfulness, good practices and responsible business behaviour by our companies, with its corresponding reflection in the management team of the organizations and, therefore, acting directly on the demands of competencies and skills of inhouse counsels. From ACCE Spain, we have tried

to accompany you in this year by recovering personal contact, mutual trust between peers, being activists in the defence of our role, with overwhelming success, in the preservation of the Legal Privilege for our function, developing training activities and participating as an active stakeholder in the legal community, through

collaborations with our trusted partners such as Iberian Lawyer, BDO Abogados, Gómez-Acebo & Pombo and others.

We have also not forgotten to participate in the development of training activities for the benefit of our legal community, through the signing of collaboration agreements with prestigious educational institutions, such as the Instituto de Empresa or ESADE or the Complutense University of Madrid and many new collaborations that we have planned for the next 2022. We assure you that 2022 will be

full of surprises for us from ACC Europe, and we hope to continue to be at your side, to accompany you in ever-greater challenges for our profession.

We send you a sincere message of affection, wishing you to enjoy the well-deserved holidays that are approaching. We ask you to take the opportunity to continue doing what, as Aristotle said, happiness consists in. We have a responsibility as lawyers, a Code of Ethics to follow and values to care for and promote in our environment.

With our best wishes, ACC Europe Spain.

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COMPLIANCE 2021, THE YEAR OF THE OX

by diego cabezuela, international president of the World Compliance Association

In the Chinese horoscope, 2021 is the year of the ox, a year of challenges and changes. Both are very suitable challenges for oxen, which are tough, intelligent and trustworthy animals. Just the qualities that we human beings needed to finally overcome those terrible months of 2020 and set our clocks back on time. As a matter of fact, this harsh period of the pandemic has brought out the best in all of us. A few weeks ago, the president of the CEOE said in Madrid that, from the companies digitalization standpoint, in the last year and a half, we had advanced -we had advanced, of course, by force-- the equivalent to 6 or 7 years. A kind of time travel that, from the technological view, had placed us, all of a sudden, in 2027 or 2028. A leap into the future, forced by the urgency of generalizing and redefining teleworking, learning

to communicate and coordinate work teams remotely, facing new threats to information security, the complexities of adapting compliance with data protection rulings, image rights, etc., to the situations arising from the need to share or record data and images in video meetings, or platforms, etc. A vertiginous accumulation of advances to which we have been dragged at top speed. However, we have done it, we have done it well and now these changes are part of our routines.

In this period of pandemic, compliance systems have had to grow up fast and come up with solutions, rigour and imagination to deal with this torrent of new situations. Just like the scientists who created the Covid vaccines. without much time for testing or experimentation because the magnitude of the problems demanded immediate answers. Among the good things that 2021 has left us, I would highlight the approval of the ISO 37,301 standard on criminal compliance, which substitutes the 19,600 and has the status of a certifiable standard. Firstly, because they provide legal certainty. A duly certified ISO system can be invoked virtually in any jurisdiction in the world with little doubt that the courts will accept it. But also, because ISO standards are a factor, like no other, of commercial confidence. Anyone can contract, without any fear, with a business partner on the other side of the world who has a compliance system like yours, with the full certainty that the controls of this new partner and the monitoring of the legality of the actions that his compliance officer will be doing, are exactly the same.

During 2021 in the World Compliance Association we have launched projects of enormous importance, I would choose two of them.

Firstly, the International Compliance Observatory, which we presented at the end of October at the headquarters of Capital Bank in Panama City. An Observatory that will measure the degree of legal compliance of the organizations, assessing their data by economic sectors and by areas of the world. The first sector chosen for this analysis has been the financial sector, because of its direct and obvious impact on the whole economic activity, and there is no better place to start with it than Panama, a country whose banking sector has been struggling for years to escape from the stigma of the lists and suspicions of lack of transparency. Now, through the Observatory, its banking operators will have the opportunity to look themselves in the mirror, compare their level of legal compliance with that of their competitors, and even with the average score of their competitors. Because in

this new world we are moving towards, compliance is not only an instrument for fighting against corruption, avoiding the criminal liability of companies, or, in the case of Panama, for getting off the lists that compromise its respectability, but it is also a value that conveys credibility to customers and to the market. It is not only necessary to have a good compliance system, but a system better than the others. The Observatory is a fantastic project, and we are convinced that it will soon become an essential reference in the world

of compliance.
Another attractive project
launched this year is the World
Compliance Academy. A project
that consists of bringing to
schools training in ethics and
the principles of compliance,
logically adapted to the
children minds and to the Child
Protection Act. If we want a
better world, with citizens who
comply with the rules, we must
start from the beginning. World
Compliance Academy includes
ethical channels available to

children. Not so that they can indict to anyone, of course, but so that they grow up knowing that, just as they will when they grow up and become adults, they can communicate their concerns or problems in a reserved manner at school. safe in the knowledge that they will be listened. It is possible, for example, that this project will help to combat bullying, a problem that distresses parents and educators and for which. until now, no one has found any solution, nor a way to fight against the fear and complicities that make it possible. Let's see if this compliance for children succeeds.

