



# LEADERS LEAGUE

INTELLIGENCE REPORT & RANKINGS

2023-'24

## HUMAN CAPITAL & LABOR LAW

TOP LABOR LAW FIRMS  
& RECRUITMENT AGENCIES  
EXCLUSIVE INTERVIEWS WITH LEADERS  
INSIGHTS & ANALYSIS

### RANKINGS

Labor Litigation  
Collective Bargaining  
Mobility & Expatriation



**NELLY AKOTH**  
KYNDRYL



**CHRISTOPHE MANSUY**  
COLAS



**JULIAN JANTZE**  
ZENJOB



**ALINE VIEIRA**  
DELOITTE



**XAVIER BROSETA**  
CANAL+

LEADERS | EXPERT INSIGHTS | DIRECTORY



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**SIMON McGEADY**

Managing Editor

## DO THE RIGHT THING

The importance the corporate world now places on social compliance perfectly illustrates the change in attitudes that has taken place in the boardroom in the past few years. Until recently, in contrast to labor laws, corporate ethics were seen as nice-haves rather than standards of best-practice to conform to.

That doesn't cut it in the eyes of today's worker, who is on a quest for greater meaning in their professional lives, demands greater transparency and ethical integrity from the company that employs them, and, perhaps above all else, needs to know that their work is contributing to a business which does good for society and the planet.

So, what should directors do? A good first step would be to consider how you want employees, customers and society at large to view your company and its goals. How do profit and sustainability intersect? Do you want to ensure that your company is simply minimizing any negative impact arising from its activity, or do you want to go further and define its sustainability goals? The answers to these questions will determine the future direction of your company as much as decisions on new business-lines and markets.

### 60-not-out

Companies are already having difficulty recruiting and retaining staff in the post-pandemic era, so they can ill afford to turn a blind eye to shifting professional mores. Since younger workers may be pickier, for companies looking to fill staff-shortages, they would do well to tap into the vast pool of workers in the 55 to 65 age-group.

According to official EU statistics, in 2022, 87% of men and 76.5% of women aged 25-54 were employed in the bloc. Yet for those aged 55-64, the employment rate drops to 68.7% for men and 56.2% for women. As the legal ages of retirement increase across Europe, and people are living longer, healthier lives, it's time to re-evaluate the contribution workers in their 50s and 60s can make to the present and, yes, future of companies, by ensuring that those in this age group applying for jobs are not overlooked.

In addition to rankings of the best labor professionals in the legal, human capital, and recruitment sectors, the guide you are about to read features interviews and analysis from distinguished labor-law partners, heads of human resources at multinational companies, and other prominent figures from the world of labor and employment. We hope you enjoy it! ♦



## LEADERS LEAGUE

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INTELLIGENCE REPORT & RANKINGS

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**LEADERS  
2023-'24**



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# Our culture transformation journey underpins our business transformation



Interview with  
**NELLY AKOTH**  
Chief Transformation Officer, **KYNDRYL**

**“Kyndryl is focused on putting the skills and professional development of our people at the heart of our business”**

A recent spinoff of IBM, Kyndryl is the world’s largest IT infrastructure-services provider, employing some 90,000 staff across the globe. The company’s chief transformation officer, Nelly Akoth, tells Leaders League about the changes taking place at the fledgling company.

**LEADERS LEAGUE:** Why was it necessary to reimagine Kyndryl as a service-focused company?

**Nelly Akoth:** Kyndryl is making crucial changes, helping enable it to move faster in the marketplace. We’ve reshaped our business through the creation of global practices – in hot areas like cloud, cybersecurity, Edge and AI – and our alliances to bring the best of modernization to customers.

We are focused on putting the skills and professional development of our people at the heart of our business. Our alliances also provide Kyndryl staff, or “Kyndryls”, with access to training and a focus on expanding skills with market-leading technologies. Kyndryls leverage their deep engineering expertise and extensive experience operating complex and heterogeneous technology environments to drive service quality, intellectual property development and our long-term trusted customer relationships.

We’re continuing to make significant progress addressing low (or no) margin accounts, and that progress has led to a total impact of \$210 million in annualized benefits, exceeding our target of \$200 million. Kyndryl is rapidly expanding capabilities and our IP portfolio – in areas from Kyndryl Consult to Kyndryl Bridge and Kyndryl Vital, to continue to propel Kyndryl’s long-term success.

**During a corporate transformation, how best to ensure the company culture is not negatively impacted?**

It’s essential that you define the culture you want to intentionally create and then harness your culture as the foundation for your transformation. At Kyndryl, our culture transformation journey underpins our business transformation.

As a new company, we knew that culture would be paramount to enabling a thriving services business that attracts, retains, de-

velops and motivates leading talent. As we launched Kyndryl, we set out to define a culture that encompassed our desire to give employees, customers, investors, and partners mutual benefit and success. This effort included a multi-day culture exchange open to our approximately 90,000 Kyndryls around the world, which culminated in the formulation of The Kyndryl

Way – a set of six key principles that define our services-based culture. The Kyndryl Way is about how Kyndryls work together and deliver value. It is the fuel of our business growth.

Culture change is a deliberate process and a unique opportunity we have as a young company. We have made significant progress in our cultural transformation journey through investing in new behavior, systems and symbols to advance The Kyndryl Way in every part of our business.

**How crucial were digital aspects to the success of this transformation?**

Kyndryl’s digital transformation is critical to our business transformation. When we spun off from our legacy company, we inherited more than 1,800 applications to run our business, and we’re now nearly down to about 300 applications - a leaner and more focused model. We’re on a two-year journey to transition to our own Kyndryl systems and leave the legacy processes and systems behind.

Additionally, we are renovating our human capital technology and processes – creating market-based, globally consistent, transparent programs so that all Kyndryls have opportunities to build skills and be successful.

This overhaul of processes and systems will provide even better skills development and deployment in service of our customers. To support this renovation, in 2023, we are transitioning from more than 250 disparate technologies to one modern human capital system. ♦

# Diversity puts a company in the performance fast lane



Interview with

## CHRISTOPHE MANSUY

Group Vice President, Human Resources,  
COLAS

**“You need to think outside the box to win the talent war”**

Through its ACT initiative, the human resources department at civil engineering firm Colas aims to foster a positive culture, promote the health and wellbeing of staff, and maintain an advantage when it comes to attracting and retaining the best talent.

**LEADERS LEAGUE:** Christophe, you recently became head of HR at Colas, what are the main staff-related challenges you face?

**Christophe Mansuy:** Central to my mission is the ACT (Act & Commit Together) project, through which Colas aims to attract, develop and retain talent via the application of managerial excellence. Staff identify with our company values, namely caring, sharing and daring, which we exhibit on a daily basis. Interlinked, they form the basis of our culture and require constant care and attention on our part. We identified these values after a period of self-examination, and they are now essential leadership qualities for Colas managers to possess.

**Colas seems to have put a great deal of time and effort into promoting a positive management culture. How do you help managers embody this culture?**

Through our dedicated in-house program, UNI, which offers training and insight on each stage in the working life of an employee, and several workshops allowing them to develop their managerial posture. Creating a performance climate, managing remotely, interacting with all stakeholders, these form the basis of management apprenticeships at Colas, and prepare managers for the challenges which await.

Since the start of 2023, our leadership essentials program of online training has been in place, offering tutorials, articles and reports, in addition to speeches and interviews by management coaches. This puts a wide range of content at the fingertips of managers, and is something which helps build and reinforce management fundamentals.

**Colas prioritizes diversity. How does that play out in practical terms?**

Diversity is not just a source of richness, it also puts a company in the performance

fast lane. Having been lucky enough to get to work internationally, I have always been in favor of diversity. Our job is to help staff progress in their careers, irrespective of their origin, gender or level of training.

Everyone has to be able to dream of one day sitting in the big chair as CEO of Colas. Our teams are part of something bigger than themselves, and it's our job to nourish their hopes and dreams. In addition, diversity at Colas means hiring more women, people with handicaps, or those who have lived elsewhere. To facilitate this, we train our managers to recognize conscious and unconscious bias, and discrimination in all its forms.

**What concrete action has taken place?**

As soon as we begin the hiring process, the first criteria is matching skills to need, but Colas has a vast array of in-house training options available and we are able to teach staff each of our professions. Attitude is, to us, vital to the successful integration of a new recruit into the company.

In the United States, for example, there is a dearth of truck drivers, so we sometimes hire people for the position who don't have a driver's license, since it's a skill they can acquire in the course of a few weeks. You need to think outside the box to win the talent war.

For each opening, the group puts together a shortlist of diverse candidates and then chooses the best person for the job. In a situation where skills are broadly similar, I suggest hiring the female candidate.

Women represent 20% of managerial staff at Colas at present, and that percentage is growing. To promote gender parity, we have launched initiatives to increase the proportion of female staff at each level of the company.

We go into schools and universities to promote careers in the company and have internships that let students discover the various career options Colas can provide. ♦

# The temping agency market in Germany is highly regulated



Interview with  
**JULIAN JANTZE**  
Legal Principal, **ZENJOB SE**

**“European regulations offer more flexible arrangements for fast-growing startups with regard to employee participation”**

Appointed in May 2023 as legal principal at Zenjob in Berlin, Julian Jantze shares his views on the company’s switch to European Company status, a step they were advised on by corporate law firm YPOG and employment specialists Pusch Wahlig Workplace Law.

**LEADERS LEAGUE:** What makes Zenjob stand out in the temping-agency market?

**Julian Jantze:** We have revolutionized the paper-driven temp worker industry in Germany by digitalizing and automating the entire booking and onboarding process and creating multiple, hyper-flexible local marketplaces.

Clients are now able to book temp-workers via our company app only a few hours before a shift starts.

In 2023 we achieved a 90% automation rate (without any human interaction) – from bookings made using our company app by our customers, job postings made on our Zenjob app, to matching temporary workers (we call them talents) and paying the wages to the talents as well as invoicing our customers.

The coronavirus was both a curse and a blessing for us. As human interaction was barely possible during the pandemic, due to lockdowns and other restrictions, we introduced a fully remote onboarding process for the talents as well as a fully automated signing process for (employment) contracts featuring qualified electronic signatures (only chance in Germany to replace the usual ink signature for a fixed-term employment contract). Thanks to remote onboarding and digital signatures, we are now able to conclude 2,000 employment contracts per day – 365 days a year.

As the temp market in Germany is highly regulated – companies need a license to operate – the legal team is highly involved in all strategic decisions and all product changes. This makes our work in the legal department challenging because we have to find product solutions together with the product team without blocking any initiatives.

But this also means that the legal department has to know our product in great detail and not just answer the typical questions related to legal activities.

**Can the temping sector remain human centric in the gig-economy era?**

Due to the demographic shift in Germany and Europe, we expect a significant increase in demand for the services that Zenjob provides, especially regarding the opportunities for gig workers to obtain new rights so that they are treated as full employees and receive the corresponding legal protection. We also hope that the EU will harmonize labor law, as the requirements in this area vary greatly from one European country to another, as we have seen time and again in our expansion to the Netherlands and the UK (before Brexit).

**Can you explain how European regulation impacts your industry and what Zenjob stands to gain from SE conversion?**

National labor law and company law regulations vary widely across the EU and are for the most part not standardized. As the SE is a supranational legal form, the EU had to find a compromise between the interests of the individual countries. In Germany, employee co-determination is highly important, in contrast to the other EU countries where such regulations are largely unknown. To take into account these different national laws, the EU has introduced the Employee Involvement Directive. Before any SE conversion, the management of a company must involve all employees of the EU group companies, who then negotiate with the management the terms of the future employee participation through an elected body, the special negotiation body. The negotiations between the special negotiation body and management can last up to six months. The result of these negotiations is a participation agreement between the employees and the management on the future participation of the employees in the European company. In contrast to stricter German law, European regulations offer more flexible arrangements for fast-growing startups with regard to employee participation. ♦

# There are good prospects for the mobility sector in 2024



Interview with

**ALINE VIEIRA**

Global Employer Services Partner,  
**DELOITTE**

Aline Vieira, one of the women featured in the Corporate & Finance Leading Women special report by Leaders League Brazil, discusses gender issues in expatriation processes and how international conflicts influence the flow of international-worker mobility.

**LEADERS LEAGUE:** What does it take to thrive in the modern world of global mobility?

**Aline Vieira:** In order to work successfully in the global mobility profession, you need to be flexible, creative, someone who engages with – and easily adapts to – a market in constant transformation and who is not limited to a single type of knowledge, is always seeking innovation, thinking about both the specific needs of the client and how to improve the expatriate experience. As a partner in the global employer services division at Deloitte, I have extensive experience, thanks to my over 21 years of activity in the field, during which I have received numerous glowing customer-satisfaction reports, been commended for excellence in delivery and service, and in the development of optimized solutions for the implementation of mobility strategies.

**What are the main challenges facing female expat workers, in particular?**

A sexist culture in society, often reflected in the market and exacerbated by unconscious biases, as well as the additional layers of difficulty that women may face in expatriation processes (including postings to societies and cultures resistant to women in leadership roles and to countries hostile to women in the professional world full-stop) are some of the challenges faced by female professionals.

It's important to highlight that gender issues in expatriation policies and processes should be seen as a strategic opportunity within a multinational organization. The impact that gender diversity has on innovation, growth, and the financial results of a company is undeniable, and the lack of gender parity in expatriation processes can directly affect talent management and leadership development.

**How has the current climate of geopolitical instability impacted mobility and expatriation?**

When it comes to globalized economies, these sorts of scenarios always end up negatively impacting markets. They not only increase inflation and lead to high-interest rates in countries that are not directly involved in conflicts, but also create an atmosphere of apprehension and physical insecurity for the expat, especially in the regions where these conflicts are taking place.

**What are the prospects for the year ahead?**

It is my understanding that we have good prospects for the mobility sector for the coming year. Despite the scenario of high inflation in various countries, we are optimistic about a boost in some sectors of the economy and believe in a positive outlook for 2024. ♦

**“The lack of gender parity in expatriation processes can directly affect talent management and leadership development”**



© Ervato / Seventyfourimages

# Canal+ staff need to understand how to work with colleagues in other countries



Interview with

**XAVIER BROSETA**

Head of Human Resources, **CANAL+**

Launched in 1984, French TV company Canal+ has navigated many changes in viewer tastes and technology over the past four decades. Xavier Broseta explains how his department is helping staff meet the technological and creative demands of the streaming era.

**LEADERS LEAGUE:** Tell us about the growth strategy of Canal+.

**Xavier Broseta:** Today, Canal+ has 25 million subscribers, including around 10 million in France alone. We would like to pass the 30-million subscriber milestone in the near future. Yet, we face stiff competition from globe-spanning streaming platforms that have, in some cases, over 200 million subscribers, which allows them to amortize the cost of digital infrastructure.

Over the past decade, all the big American TV studios have launched their own streaming sites in order to have direct access to their clients. In terms of content, it's a fiercely competitive market-place. The cost of securing the broadcast rights to major sporting events, for example, has gone through the roof in recent years.

Canal+ viewers want a mix of top American shows and local French productions. Buying premium American shows and funding the production of their French equivalents is an extremely costly endeavor, not least because each streamer is looking to have a large number of exclusive hit shows.

**How does HR factor into the streaming wars?**

To put Canal+ in the best position to succeed, our staff need to operate in an integrated manner and ensure skills are shared across the group. For example, we are currently broadcasting a number of our French and African TV channels in Poland. Therefore, staff need to understand how best to work with colleagues in other European countries. How we function must take account of our company's international dimension, not only in terms of the language barrier, but also of interculturality. Added to this challenge is the evolution of technology, which requires our workforce to have new and updated skills so as to anticipate future production, management and platform trends. In the modern broadcast media industry, developing your own

software tools is essential. In the era of analogue TV, there was one type of signal. But in the multi-device digital era, there are a great many different types of platforms, each of which with its own system. Actually, digital infrastructure and interfaces can vary quite considerably from one country to the next, which makes the importance of having highly skilled technical engineers capable of producing the best possible product greater than ever.

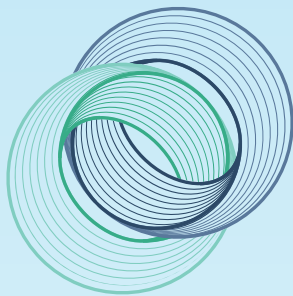
As regards our creatives, we need to respond to the specific tastes of a broad range of viewers, by ensuring we have people with a talent for bring productions to life, both internally and externally. Lastly, we need to ensure that all Canal+ staff feel secure in their working environment, free from all forms of discrimination, and feel supported in their careers.

**How can staff-training help Canal+ reach its objectives in today's highly competitive international TV market?**

Ensuring staff have constantly evolving skills is a key element in the group's strategy. Professional training plays a part, but so does mentoring, coaching, and cultivating a culture of exchange between colleagues. Generally, when it comes to our international staff, requests for training come during the annual interview, and we take great care to ensure the feedback given by each member of staff is properly evaluated. Lastly Canal+ has an e-learning platform accessible to all staff members, via which they can enroll in a range of different training programs, on a host of themes, expressly designed to match language and profession. In the same spirit, Canal+ has developed a training program specifically designed to boost engagement among our younger staff members, those who have been with the company for between 2-3 years. Reinforcing the managerial skills of tomorrow's leaders is a key axis of development for us. ♦

**“Reinforcing the managerial skills of tomorrow's leaders is a key axis of development for Canal+”**

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LEADERS LEAGUE

# **RANKINGS 2023-'24**



**NORTH AMERICA** ..... 18

**SOUTH AMERICA** ..... 26

**EUROPE** ..... 48

**ASIA** ..... 94

# NORTH AMERICA

# CANADA

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## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

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

# MEXICO

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## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Basham Ringe y Correa</b>	Jorge De Presno, David Puente
<b>Marván, González Graf y González Larrazolo</b>	Héctor González Graf, Santiago Marván Urquiza, Nelson Guerrero
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Alfonso García-Lozano, Manuel Limón, Salvador Pasquel
<b>De La Vega &amp; Martínez Rojas</b>	Oscar De la Vega, Ricardo Martínez Rojas, Enrique García Conde
<b>Natividad Abogados</b>	Tomás Natividad Sánchez
<b>Sanchez Devanny</b>	Alfredo Kupfer Domínguez
<b>Santamarina y Steta</b>	Juan Carlos De la Vega, Andrés Rodríguez Rodríguez
<b>HIGHLY RECOMMENDED</b>	
<b>Bufete De Buen</b>	Carlos De Buen Unna
<b>Bufete Díaz Mirón &amp; Asociados</b>	Juan José Díaz Mirón, Luis Enrique Díaz Mirón
<b>Creel, García-Cuellar, Aiza y Enríquez</b>	Francisco Peniche Beguerisse, Julio Alvarez Ortega
<b>Deloitte Legal Mexico</b>	Claudio Marroquín Mowat, Octavio Novaro Holguín, German de la Garza
<b>EC Rubio</b>	Javier Canseco Malloy, Ana María Becerra Sánchez, Rogelio Sánchez Cortes
<b>Gonzalez Calvillo</b>	Luis Enrique Cervantes
<b>Hogan Lovells</b>	Hugo Hernández-Ojeda Álvarez, Luis Ricardo Ruiz Gutiérrez
<b>Little Mexico</b>	León Rodríguez, Mónica Schiaffino, Jorge Sales Boyoli
<b>Maillard Abogados Laborales</b>	César Maillard Cárdenas, César Maillard Canudas, Alejandro Cerbon, Raúl Maillard Barquera, Ary Argumedo Miranda, Evelyn Palma García
<b>Pizá Abogados</b>	Gabriel Pizá Avilés, Enrique Ballesteros Alvarado, Alejandro Díaz Fernández, Susana Flores Verlón, Pamela Bello Zárate
<b>Von Wobeser y Sierra</b>	Rodolfo Trampe, Javier Lizardi, Rafael Vallejo Gil

## RECOMMENDED

Altamirano y Estudillo	Alvaro Altamirano
Chevez Ruiz Zamarripa Y Cia.	Mayeli Cabral
Ferran Martinez Abogados	Carlos Ferran Martinez
GLZ Abogados	Andrew R. Grepe Stockdale, María Alejandra Gómez Massud, María Fernanda López Téllez
Greenberg Traurig	Leslie Palma
Ibarra, Del Paso y Gallego	Jaime Rodriguez Eguiarte
Ibañez Parkman	Manuel Salvador Garcia Garrido, Salvador Corona Martinez, Anhel Estefania Soberanes Ortiz
Jáuregui y Del Valle	Fernando Martinez Flores
Mijares, Angoitia, Cortés y Fuentes	Claudio Jimenez, Rodrigo del Valle
Monsalvo Duclaud	Luis Monsalvo Valderrama, Luis Monsalvo Álvarez, Isabel Pizarro Guevara
Rapa - Ruiz Ahumada Palazuelos	Elvia Palazuelos
Roel Abogados	Jorge Enrique Roel