The start of the project could not have been more encouraging.
Last November 11, World
Compliance Academy received the prestigious Expansión award for the Best Ethical Initiative in Compliance. Great satisfaction for all of us and the best augury for the development of an idea with enormous potential.
Certainly, 2021 has been a year of changes and challenges, as the Chinese horoscope said.





HOW FINDING THE RIGHT TIME RECORDING **PLATFORM** IS VITAL the perspective of a lawyer



Can you tell us a bit about yourself, and the history of Perez Llorca?

My name is Rafael Madero Parente, I'm 53 years old, from Madrid, happily married and with a daughter who is my pride and joy. I'm an industrial engineer and trained at the Universidad Politécnica de Madrid, and I have a Master's degree in information systems from the IE Business School. I worked in IT consulting until 2011, which was when I joined Pérez-Llorca as CIO. Pérez-Llorca has spent over 35 years providing high-end advice to international and domestic clients on major market transactions and disputes. With offices in Madrid. Barcelona. London and New York, the Firm's aim is to offer legal services of the highest quality which contribute to the business success of our clients, whilst always ensuring the application of ethical and professional codes of practice.

How many lawyers are employed by the firm now?

By the end of 2020, Pérez-Llorca was made up of 261 lawyers, including partners.

We understand that Perez Llorca has grown rapidly over the past 5 years or so, how have you found this transition? Have there been any lessons learnt that you can share with us?

It has been a real challenge to accompany the Firm's technological growth. It wasn't about buying more computers, but rather the act of transforming a law firm with desktop units into a digital law firm. This evolution and preparation proved to be successful when in March 2020 we all had to work from home. When that happened, Pérez-Llorca was technologically prepared for us to do so without it affecting our ability to continue to provide our clients with the best service. At that time, all of the lawyers and support staff had laptops and a VPN connection so they could

work from outside of the offices as if they were doing so in person with full access to documents, folders, IT applications, the Intranet, the library and the different services that the Firm provides them, always with the greatest security measures. In terms of processes, 100% of them were manual and departmental, whereas now they are interdepartmental, agreed upon and designed to work flexibly for everyone. Security and business continuity challenges were taken to the limit, as would be expected of a law firm of our size. Pérez-Llorca has created an Innovation department dedicated to looking at what is taking place, both in our sector and in sectors which are unrelated to us, in order to get the most out of what is happening in the market, but always adapting it to reflect upon the needs of our firm. Together, we have created a culture of innovation that has trickled down from partners to junior lawyers, who co-design new solutions to better serve

our clients, using technology as a lever. Everything flows very quickly, and we need to be able to immediately adapt to new needs. Dialogue and collaboration between CIOs in the sector is fundamental in order to share experiences, as the threats are common to all. Fortunately, in Spain, this is happening.

Did your technology investments help the firm grow?

Of course, and the Firm's management has always been in line with progress in terms of technology, supporting us in the projects that we propose, and as such we are very grateful to them. We have always gone over and above the challenges that the Firm has faced. For example, we already had an advanced ERP in place before we went international, and all staff were equipped with remote working tools when the pandemic hit. New threats are looming over businesses and we have to be at the forefront in order to provide a continuity solution for our clients.

We understand that you are proactive in ensuring the firm have the right technology to help the firm grow and ensure client satisfaction, would you be able to tell us a bit more about your time recording platform and what your strategic aims were when you chose Advanced's Carpe Diem?

Years ago, we decided to look for a time capture tool with the aim of avoiding the loss of billable hours due to errors in recording them. After analysing what the market offered, we chose Carpe Diem due to its balance between functionality and cost. Our lawyers now register their hours in this system from their laptops or mobile phones, and from there they are transferred to our ERP where they are validated and processed. The positive impact has been significant.

How do you remain competitive in the industry?

There are no secrets. It is a question of a lot of effort and enthusiasm, putting the client at the centre of everything we do and counting on the support and involvement of the whole organisation to make the projects we undertake a success.

With the rapid expansion of the firm, what impact do you think Advanced's Carpe Diem has had on the firm, in terms of your strategic aims?

As I mentioned before, in terms of ROI, the correct registry of hours justifies the investment in a tool like Carpe Diem. Lawyers often work on many cases in parallel every day and this means that the priority at the end of the day is not to log the work, but to get the work done well and on time. That's why a tool that helps them remember the work they have done is key. Achieving business goals is only possible if many smaller, often overlooked aspects of the business operations work, and this is one of them.