## VALUABLE PRACTICE

Canizzo, Ortiz y Asociados	Stefano Amato
Cuatrecasas	Jorge García de Presno Graham
Cuesta Campos y Asociados	Gerardo Valencia
DeForest	Eduardo Garduño, Edgar Andrés Barreto, Edgar Esponda, Javier Atzin Vallejo, Jaime Bustamante, Andrés Cabrera
EY Mexico	Alejandro Caro, Jacqueline Alvarez, Yeshua Gómez
Galicia Abogados	Octavio Cantón
GarciaMingo & Tejedo Abogados	Juan Tejedo
Goodrich Riquelme y Asociados	Gustavo García Cuenca
Ibañez Abogados	Juan José Ibañez, Jose Miguel Buendia
Ogletree Deakins	Pietro Straulino-Rodríguez
Sainz Abogados.	Alejandro Nila
Santos & Saucedo	Mario Saucedo Montemayor, Enrique Santos Guzman
Vega, Guerrero & Asociados	Oziel Guerrero
Villar & Villar Abogados	María Leticia Montero

## MONSALVO DUCLAUD: DEVOTED LABOR LAW SPECIALISTS



Alan Duclaud

Key figure(s): Alan Duclaud, Lidia Monsalvo, Luis Monsalvo Valderrama, Isabel Pizarro, Luis Monsalvo Alvarez and Andrés Cámara  
Established: 2021

**Track record:** Renowned for its top-tier services, Monsalvo Duclaud handles a comprehensive spectrum of labor, employment and social security law issues, spanning litigation, appeals (amparo proceedings) and advisory services. Its expertise has saved clients over four billion Mexican dollars (\$229 million) by averting contingencies and safeguarded 1.4 million jobs through strategic counsel.

**Team & differentiation:** Fueled by a client-centric ethos and ongoing training, Monsalvo Duclaud's diverse and innovative team of over 30 lawyers and six partners boasts extensive experience representing significant local and international clients across diverse sectors. Its members are renowned for delivering high-quality expert opinions in these specialist domains.

## USA

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## LABOR LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

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

# BENEFITS, EXECUTIVE COMPENSATION AND PENSION PLANS

## Best Law Firms

In each tier, the firms are ordered alphabetically

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

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

In each tier, the firms are ordered alphabetically

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





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## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bruchou &amp; Funes de Rioja</b>	Ignacio Funes de Rioja, Eduardo Viñales, Guillermo Perego, Florencia Funes de Rioja, Ignacio Capurro
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Diego Bongiovanni, Alberto Gonzalez Torres, Daniel Orlansky, Matias Herrero, Felipe Graham
<b>Beccar Varela</b>	Alvaro Galli, Gaspar Aguirre, María Eduarda Noceti
<b>Marval O'Farrell &amp; Mairal</b>	Javier Patrón, Enrique Stile, José Llano
<b>Mitrani Caballero &amp; Ruiz Moreno</b>	Julio Caballero, Felicitas de Achaval, Jorge Pico, Lorenzo Gnecco, Rita Payarola, Esteban Valansi, Ana Gomez
<b>HIGHLY RECOMMENDED</b>	
<b>Allende &amp; Brea</b>	Nicolás Grandi
<b>Bomchil</b>	Edgardo Isola, Esteban Carcavallo, Gabriel Schlosser
<b>Pérez Alati Grondona, Benites &amp; Arnsten</b>	Enrique Betemps, Julio Lococo, Julio César Stefanoni, Geraldine Moffat
<b>RECOMMENDED</b>	
<b>Adrogué Marques Zabala</b>	Javier Adrogué, José Antonio Zabala
<b>Brons &amp; Salas</b>	Javier Fernández Verstegen
<b>De Diego &amp; Asociados</b>	Julián De Diego
<b>Estudio O'Farrell</b>	José Luis Zapata, Ignacio Castiglione
<b>Salvat, Etala, Saravi</b>	Juan José Etala
<b>VALUABLE PRACTICE</b>	
<b>Barreiro. Oliva. De Luca. Jaca. Nicastro</b>	Pablo Nicastro
<b>Del Carril, Colombres, Vayo &amp; Zavalía Lagos</b>	Gonzalo Vayo
<b>Dla Piper Argentina</b>	Alberto Rubio
<b>Estudio Bunge – Bunge, Smith &amp; Luchía Puig</b>	Carlos Nogueira, Juan Ignacio Campenni
<b>García, Perez, Boiani y Asociados</b>	Héctor García
<b>Lalanne Abogados</b>	Julio Esteban Lalanne
<b>Marin Perez Abogados</b>	Carlos Gustavo Marín Rodríguez
<b>MBB Abogados</b>	Mercedes Balado Bevilacqua
<b>Nicholson y Cano Abogados</b>	Juan Carlos Etchebehere, Pablo Javier Venarotti
<b>TCA Tanoira Cassagne</b>	Pablo Mastromarino
<b>Zang, Bergel &amp; Viñes Abogados</b>	Rodrigo Bustingorry, Alejandro Mao, Noelia Martins

# BOLIVIA

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## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
1 Carrasco Firma De Abogados	Pablo Carrasco Quintana
2 Dentons Guevara & Gutiérrez	Primitivo Gutiérrez, Jaime Lora
Indacochea & Asociados	Andere Indacochea
Moreno Baldivieso	René Claire Veizaga
<b>EXCELLENT</b>	
1 Gumucio & Abogados	Daniel Gumucio Carrasco, Ximena Gumucio Carrasco, Karina Jordán
2 PPO	Alejandro Pemintel
Würth Bedoya Costa Du Rels Abogados	Karla Würth
<b>HIGHLY RECOMMENDED</b>	
Araujo & Forgues	Jannine Forgues, Jaime Araujo
Bufete Aguirre, Quintanilla, Soria & Nishizawa (BAQSN)	Carolina Aguirre
C.R. & F. Rojas – Abogados	Antonio Sanjines, Roberto López, Sandra Salinas
Inchauste & Navarro	Fidel Navarro Claros, Juan Inchauste
Mendieta Romero y Asociados	Gonzalo Mendieta
Reinicke Ostria	Enrique Reinicke Ostria
Sanjinés & Asociados	Raúl Sanjinés
Villegas Aldazosa y Asociados Soc Civ	Gabriel Villegas Aldazosa
Wayar & Von Borries Abogados	Fernando Lemaitre Pastor, Mauricio Dávila Jordan, Iver von Borries

# BRAZIL

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## LABOR: ADVISORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Machado Meyer Advogados</b>	Andrea Massei, Rodrigo Seizo Takano, Caroline Marchi
<b>Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados</b>	Cleber Venditti da Silva, Domingos Fortunato, Érika Seddon
<b>Mallet Advogados</b>	Estêvão Mallet, Olinda Maria Moreira Alves de Oliveira Mallet, Renato Noriyuki Dote
<b>EXCELLENT</b>	
<b>Demarest Advogados</b>	Cassia Pizzotti, Renato Canizares, Mauricio Levy Neto, Eduardo Alcantara, Stella Castro
<b>Pinheiro Neto Advogados</b>	Luiz Antônio Ferraz Mendes, Thais Galo, Maurício Fróes Guidi
<b>Robortella e Peres Advogados</b>	Luiz Carlos Amorim Robortella, Antonio Galvão Peres, Juliana Scalissi Gaspar Martins
<b>TozziniFreire Advogados</b>	Alexandre de Almeida Cardoso, Mihoko Sirley Kimura, Gabriela Lima
<b>HIGHLY RECOMMENDED</b>	
<b>BMA - Barbosa, Müssnich, Aragão</b>	Cibelle Linero
<b>Cescon, Barriau, Flesch &amp; Barreto Advogados</b>	Dario Abrahão Rabay, Viviane Rodrigues
<b>Granadeiro Guimarães Advogados</b>	Gustavo Granadeiro Guimarães, Roberto Baronian, Aparecida Tokumi Hashimoto
<b>Mannrich e Vasconcelos Advogados</b>	Nelson Mannrich, Alessandra Barichello Boskovic, Roberto Aguirre Rossetti
<b>Trench Rossi Watanabe</b>	Leticia Ribeiro C. Figueiredo, Tricia Maria Sá P. Oliveira, Priscila Novis Kirchoff
<b>Veirano Advogados</b>	José Carlos Wahle, Luiz Antonio dos Santos Junior, Luiz Guilherme Migliora
<b>RECOMMENDED</b>	
<b>Baraldi Mélega Advogados</b>	Geraldo Baraldi Junior, Antonio Carlos Vianna de Barros
<b>CGM Advogados</b>	Patrícia Barboza, Maury Lobo
<b>Peixoto &amp; Cury Advogados</b>	Luiz Vicente de Carvalho, Antonio Carlos Aguiar, Gisela da Silva Freire



▶ **Soto Frugis Advogados** Eduardo Soto, Antonio Carlos Frugis, Graziela Vicari Mellis

**Tauil & Chequer Advogados** Aline Fidelis

**Tenório da Veiga Advogados** Luiz Felipe Tenório da Veiga, Denise Valente, Ciro Ferrando de Almeida

### VALUABLE PRACTICE

1 **/asbz** Rodrigo Luis Shiromoto, Bráulio Dias Lopes de Almeida

**Bichara Advogados** Christiana Fontenelle, João Pedro Póvoa, Jorge Matsumoto

**Campos Mello Advogados** Mauricio Tanabe, Marcio Meira de Vasconcellos, Ana Cristina de Freitas Valentim

**Dias Carneiro Advogados** André de Melo Ribeiro, Cynthia Fernandes Guidotti, Mauricio Pepe de Lion

**Lefosse Advogados** Aloizio Ribeiro Lima

**Felsberg Advogados** Rafael Julio Borges da Silva

**SiqueiraCastro** Adriana Caribé, André de Souza Santos, Ednaldo de Freitas Maia

2 **Advocacia Maciel** José Alberto Couto Maciel

**Cahen & Mingrone Advogados Associados** Arthur Cahen, Marcus Vinicius P. Mingrone

**Chiode Minicucci Advogados** Daniel Domingues Chiode, Marilia Nascimento Minicucci, Antonio José de Barros Levenhagen

**DDSA - De Luca, Derenusson, Schuttoff Advogados** Leila Pigozzi Alves

**Ferreira, Rodrigues Sociedade de Advogados** Wolnei Tadeu Ferreira

**Filhorini Advogados Associados** Flavia Filhorini Lepique

**Franco Leutewiler Henriques Advogados** Aldo Augusto Martinez Neto

**Gasparini, Nogueira de Lima e Barbosa Advogados** Ricardo Christophe da Rocha Freire, Paula Boschesi Barros, Tattiany Martins Oliveira

**Lobo de Rizzo Advogados** Fabio Medeiros, Maurício Reis

**Pipek, Penteadó e Paes Manso Advogados Associados** Arnaldo Pipek

### NOTABLE PRACTICE

1 **Giamundo Neto Advogados** Mariana Dias Copozoli

**FAS Advogados: Focaccia, Amaral e Lamonica Advogados** Luiz Eduardo Amaral de Mendonça, Maria Cibele de Oliveira Ramos Valença, Fernanda Muniz Borges

**Mattos Engelberg Echenique Advogados** Leonardo Santini Echenique, Alessandro Oliveira, Carla Abduch

**Souto Correa Advogados** Joel Gallo, Patricia Mota Alves, Manoela Pascal

2 **Azevedo Sette Advogados** Leila Azevedo Sette

**Bosisio Advogados** Cristóvão Macedo Soares, João Marcos Guimarães Siqueira, José Luiz Ferreira de Souza

**Carvalho, Sica, Muszkat, Vidigal e Carneiro – CSMV Advogados** Thereza Cristina Carneiro

**KLA Advogados** Alexandre Pessoa, Bruna De Cesare, Paulo Chubba

**Huck, Otranto, Camargo Advogados** Celia Mara Peres, Isabella Mara Bodo, Guilherme Gauchat

**Madrona Fialho Advogados** Priscilla Carbone

**Tanzilli – Sociedade de Advogados (GT Lawyers)** Eduardo Junqueira de Oliveira Martins, Thomas Jefferson Fowler, Diogo Tabosa

# LABOR: LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Mallet Advogados</b>	Estêvão Mallet, Olinda Maria Moreira Alves de Oliveira Mallet, Renato Noriyuki Dote
<b>Machado Meyer Advogados</b>	Andrea Massei, Rodrigo Seizo Takano, Caroline Marchi
<b>Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados</b>	Cleber Venditti da Silva, Domingos Fortunato, Érika Seddon
<b>2 Mannrich e Vasconcelos Advogados</b>	Nelson Mannrich, Celso Goulart Mannrich, Roberto Aguirre Rossetti
<b>Robortella e Peres Advogados</b>	Luiz Carlos Amorim Robortella, Antonio Galvão Peres, Juliana Scalissi Gaspar Martins
<b>TozziniFreire Advogados</b>	Alexandre de Almeida Cardoso, André Fittipaldi, Fernando Bianco Pimentel
<b>EXCELLENT</b>	
<b>Demarest Advogados</b>	Cássia Pizzotti, Renato Canizares, Mauricio Levy, Eduardo Alcantara, Stella Castro
<b>Granadeiro Guimarães Advogados</b>	Gustavo Granadeiro Guimarães, Roberto Baronian, Aparecida Tokumi Hashimoto
<b>Pinheiro Neto Advogados</b>	Luís Antônio Ferraz Mendes, Thais Galo, Maurício Fróes Guidi
<b>Veirano Advogados</b>	José Carlos Wahle, Luiz Antonio dos Santos Junior, Luiz Guilherme Migliora
<b>HIGHLY RECOMMENDED</b>	
<b>BMA - Barbosa, Müssnich, Aragão</b>	Cibelle Linero, Fernanda Rochael Nasciutti
<b>Peixoto &amp; Cury Advogados</b>	Luiz Vicente de Carvalho, Antonio Carlos Aguiar, Gisela da Silva Freire
<b>Soto Frugis Advogados</b>	Eduardo Soto, Antonio Carlos Frugis, Graziela Vicari Mellis
<b>Trench Rossi Watanabe</b>	Leticia Ribeiro C. Figueiredo, Tricia Maria Sá P. de Oliveira, Priscila Kirchhoff
<b>RECOMMENDED</b>	
<b>1 Baraldi Mélega Advogados</b>	Geraldo Baraldi Junior, Mauricio Greca Consentino
<b>Bichara Advogados</b>	Christiana Fontenelle, João Pedro Póvoa, Jorge Matsumoto
<b>Cescon, Barrieu, Flesch &amp; Barreto Advogados</b>	Dario Abrahão Rabay
<b>Lefosse Advogados</b>	Aloizio Ribeiro Lima
<b>Pessoa Advogados</b>	Maurício Pessoa
<b>Souto Correa Advogados</b>	Joel Gallo, Patricia Mota Alves, Manoela Pascal
<b>Tauli &amp; Chequer Advogados</b>	Aline Fidelis
<b>2 Andrade Maia Advogados</b>	Tonia Russomano Machado, Daniella Barbosa Barreto, Leandro Pinto de Castro
<b>ASBZ Advogados</b>	Rodrigo Luis Shiromoto, Bráulio Dias Lopes de Almeida
<b>CGM Advogados</b>	Patrícia Barboza, Maury Lobo
<b>Franco Leutewiler Henriques Advogados</b>	Aldo Augusto Martinez Neto, André Prado Freitas
<b>Moro &amp; Scalamandrê Advocacia</b>	Luís Carlos Moro



▶ **Paixão Côrtes e Advogados Associados** Osmar Mendes Paixão Côrtes

**SiqueiraCastro** Adriana Caribé, André de Souza Santos, Fabiana Galdino Cotias

**Tenório da Veiga Advogados** Luiz Felipe Tenório da Veiga

### VALUABLE PRACTICE

**1** **Advocacia Maciel** José Alberto Couto Maciel

**Bosio, Macedo Soares & Advogados** Cristóvão Macedo Soares, João Marcos Guimarães Siqueira, José Luiz Ferreira de Souza

**Chalfin, Goldberg & Vainboim Advogados Associados** Priscila Fichtner, Pamela Abreu, Luciano Rocha Mariano

**Chiode Minicucci Advogados** Daniel Domingues Chiode, Marília Nascimento Minicucci, Antonio José de Barros Levenhagen

**Martins Villac Advogados** André Villac Polinesio, Carlos Eduardo Dantas Costa

**Mesquita Barros Advogados** Ana Paula Paixa de Mesquita Barros, Márcia Regina Pozelli, Cassius Marcellus Zomignani

**Pipek, Penteado e Paes Manso Advogados Associados** Arnaldo Pipek

**Rayes & Fagundes Advogados Associados** Paula Corina Santone, Tadeu Henrique Machado Silva

**2** **Autuori Burmann Sociedade de Advogados** Maria Helena Villela Autuori

**Bracks Advogados Associados** Juliana Bracks

**Cahen & Mingrone Advogados Associados** Arthur Cahen, Marcus Mingrone

**CMT - Carvalho, Machado e Timm Advogados** Michele Heinzemann, Martha Macedo Sittoni, Joyce Reis

**Dias Carneiro Advogados** André de Melo Ribeiro, Cynthia Fernandes Guidotti, Maurício Pepe de Lion

**DDSA - De Luca, Derenusson, Schuttoff Advogados** Leila Pigozzi Alves

**FAS Advogados: Focaccia, Amaral e Lamônica Advogados** Luiz Eduardo Amaral de Mendonça, Ursula Cohim Mauro

**Felsberg Advogados** Rafael Julio Borges da Silva

**Ferreira Rodrigues Sociedade de Advogados** Wolnei Tadeu Ferreira

**Gasparini, Nogueira de Lima e Barbosa Advogados** Ricardo Christophe da Rocha Freire, Paula Boschesi Barros, Tattiany Martins Oliveira

**L.O. Baptista Advogados** Fabio Chong de Lima

**Tocantins Advogados** Bruno Tocantins

### NOTABLE PRACTICE

**1** **Campos Mello Advogados** Mauricio Tanabe, Marcio Meira, Ana Cristina Valentim

**Herrlein e Lopes Advogados** Bruno Herrlein Correia de Melo, João Carlos Lopes Pacheco de Souza

**Silveiro Advogados** Guilherme Guimarães, Larissa Garcia Salgado, Fernando Bosi, Fernanda Borges Daros

**Stocche Forbes Advogados** Daniela Yuassa

**2** **Caputo, Bastos e Serra Advogados** Francisco Queiroz Caputo Neto, Vanessa Dumont Bonfim Santos

**Mattos Engelberg Echenique Advogados** Leonardo Santini Echenique, Alessandro Oliveira, Carla Abduch

**Vella Pugliese Buosi e Guidoni Advogados** Marcos Renato Gelsi dos Santos, Carolina Vassilas Grigorini, Luiz Henrique Junqueira Grespan e Silva

**Pessoa e Pessoa Advogados** Valton Pessoa, Roberto Pessoa, André Pessoa



# LARGE-SCALE LABOR LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> SiqueiraCastro	Adriana Caribé, André de Souza Santos, Edinaldo de Freitas Maia
Autuori Burmann Sociedade de Advogados	Marcia Sanz Burmann, Maria Helena Villela Autuori
Chalfin, Goldberg & Vainboim Advogados Associados	Priscila Fichtner, Pamella Abreu, Barbara Silveira
<b>2</b>	
Advocacia Maciel	Márcia Maria Guimarães de Sousa, Paula Maciel
Lee, Brock, Camargo Advogados	Manuela Tavares, Tereza Cristina Oliveira Ribeiro, Cassia Lopes Baiardi
Pipek, Penteadó e Paes Manso Advogados Associados	Arnaldo Pipek
Urbano Vitalino Advogados	Carla Ferreira, Daniella Barretto, Lorena Tavares
<b>EXCELLENT</b>	
Andrade Maia Advogados	Tonia Russomano Machado, Daniella Barbosa Barreto, Leandro Castro
Mattos Engelberg Echenique Advogados	Leonardo Echenique, Alessandro Oliveira, Juliana Baraldi Lopes
Peixoto & Cury Advogados	Luiz Vicente de Carvalho, Antonio Carlos Aguiar, Gisela da Silva Freire
<b>HIGHLY RECOMMENDED</b>	
Cahen & Mingrone Advogados	Arthur Cahen, Marcus Mingrone
Ernesto Borges Advogados	Renata Gonçalves Tognini Favalli, Douglas Siqueira Artigas, Janaina Bono De Oliveira Martini, Joyce Coelho Feitosa
Marcelo Tostes Advogados	Lucio Sergio de Las Casas Junior, Armando Rocha, Harisson de Almeida
Queiroz Cavalcanti Advocacia	Anna Carolina Cabral
Trigueiro Fontes Advogados	Daniela Moreira Sampaio Ribeiro, Juliana Oliveira de Lima Rocha
<b>RECOMMENDED</b>	
Bosisio Advogados	Rodrigo Meireles Bosisio
Carpena Advogados	Márcio Louzada Carpena
Gouvêa Vieira Advogados	Maria Cristina Palhares dos Anjos Tellechea
Leite, Tosto e Barros Advogados	Luciana Arduin Fonseca
Mascaro Nascimento Advocacia Trabalhista	Marcelo Costa Mascaro Nascimento, Neuza Costa Nascimento
Nelson Wilians Advogados	Lana Carli da Silva Lima, Renata Cristina Silva Mourão
Pessoa Advogados	Maurício Pessoa, Stella Castro
Pessoa & Pessoa Advogados	Valton Pessoa, Roberto Pessoa, André Pessoa
Sette Câmara, Corrêa e Bastos Advogados Associados	Luiz Flávio Bastos