Have the disruptions from the COVID-19 pandemic had any long-term effects on the way Perez Llorca work? For example, remote working, hotdesking, connecting with clients in new ways

Without a doubt the pandemic has changed many things in terms of communication. There has been a shift from Room-to-Room communications with equipment designed for this function to using PC applications to establish PCto-PC communications. This is a challenge for all CIOs as we must find the best tools to ensure that communications are of the same quality and robustness as those using dedicated hardware and software. Once again, and thanks to the collaboration between partners and other CIOs in the sector, we hope to arrive soon at the ideal multiplatform and multidevice solution. In terms of remote work, as I mentioned before, at Pérez-Llorca we already had all of the tools necessary for carrying out our work from any location.

What does the future look like for Perez Llorca?

We are eager to continue growing and providing our clients with innovative solutions in the legal sector. Our aim is to have the best professionals in the market and to be a benchmark for our clients and potential clients to entrust us with their matters.

Is there any technology that you use that you would recommend to other firms?

We are now immersed in process automation. RPA and BPM are key to getting rid of unnecessary work and becoming more agile, so we can grow without losing focus. Of course, we are using Artificial Intelligence tools to process large volumes of documentation. This will be key in the years to come. In addition, we are implementing Project Management tools to help manage matters. In my opinion, any firm that does not have ERP, CRM or time recording tools (such as Carpe Diem) should consider implementing them to support its growth.



THE **PORTUGUESE** "RIGHT TO **DISCONNECT**" AND PRIVACY



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After several other EU countries recognized that employees have a "right to disconnect" outside working hours, it is now Portugal's turn to take steps towards legally enshrining such a right benefitting Portuguese employees, following an unsuccessful first attempt in 2019.

While there is still some general reticence regarding the right to disconnect, the idea gained a momentum with the increased remote work reality emerging in response to the COVID-19 pandemic, and the Portuguese legislator has taken the opportunity to address this issue when amending the remote work regime foreseen in the Employment Code.

In this regard, in November 2021 the Portuguese Parliament has approved a law amending the Employment Code, which is currently pending publication in the Portuguese Official Gazette. This act includes rules regarding a duty of the employer to refrain contacting the employees during their rest periods with exception of cases of force majeure. Furthermore, the act explicitly configures as discrimination a less favourable treatment given to an employee who exercises the right to a rest period.

Three important remarks regarding this law: the first is that the Portuguese Employment Code does not provide a definition of force majeure; therefore, although it is clear that it only refers to exceptional non-business cases, it is up to the interpreter to define the precise limits applicable to this exception. Second, the prohibition of discrimination seems to be restricted to the cases where the employee exercises the right to a rest period when the employer contacts him/her during such rest period. Finally, the "disconnection" was not construed by the Portuguese legislator as a straightforward right of the employee, rather corresponding to a duty to refrain imposed on the employer.

From a privacy perspective, this is a good mechanism aiming to protect employees from employers' intrusions in their private life, and to preserve a work-life balance, particularly in current times, where new technologies and digital resources, and the changes in the organization of the workforce, the workplace, and the worktime result in a blurring of boundaries between work and personal life and a greater intrusion of work in the private lives of employees (and vice versa). It is arguable that the possibility of turning off any work-related devices and to refrain of engaging on work-related tasks is already contemplated in the Employment Code



because employees have a right to rest (outside working hours).

Notwithstanding, establishing a straightforward right to disconnect could be more adequate for ensuring employee rights to privacy and data protection, in line with the Portuguese Employment Code itself and also with the Portuguese law implementing the GDPR.

In fact, Portuguese law is keen on ensuring the protection of employee rights to privacy and data protection: the Portuguese Employment Code already recognizes that employees have an expectation to privacy that must be protected and imposes safeguards to avoid the compression of employees' rights to privacy and data protection by the employer. For example, information on data relating to employee's private life may only

be required by the employer if it is necessary and relevant for assessing the employee's fitness for the performance of the employment contract, any type of monitoring at distance is subject to limitations, and access to the content of employee private messages or documents is strictly prohibited. Furthermore, the Portuguese legislation implementing the GDPR also contains specific provisions addressing employee privacy at workplace, by establishing restrictions as to the use of biometric data and video surveillance systems.

Therefore, and beyond establishing a prohibition of contacts outside working hours, and a corresponding expectation of not to be contacted, in my opinion Portuguese law could have gone one step further in protecting employee rights.

By explicitly determining that the employee has a prerogative to decide if and when (outside working hours) to turn off his/her communication devices and to disengage from work-related tasks, together with an obligation for the employer to implement a "digital disconnection policy", in accordance with data protection and privacy laws, the Portuguese legislator would have been fully in line with existing privacy and data protection principles.

In this sense, the new rules are not a very significant departure from existing legislative protections available to employees. There is some welcome clarification for the remote work paradigm, which seems to have come to stay, but I feel the legislator could have been a little bolder.



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