## LABOR: NORTH

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>MAPPING</b>	
<b>André Serrão Advogados</b>	André Serrão
<b>Cavalcante &amp; Pereira Advogados Associados</b>	Carlos Thadeu Vaz Moreira
<b>Coelho de Souza Sociedade de Advogados</b>	Inaira Dias
<b>Ernesto Borges Advogados</b>	Luma Mayara de Azevedo Gevigier Emmerich
<b>FFV Advogados</b>	Ugo Freire
<b>Jacob &amp; Dib Taxi Advocacia</b>	Kely Dib Taxi Jacob, Felipe Jacob Chaves
<b>Mendes Advocacia e Consultoria</b>	Tayanna Delgado
<b>Nelson Wilians Advogados</b>	Diego Rolo Sarrazin
<b>Silveira, Athias, Soriano de Mello, Bentes, Lobato &amp; Scaff</b>	Caio Cezar Pinheiro Coutinho, Gilson Pereira da Silva, João Alfredo Freitas Mileo
<b>Tuma &amp; Torres Advogados Associados</b>	Nicolle Souza da Silva Scaramuzzini Torres
<b>Xerfan Advocacia</b>	Roberto Tamer Xerfan Junior, Leonardo Abdelnor Xerfan, Thiago Barbosa Bastos Rezende

## LABOR: NORTHEAST

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>MAPPING</b>	
<b>Coelho &amp; Dalle Advogados</b>	Kelma Collier
<b>Da Fonte Advogados</b>	Simony Braga Miranda Nogueira, Henrique Caminha Loureiro
<b>Didier, Sodré &amp; Rosa Advocacia E Consultoria</b>	Fernanda Velloso
<b>Jairo Aquino Advogados</b>	Sérgio Aquino
<b>Leonardo Coelho Advocacia</b>	Leonardo Coêlho
<b>Mello Pimentel Advocacia</b>	Cesar Caula
<b>Pessoa &amp; Pessoa Advogados Associados</b>	Valton Pessoa, Roberto Pessoa, Juliane Facó
<b>Queiroz Cavalcanti Advocacia</b>	Anna Carolina Cabral
<b>Serur Advogados</b>	Bianca Dias
<b>SiqueiraCastro Advogados</b>	Adriana Caribé Bezerra, Fabiana Galdino Cotias
<b>Urbano Vitalino</b>	Daniella Barrêto
<b>Valença &amp; Associados</b>	Daniel Cidrão

## LABOR: CENTER-WEST

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>MAPPING</b>	
Abdala Advogados	Fernando Abdala
Advocacia Maciel	Alexandre Furtado
Cezar Britto Advogados	Diego Britto
Ernesto Borges Advogados	Renata G. Tognini Favalli
Mascarenhas Barbosa Advogados	Breno P. Penteado, Camila Fraga de Souza
Mauro Menezes & Advogados	Mauro de Azevedo Menezes
Mattos, Engelberg e Echenique Advogados	Leonardo Santini Echenique
Paixão Côrtes e Advogados Associados	Marcus Kaufmann
Russomano Advocacia	Mozart Victor Russomano Neto
Sandro Pissini e Friolli Advogados	Fernando Friolli
SiqueiraCastro	Francisco de Assis Brito Vaz
Velasco, Velasco, Batista & Lima Advogados	Samuel Rios Velasco de Amorim

## LABOR: SOUTHEAST

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>MAPPING</b>	
Azevedo Sette	Leila Azevedo Sette
Boson Bastos Abreu	Ricardo Boson, Gustavo Bastos
Chenut Oliveira Santiago Advogados	Mariana Machado Pedroso, Fernanda Assis Souza, Cintia Batista Pereira
Leucio Leonardo Advogados Associados	Leucio Leonardo
Machado Meyer Advogados	Frederico Nogueira Feres, Fernanda Pinheiro Neves, Laisa Faria Soares
MADGAV Advogados	Flavio Monteiro de Andrade
Manucci Advogados	Ariela Ribera, Patricia Vilhena
Marcelo Tostes Advogados	Lúcio Las Casas, Armando Rocha, Harisson Almeida
Moura Tavares, Figueiredo, Moreira e Campos Advogados	Marcio Henrique Rafael, Rosângela Nunes de Faria, Michelle Rocha
Tavernard Advogados	Carolina Cardoso Duarte
Tostes & De Paula	Otavio Tostes
TPC Advogados - Toledo, Paoliello, Perpétuo, Pessoa, Campos e Cunha Advogados	Felipe Cunha Pinto Rabelo
Vilas Boas Lopes Frattari Advogados	Daniel Ribeiro
Weiss Advocacia	Carlos Alexandre Moreira Weiss



## LABOR: SOUTH

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>MAPPING</b>	
<b>Andrade Maia Advogados</b>	Tonia Russomano Machado, Daniella Barbosa Barreto, Leandro Pinto de Castro
<b>Araúz Advogados</b>	Thiago Gardai Collodel, Carlos Eduardo Chemim, Carlos Eduardo Ferreira
<b>Carvalho, Machado e Timm Advogados</b>	Martha Macedo Sittoni, Michele Heinzelmann Bertoletti
<b>Eichenberg, Lobato, Abreu &amp; Advogados Associados</b>	Luiz Afrânio Araújo, Felipe Chamorro Robleski, Gustavo Akira Sato
<b>Feijó Lopes Advogados</b>	Tatiana Junqueira Ruiz
<b>Gaia Silva Gaede Advogados</b>	Enrico Soffiatti
<b>Guedes, Pedrassani Advogados</b>	Gianítalo Germani
<b>Martinelli Advogados</b>	Akira Valeska Fabrin, Claudio Dias De Castro, Fernando Teixeira De Oliveira
<b>Raupp Moreira Advogados</b>	Eduardo Caringi Raupp
<b>Rossi, Maffini, Milman &amp; Grandó Advogados</b>	Mônica Canellas Rossi, Benôni Canellas Rossi, Eugênio Hainzenreder Junior
<b>Saratt Moraes Advogados</b>	Krys Machado Deucher
<b>Silveiro Advogados</b>	Guilherme Guimarães
<b>Souto Correa Advogados</b>	Paulo Souto, Eduardo Peukert Mascarenhas, Geraldo Korpalski Filho
<b>TozziniFreire Advogados</b>	Maurício de Carvalho Góes

### METHODOLOGY



#### The criteria are:

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

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

**Law firms:** through questionnaires and interviews, our team gets first-hand information about a firm's history, positioning, expertise and recent activity.

**Clients:** we solicit the feedback of several thousand General Counsel, CFOs, Tax Managers and CEOs of domestic and multinational companies through anonymous questionnaires, meetings and phone interviews.

**Qualified third-parties:** we collect the opinion of professionals who are neither clients nor competitors, such as: investment bankers, accountants, arbitrators, expert witnesses.

**Peer-review:** We ask lawyers for their feedback on their local market and who they recommend when facing a conflict of interest. We also collect their opinion on lawyers they have worked with in other jurisdictions.

## HEADHUNTERS: ENGINEERING

### Best Recruiting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>MAPPING</b>	
Exec	Rodrigo Forte, Camila Marion, Ian Carvalho
Fesa	Adaildo Vieira, Karim Warrak
Flow	Igor Schultz
For Good	Rui Furtado, Roberto Cunha
Heidrick & Struggles	Paulo Mendes
Korn Ferry	Gregor Fiabane
Michael Page	Fábio Guélere
Robert Half	Maria Sartori
Russell Reynolds	Tatyana Araujo, Fernando Machado, Jacques Sarfatti
Spencer Stuart	Karin Karay, Mariane Montana
Tailor Exec	Bruno da Matta Machado
Talenses	Isis Borge

## HEADHUNTERS: CONSULTING

### Best Recruiting Firms

In each tier, the firms are ordered alphabetically

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



## LABOR: ADVISORY

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>BDO Brasil</b>	Katia Abate, Santiago Luz
<b>Deloitte Brasil</b>	Fernando Azar
<b>IRKO</b>	Pier Paolo Atti, Silvia Michiko O, Daniela Ignez Brunelli Brandão
<b>KPMG Brasil</b>	Janine Goulart, Marcos Ricardo
<b>TMF Group</b>	Gustavo Costa, Rodrigo Zambon
<b>EXCELLENT</b>	
<b>EY Brasil</b>	Tatiana Carmona
<b>Grant Thornton</b>	Carlos Alberto Procópio da Silva Junior
<b>PP&amp;C Auditores Independentes</b>	Andrea Copola
<b>PwC Brasil</b>	Durval Portela
<b>HIGHLY RECOMMENDED</b>	
<b>ADP Brasil</b>	Mariane Guerra, Claudio Maggieri
<b>Baker Tilly Brasil</b>	Alessandro Castro
<b>Crowe Macro Auditores e Consultores</b>	Marcelo Lico, Daniel Nogueira, Thiago Santana
<b>HLB Brasil</b>	Mauricio Plinta, Paulo Rogério Crepaldi
<b>Mazars</b>	Ricardo Rosati
<b>RECOMMENDED</b>	
<b>AG Capital</b>	Douglas Barros Farah, Arnaldo Glavam Jr.
<b>BPC Partners</b>	Arnaud Bleuez, Nieldo Albuquerque
<b>Ecovis BSP</b>	Claudio Eguchi, Patricia Rezende Ignácio
<b>PFM Associados</b>	Paulo Fernando Melo
<b>Propay</b>	Leandro Bonetti
<b>RSM Brasil</b>	Leonardo Biar, Laercio Soto

# GLOBAL MOBILITY

## Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Deloitte Brasil</b>	Fernando Azar, Ana Letícia Godoy, Aline Vieira
<b>Drummond Advisors</b>	Ana Gabriela Francelli, Pedro Drummond, Daniel Rangel
<b>EY Brasil</b>	Marcelo Godinho, Oliver Kamakura, Tatiana da Ponte
<b>Fragomen, Del Rey, Bernsen &amp; Loewy</b>	Diana Quintas, Diogo Kloper, Gustavo Kanashiro
<b>KPMG Brasil</b>	Janine Goulart, Danielle Bibbo, Priscilla Rama
<b>Newland Chase</b>	Debora Verencio, Daniela Lima, Daniela Cardoso
<b>EXCELLENT</b>	
<b>BR-Visa Migration Solutions</b>	Marta Mitico, Juliana Mitico Valente Riccardi
<b>Sirva BGRS</b>	Marcelo Fonsi
<b>Vialto Partners</b>	Flávia Fernandes
<b>HIGHLY RECOMMENDED</b>	
<b>Emdoc</b>	João Marques
<b>Gabe Expat</b>	Erwina Blunk
<b>Grant Thornton</b>	Sabrina Steinecke Lawder
<b>K2 Corporate Mobility</b>	Patricia Maria Neia Tavares, Carolina Carnaúba
<b>Personal Tax</b>	Roberto Petry Terra Junior, Fabio Cabral
<b>PP&amp;C Auditores Independentes</b>	Marcus Vinicius Montanari
<b>Unique Relocation</b>	Lais Drabavicius, Carolina Monteiro
<b>RECOMMENDED</b>	
<b>Differãnce</b>	Mariana de Oliveira Barros
<b>Global Line</b>	Andréa Fuks
<b>HR Expert</b>	Leonardo Souza
<b>PFM Associados</b>	Paulo Fernando Melo

# CHILE

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## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Carey	Oscar Aitken, Francisco Arce, Francisca Corti
Munita & Olavarria	Cristián Olavarria
Uribe Legal	Enrique Uribe Errázuriz, Enrique Uribe Casasbellas, Pablo Prieto, Silvestre Lyon
<b>EXCELLENT</b>	
Arthur Humeres Mejia & Toloza	Hector Humeres
Barros & Errázuriz	Juan Cristóbal Iturrate, María Fernanda Espinosa
Clyde & Co Chile	Christian Alvarado
Della Maggiora Eyzaguirre Abogados	Francisco Della Maggiora, Camila Herrera, Domingo Eyzaguirre, Aníbal Zalaquett
Lizama Abogados	Luis Lizama, Oswaldo Parada, Diego Lizama Castro, Esteban Palma
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Allende Bascuñan & Cia	Andrés Garrido
Aninat Abogados	Rodrigo Ugarte
Asesorias Pimentel Abogados	Valentín Pimentel
Baker McKenzie	Andrés Valdés
Bofill Mir Abogados	Pablo Gutiérrez, Luis Alberto Cruchaga
Cariola Diez Pérez-Cotapos	Ricardo Tisi
CMS Carey & Allende	Enzo Canales
Doña Riveaux	Santiago Doña Vial, Margarita Riveaux García-Huidobro
Fontaine & Cía	Diego Marín
Larrain Y Asociados Abogados	Andrés Silva
Morales & Besa	Alvaro Barriga O.
Philippi Prietocarrizosa Ferrero DU & Uria	Paulina Miranda
Prieto Abogados	Christian Von Bergen, Cristóbal Raby
Saez & Fernandez	Felipe Saéz, Raúl Fernandez
<b>2</b> Abdala & Cia	José Ignacio Arteaga Manieu
Albagli Zaliasnik	Jorge Arredondo
DLA Piper Chile	Luis Parada
Domínguez y Cía	Ramón Domínguez
Estudio Navarro	Benjamín Costa, Luis Navarro, Juan Pablo Fernandez, Catalina Navarro
Guerrero Olivos	Rocío García de la Pastora
Parraguez Marín & del Río	Rodrigo Marín
Porzio Rios García	Ignacio García, Fernando Villalobos Valenzuela
Saavedra Muñoz y Gerpe Abogados	Juan Pablo Saavedra, Cristóbal Muñoz, Gabriela Gerpe



## RECOMMENDED

Álamos, Álvarez & Squella Abogados	Benjamín Pumpin
Barros Silva Varela & Vigil	Roberto Lewin
Del Río Izquierdo	Eduardo Izquierdo
Flores Acevedo Abogados	Paulo Figueroa, Hector Figueroa
Garrigues Chile	Bárbara Vera
GNP Canales Abogados Laborales	Alfonso Canales
Hurtado Abogados	Fernando Hurtado
Jara Del Favero	Felipe Ovalle, Alfred Sherman
Oksenberg Y Arenas Abogados	Daniel Oksenberg, María Fernanda Arenas
Ovalle Consejeros Legales	Juan Ready
Pagbam Schwencke	Gonzalo Aravena Frontaura
Palma	Paz Palma
Parga Montes & Vasseur, Laborales	Sebastián Parga, Jorge Montes, Pablo Vasseur, Alexandra de Grenade
Provoste Matamala Abogados	Pedro Matamala Souper
Rosso Abogados	Marco Rosso
Scr Abogados	Constanza Contreras
Torrealba & Locke Abogados	Cristóbal Torrealba, Maureen Locke
Urenda Rencoret Orrego & Dörr	Alberto Rencoret

## VALUABLE PRACTICE

1	Acu Abogados	Paula María Francisca Escobar Díaz
	AEM Abogados	Cristian Aguayo, Rubén Soto
	Eyzaguirre & Cía	Francisca Vial Herrera, Rodrigo Trucco Fuenzalida
	Pérez-Iñigo Ugarte & Baraona Abogados	Javier Ugarte
1	Alcalde & Cía	Horacio Del Valle Fraga
	Apparcel Uriarte Abogados	Nicolás Vassallo
	Arteaga Gorziglia	María Fernanda Brahm
	HD Legal	Rebeca Zamora
	Labbé Abogados	José Tomás Labbé
	Lagos Maclean Abogados	Kenneth Maclean, Silvia Morales
	Lembeye Abogados	Romina Urzúa
	Ossandón Abogados	Juan Pablo Grant
	Saez & Cía	Vicente Tadeo Sáez Pinochet, Gonzalo Alberto Sáez Pinochet

### CAREY: WELL ESTABLISHED LABOR PRACTICE



Oscar Aitken

Key figure(s): Oscar Aitken, Francisca Corti and Francisco Arce  
Established: 1905

**Track record:** Carey's distinguished labor law department provides comprehensive advice to domestic and international companies on all aspects of labor and employment, including corporate employment, labor litigation, union relations, and immigration and global mobility issues, supplying strategic, business-oriented solutions. JPMorgan Chase Bank and Equinix are clients.

**Team & differentiation:** The labor law practice, in operation for more than 30 years, is currently led by Oscar Aitken, Francisca Corti and Francisco Arce and has the support of 16 associates. Aitken heads the labor and employment practice group, and specializes in collective bargaining, union relations, unfair labor practices, compensation and benefits, discrimination and general violations of employee rights.

### DOÑA RIVEAUX ABOGADOS: LABOR LAW AND COLLECTIVE BARGAINING SPECIALISTS



Santiago Doña Vial

Key figure(s): Santiago Doña and Margarita Riveaux  
Established: 2017

**Track record:** The firm specializes in labor and collective bargaining law. It represents clients in a variety of sectors including construction, transportation, agribusiness, retail and healthcare. It has a distinguished track record in process and policy design, labor audits, labor compliance, corporate training, labor consulting, litigation and dispute settlement.

**Team & differentiation:** The team provides direct and considered advice which accommodates the client's business requirements. Santiago Doña has more than 10 years' experience in labor matters, handling important collective bargaining and multi-trial trials, in addition to providing labor counseling. Margarita Riveaux has considerable experience providing labor and social security advice to leading companies, as well as in due diligence processes.

# COLOMBIA

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## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Godoy Córdoba member of Litter Global	Carlos Hernán Godoy, Francisco Buriticá
López & Asociados	Juan Pablo López
Álvarez Liévano & Laserna	Claudia Liévano Triana, Carlos Álvarez Pereira, Felipe Alvarez, María Lucía Laserna, Carlos Barco
Baker McKenzie	Tatiana Garcés
<b>EXCELLENT</b>	
Brigard Urrutia	Catalina Santos
Chapman Wilches	Charles Chapman, Mirna Wilches
Escandón Abogados	Alberto Escandón
Herrera Laboral	José Roberto Herrera
Philippi Prietocarrizosa Ferrero DU & Uría	Héctor Hernandez
Posse Herrera Ruiz	Vicente Umaña
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Acevedo Abogados Consultores S.a.s	José Darío Acevedo Gámez
Cortés Romero & Asociados	José Luis Cortés, Catalina Romero, María Victoria Romero
Dentons Cárdenas & Cárdenas	Lorena Arámbula
Gamboa, García & Cardona Abogados	Iván Cardona
Guerrero & Asociados Asesores Laborales	Juan Manuel Guerrero
Holland & Knight	Camilo Cuervo, Diego Acevedo
Lloreda Camacho	Enrique Álvarez
Pilonietalvarez Abogados Laboralistas	Eduardo Pilonieta, Patricia Alvarez
Quintero y Quintero Asesores	Saida Quintero, Iván Quintero
Scola Abogados	Nicolás Rico, Diego Felipe Valdivieso
<b>2</b> CMS Rodríguez-Azuero	Adriana Escobar
Gómez-Pinzón	Mauricio Montealegre
Muñoz Tamayo & Asociados	Joe Bonilla Galvez
<b>RECOMMENDED</b>	
Brick Abogados	Boris Alfaro, Jorge Castaño
CMM Abogados	Karla Sofía Escobar Arango
Contexto Legal	Guillermo Villegas
Dla Piper Martínez Beltrán	Diana Zuleta
Franco Murgueitio & Asociados	Luis Hernando Franco Murgueitio
Garrigues Colombia	Carolina Camacho Solana
Nidia Osorio & Co	Nidia Osorio
Parra Rodríguez Abogados	Alvaro Parra Gomez
Pinilla González & Prieto	Julian Rojas, Lina Maria Ospina
Santiago Meza Abogados & Asesores	David Martinez, Oscar Martinez

### GUERRERO & ASOCIADOS: PRACTICAL SOLUTIONS TO COMPLEX LABOR AND SOCIAL SECURITY ISSUES



Juan Manuel Guerrero

Key figure(s):  
Juan Manuel Guerrero  
Established: 2011

**Track record:** The firm's labor law specialization saw it brought in by the Colombian Ministry of Education to advise on a high-stakes collective bargaining process with the Colombian Federation of Education Workers (Fecode), as well as by the airline Avianca, in a collective labor dispute with the Colombian Association of Civil Aviators (ACDAC).

**Team & differentiation:** The team offers practical and innovative solutions that dovetail with the needs and strategic vision of its clients. Juan Manuel Guerrero advises on matters related to collective bargaining, strikes and arbitration tribunals, restructurings, reorganizations, mergers, spinoffs and corporate integrations in the labor field, mass redundancies and the planning of labor and social security programs.

# ECUADOR

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## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Dentons Paz Horowitz	Patricia Andrade
Jaramillo Dávila Abogados	Fabian Jaramillo, Diego Jaramillo Terán
Lexvalor Abogados	Karla Villacis
Pérez Bustamante & Ponce (Pbp)	Javier Salvador, Diego Palacios
<b>EXCELLENT</b>	
Bustamante Fabara	Francisco Vacas, Patricia Ponce
Corralrosales	Edmundo Ramos
Noboa, Peña & Torres Abogados	Marcelo Torres B., Patricio Peña Romero
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Corral Barriga	Fabián Corral Burbano
Robalino Law	Luis Carlos Fernandez
<b>2</b> Dexlaw Asesores Legales	Daniel Hidalgo
Ecija Gpa	Byron Sotomayor, Francisco Dávalos
Flor Bustamante Pizarro & Hurtado	José Cisneros, Alfonso Becerra
Romero Arteta Ponce	Marcelo Proaño, Amparo Romero, Gustavo Romero, Patricia del Pozo
Solines & Asociados	Ximena Moreno, Pablo Solines
<b>RECOMMENDED</b>	
Apolo Abogados	Oscar Erraez Blum
Ccb Abogados	Daniela Cevallos Casals
Dll Abogados	Leopoldo González
Heka Law Firm	Daniel Fernandez Salvador
Puente & Asociados	Guillermo Córdova, Miguel Angel Puente
Tobar Zvs	Marta Villagómez
<b>VALUABLE PRACTICE</b>	
Abocacia	Daniel Maldonado, Gabriela Zambrano
Consulegis	Fabrizio Peralta
Durini & Guerrero	Emilio Suárez Salazar, Juan Francisco Guerrero del Pozo, Danilo Román Fabara
Mundo Laboral	Jorge Izurieta Vásquez, Jorge Izurieta Torres
Nobek Asesores Legales	Verónica Benalcazar, Belén Noboa
Pino Elizalde Abogados	Jaime Arosemena, Jorge Cedeño, Ritha Guillen
Salinas Villacrés Abogados	Pablo Salinas

### LEXVALOR ABOGADOS: STRATEGIC SOLUTIONS TO WORKPLACE ISSUES



Karla Villacis

Key figure(s): Karla Villacis  
Established: 2005

**Track record:** Lexvalor has a solid and reputable labor practice in the Ecuadorian market. With advice focusing on conflict prevention in labor litigation, the firm knows how to effectively and strategically manage the needs of clients. It also has extensive experience in occupational safety, occupational hazards, regulatory labor compliance and prevention of discrimination and harassment in the workplace.

**Team & differentiation:** Lexvalor works hand in hand with its client companies, their human resource departments in particular, on the design of organizational charts, payroll management, management of authority and discipline, and on developing strategies to maintain a positive work environment. Karla Villacis, its leader, is praised by her peers as a very active labor lawyer in the Ecuadorian market.

# PERU

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## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically.

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Rodrigo Elías & Medrano Abogados	José Balta, Mario Pasco, Ernesto Cárdenas
Vinatea & Toyama	Luis Vinatea, Jorge Toyama, Magaly Alarcon, Roberto Matallana, Herbert Prella, Renato Mejía, Alfredo Salvador, Eduardo Mercado
<b>EXCELLENT</b>	
<b>1</b> Philippi Prietocarrizosa Ferrero Du & Uría	César Gonzáles, Lidia Vilchez
Rubio Leguía Normand	Víctor Ferro, Armando Gutiérrez, Sandro Núñez
<b>2</b> CMS Grau	Claudia Flecha, Cecilia Vargas
Estudio Muñiz	Ricardo Herrera, César Puntriano, María Florez, Ricardo Vilchez, Boris Sebastiani, Rocío Saux
EY Peru	José Ignacio Castro Otero, Mauro Ugaz, Miguel Rubio, Valeria Galindo, Mauricio Matos, Jaime Cuzquén
Miranda & Amado	Eric Castro, Carlos Cadillo
Rebaza, Alcázar & De Las Casas	Maria Haydee Zegarra, Omar Díaz
<b>HIGHLY RECOMMENDED</b>	
Benites Vargas & Ugaz Abogados	Jorge Luis Acevedo Mercado, Carla Antonieta Benedetti
Damma Legal Advisors	Germán Lora
DLA Piper Perú	Cecilia Guzmán-Barrón
Estudio Carlos Blancas Bustamante Abogados	Carlos Blancas Bustamante
Estudio Echeopar -Member of Baker McKenzie International	Mónica Pizarro, Luis Miguel Almendariz
Estudio Olaechea	Lucianna Polar
Gálvez & Dolorier Abogados	Javier Dolorier
GSA Legal	Alberto Varillas, Jaime Durand, Macarena Morales
<b>RECOMMENDED</b>	
Aramburú Castañeda Boero	Oscar Boero
Cornejo & Santivañez	Carlos Cornejo, Cintia Santivañez, Claudia Seminario, Cecilia Calderón
Garrigues	Franco Muschi
Hernández & Cia	Diego Castillo
Laos, Aguilar, Limas & Asociados	Nancy Laos, Rocío Cecilia Limas
Osterling Abogados	Ary Alcántara, Joyce Cieza
Payet, Rey, Cauvi, Pérez Abogados	Cristina Oviedo
PwC Peru	Percy Alache
Tsuboyama & Nicolini Abogados	Liliana Tsuboyama, Duilio Nicolini

## VALUABLE PRACTICE

<b>BBS Abogados</b>	Diego Torres, Glenda Cano
<b>Belaunde, Carrillo &amp; De los Ríos Abogados.</b>	Joaquín de los Ríos de la Torre
<b>Bueno Lercari Consultores</b>	Clarisa Siles
<b>Compliance Laboral</b>	Tino Vargas Raschio
<b>CPB Abogados</b>	Mario Pinatte
<b>Dentons</b>	Pamela Duffy
<b>Ds Casahierro Abogados</b>	José Carlos Velarde
<b>León e Iparraguirre Abogados</b>	Mariana Rodríguez
<b>Llona &amp; Bustamante Abogados</b>	Carlos Herbozo Pérez Costa
<b>Martinot Abogados</b>	Elizene Vásquez de Velasco Ariza
<b>Miguel Mur Abogados</b>	Erick Valderrama
<b>RGC Abogados</b>	Germán Ramírez Gastón
<b>Robles Ibazeta Consultores</b>	Daniel Robles Ibazeta, Karen Celestino Licera
<b>Rodríguez Angobaldo Abogados</b>	César Abanto Revilla
<b>Salazar &amp; Zúñiga Abogados</b>	Luis Esteban Delgado Sigüenas
<b>Santiváñez Abogados</b>	Maria Teresa Capella
<b>Vargas Pareja Abogados &amp; Consultores</b>	Eddy Ramirez, Max Carbajal, Pamela Neyra
<b>Vega &amp; Abogados</b>	José Manuel Guerra Caballero

### COMPLIANCE LABORAL: SPECIALIST LABOR BOUTIQUE



Tino Vargas Riaschio

**Key figure(s):**  
Tino Vargas Riaschio  
**Established:** 2018

**Track record:** The firm specializes in labor issues, mainly dealing with labor-related legal advice, including labor diagnostics, restructuring, drafting of labor contracts, collective and individual bargaining, labor cost reduction, implementation of occupational health and safety systems, and representation in litigation. Bethel, Acciona, Sapia, and Velez are clients.

**Team & differentiation:** Tino Vargas Riaschio is a specialist in labor law, labor relations and corporate labor compliance. He has more than 10 years' experience in two main areas, collective bargaining and occupational health and safety management systems. He also works as an in-house legal trainer for different companies, and has authored legal articles for Thomson Reuters, Gaceta Jurídica and Gaceta Laboral.

### CORNEJO & SANTIVÁÑEZ ABOGADOS: HIGH-CALIBER LABOR LAW SERVICES



Carlos Cornejo

**Key figure(s):**  
Carlos Cornejo,  
Cintia Santiváñez  
and Claudia Seminario  
**Established:** 2016

**Track record:** High-quality boutique specializing in labor law, social security and immigration. The team advises on all types of corporate and contentious labor matters, especially in labor consultancy, collective relationships, procedural advice, audits, occupational health and safety, migration services and training. Promart, Inversiones La Cruz, Calidda, Banco de la Nación are clients.

**Team & differentiation:** Carlos Cornejo has more than 25 years' experience advising national and foreign companies on individual and collective labor, social security and immigration matters. He has extensive experience in the sponsorship of judicial processes. Cintia Santiváñez specializes in labor counseling in personnel hiring, labor audits, and due diligence for the verification of compliance with labor obligations.

### ROBLES IBAZETA: FAR-REACHING BUSINESS ADVICE ON LABOR ISSUES



Daniel Robles

**Key figure(s):** Daniel Robles  
and Karen Celestino  
**Established:** 2009

**Track record:** The firm provides preventive business advice on labor matters. Its activities range from daily consultations, strategic recruitment planning, audits and planning for adaptability to the new labor requirements of its clients. Clients come from a variety of sectors, but the firm's greatest impact is meeting the needs of clients in the industrial, digital platform and retail sectors.

**Team & differentiation:** Daniel Robles has extensive experience in the areas of labor law and occupational risk prevention, corporate law, administrative law, and occupational health and safety. His experience extends to providing legal advice on labor issues related to the aquaculture sector. Karen Celestino is a key name for labor dispute prevention and litigation.

### ARAMBURÚ CASTAÑEDA BOERO ABOGADOS: PRACTICAL LABOR ADVISORY SERVICES



Oscar Boero

**Key figure(s):** Oscar Boero  
**Established:** 1995

**Track record:** The firm focuses on the corporate area, providing comprehensive, creative and innovative advice, particularly on labor law, covering issues of negotiation and development of employment contracts, labor planning, labor audits and collective bargaining, as well as litigation at the administrative and judicial level. BCP, Tetrapak, Claro and America Movil are among its clients.

**Team & differentiation:** The team specializes in meeting the legal labor requirements of clients from a plethora of business sectors and is led by Oscar Boero Echevarría, who specializes in labor law, labor litigation, immigration and regulatory law, and is particularly active in the telecommunication sphere.

# URUGUAY

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## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Ferrere	Alberto Baroffio, Nelson Larrañaga, Verónica Raffo
Guyer & Regules	Leonardo Slinger
<b>EXCELLENT</b>	
1 Arcia Storage Fuentes Medina Abogados	Dolores Storage
Brum Costa Abogados	Gustavo Gauthier
Pérez del Castillo	Matías Pérez del Castillo
Posadas Posadas & Vecino	Gonzalo Gari, Mariana Fernandez, Alejandro Castello
<b>HIGHLY RECOMMENDED</b>	
2 Castellán Abogados	Mariana Casella
Dentons Jiménez De Aréchaga	Diego Viana
Hughes & Hughes	María Durán, Enrique Radmilovich
<b>HIGHLY RECOMMENDED</b>	
Baker Tilly Uruguay	Ignacio López, Fernando Posada
Bergstein Abogados	Leonardo Melos, Mariana Pisón, Rodrigo Felló

## RECOMMENDED

Blanco & Etcheverry	Juan Carlos Blanco
Bragard	Mercedes Nin
Estudio Pérez Tabó	Fernando Pérez Tabó
Foderé	Carolina Deletrain
Legalmind Abogados	María Laura Escudero
Rueda Abadi Pereira	Alejandra Pirez

### BAKER TILLY URUGUAY: FOCUSED ON THE CLIENT'S EVERY NEED



Fernando Posada

**Key Figure(s):** Fernando Posada, Julián Arsuaga and Ignacio López  
**Established:** 1986

**Track record:** Baker Tilly has deep expertise in the areas of M&A, antitrust, real-estate and labor. In the past year it has participated in several high-profile company acquisitions, carried out due diligences, share purchases and advised international companies on the formation of consortia. Major clients include Grupo Lexter, Tower House Studio, Casa Garrido, Agropecuaria del Litoral and Vopero.

**Team & differentiation:** Baker Tilly's multidisciplinary team is characterized by an ability to provide specifically designed solutions in line with the needs of each client, with the objective of providing solutions that improve clients' business prospects. The firm's professionals have extensive knowledge of corporate and litigation matters, which helps them understand the specifics of each business.



# EUROPE



# AUSTRIA

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## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>CMS Reich-Rohrwig-Hainz</b>	Bernhard Hainz, Andrea Potz, Jens Winter, Christoph Wolf
<b>Wolf Theiss</b>	Ralf Peschek, Matthias Unterrieder
<b>EXCELLENT</b>	
<b>1 Burgstaller Preyer</b>	Gerald Burgstaller, Helmut Preyer
<b>Cerha Hempel</b>	Christopher Peitsch
<b>Schima Mayer Starlinger</b>	Georg Schima, Birgit Vogt-Majarek
<b>2 Baker McKenzie</b>	Philipp Maier
<b>Binder Groesswang</b>	Horst Lukanec, Angelika Pallwein-Prettner
<b>Engelbrecht</b>	Helmut Engelbrecht, Maria Schedle, Silvia Wieder
<b>Haider Obereder Pilz</b>	Michael Haider, Alois Obereder
<b>Mosa</b>	Judith Morgenstern, Remo Sacherer
<b>HIGHLY RECOMMENDED</b>	
<b>1 Dorda</b>	Thomas Angermair
<b>E+H</b>	Jana Eichmeyer
<b>Eversheds Sutherland</b>	Silva Palzer
<b>Gerlach</b>	Roland Gerlach
<b>Littler</b>	Markus Löscher
<b>2 Fellner Wratzfeld &amp; Partner</b>	Kurt Wratzfeld
<b>Gahleitner</b>	Sieglinde Gahleitner, Susanne Kappel, Verena Kreiner
<b>Schoenherr</b>	Stefan Kühleubl
<b>Taylor Wessing</b>	Wolfgang Kapek
<b>RECOMMENDED</b>	
<b>1 DLA Piper</b>	Stephan Nitzl
<b>Freshfields Bruckhaus Deringer</b>	Karin Buzanich-Sommeregger
<b>Graf Isola</b>	Jakob Widner
<b>Kinner Korenjak</b>	Wolfgang Kinner, Ingrid Korenjak
<b>Koerber-Risak</b>	Katharina Körber-Risak
<b>KPMG Law</b>	Elisabeth Wasinger
<b>KWR</b>	Martin Lanner, Anna Mertinz
<b>ZFZ Zeiler Floyd Zadkovich</b>	Hans Georg Laimer
<b>2 Beira</b>	Clemens Egermann
<b>BLS</b>	Thomas Boller
<b>BPV Hügel</b>	Paul Pfeifenberger
<b>Herbst Kinsky</b>	Anna Dienshuber, Julia Hubmayer
<b>Dr. Michael Leitner</b>	Michael Leitner
<b>Patzak Fidi Unger Jungwirth</b>	Branco Jungwirth
<b>Prchal Anwaltsbüro</b>	Robert Prchal
<b>Schindler Attorneys</b>	Philippe Kiehl
<b>PwC Legal</b>	Sebastian Boll, Ursula Roberts
<b>SCWP Schindhelm</b>	Roland Heinrich, Bettina Pogliès-Schneiderbauer
<b>Völkl</b>	Clemens Völkl

# BELGIUM

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## LABOR LAW

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Claeys &amp; Engels</b>	Bart Adriaens, Chris Engels
<b>Van Olmen &amp; Wynant</b>	Chris Van Olmen, Nicolas Simon, Vincent Vuylsteke
<b>EXCELLENT</b>	
<b>1 Liedekerke</b>	Paul Geerebaert
<b>Eubelius</b>	Liesbet Vandenplas
<b>2 Fieldfisher</b>	Stefan Nerinckx, Tim Perdieu
<b>Reliance</b>	Edward Carlier
<b>Sotra</b>	Olivier Rijckaert
<b>Stibbe</b>	Jérôme Aubertin
<b>Van Cutsem Wittamer Marnef &amp; Partners</b>	Bertrand Wittamer, Pierre Beyens, Tanguy Gillain
<b>HIGHLY RECOMMENDED</b>	
<b>1 Allen &amp; Overy</b>	Christian Bayart, Inge Vanderreken
<b>Altius</b>	Sven Demeulemeester
<b>Bird &amp; Bird</b>	Pieter De Koster
<b>CMS</b>	Gaël Chuffart, Sophie Berg
<b>Del-Law</b>	Christophe Delmarcelle
<b>Laurius</b>	Damien Stas de Richelle
<b>Lydian</b>	Kato Aerts
<b>Strelia</b>	Herman Craeninckx, Stéphanie Tack
<b>Younity</b>	Jean-Philippe Cordier
<b>2 Freshfields Bruckhaus Deringer</b>	Satya Staes Polet
<b>John – John Law</b>	Daan De Backer
<b>Kwint</b>	Maarten Simon
<b>Linklaters</b>	Luc Vanaverbeke, Nele Van Kerrebroeck
<b>Seeds Of Law</b>	Leila Mstoian, Yussra Andaloussi
<b>Simmons &amp; Simmons</b>	Dimitri Van Uytvanck
<b>Taquet, Clesse &amp; Van Eeckhoutte (BELLAW)</b>	Dominique Claes
<b>Tetra Law</b>	Sylvie Lacombe
<b>RECOMMENDED</b>	
<b>Ambos</b>	Carl Bevernage
<b>Curia</b>	Guido Lamal, Peter Roosens
<b>Daldewolf</b>	Robert De Baerdemaeker
<b>Lallemand Legros &amp; Joyn</b>	Christiaan Delporte
<b>Philippe &amp; Partners</b>	Pierre-Yves Materne
<b>PwC Legal</b>	Pascale Moreau
<b>Yelaw</b>	Oriane Bauchau

## Analysis

### DEL LAW: THRIVING LABOR LAW SPECIALISTS



Christophe Delmarcelle

Key figure(s): Christophe Delmarcelle  
Established: 2008

**Track record:** Del Law, known for its dynamic growth in labor law, specializes in handling complex collective dismissal and discrimination cases. This expertise has garnered the trust of a diverse range of domestic and multinational clients, who appreciate the firm's pragmatic and tailored approach. Del Law is currently involved in significant litigation, which is poised to set precedents in the field.

**Team & differentiation:** Christophe Delmarcelle leads a team of six lawyers with a history of success in international firms. His boutique firm focuses on human resource management, impacting both cross-border and domestic projects. As a regular judge at the Brussels labor court, Del Law offers unique insights into staff and management issues, ensuring effective legal strategies and positive results.

### SEEDS OF LAW: INTERDISCIPLINARY TEAM OF EXPERTS



Leila Mstoian

Key figure(s): Leila Mstoian  
Established: 2019

**Track record:** The department thrives on actively managing collective redundancy matters and consistently receives substantial transaction and restructuring due diligence work from the firm's corporate sector. It excels at delivering practical, strategic daily guidance on employment law, and skillfully represent clients in various related disputes.

**Team & differentiation:** The team assists clients in negotiations with labor inspectors or in legal proceedings before the employment court. They help clients implement new rules and regulations in the framework of restructuring and transfer processes and have represented clients in various workplace harassment cases before the relevant authorities.

### SOTRA: COMPREHENSIVE EMPLOYMENT SOLUTIONS



Olivier Rijckaert

Key figure(s): Olivier Rijckaert  
Established: 2014

**Track record:** Esteemed Belgian business law firm renowned for its impressive track record in supporting prominent clients through strategic litigation. The firm offers comprehensive labor law services, encompassing employment agreements, workforce planning, remuneration schemes and due diligence. Regularly engaged in both judicial and administrative labor disputes, the firm is distinguished by its positive and dynamic approach.

**Team & differentiation:** A team of expert partners and associates adeptly assists clients during negotiations with labor inspectors and in legal proceedings in employment courts. The firm specializes in the application of new rules and regulations during corporate restructuring and transfers.

### VAN CUTSEM: EXPANDING LABOR EXPERTISE



Tanguy Gillain

Key figure(s): Tanguy Gillain  
Established: 1977

**Track record:** The firm advises companies and managers, including a growing number of international clients, on various aspects of individual and collective employment. It has proven expertise in international mobility issues (including employment, migration, social security, and tax aspects) and in-depth knowledge of social criminal law, assisting clients in connection with social inspections and public prosecutions.

**Team & differentiation:** The multilingual team of four partners is very reactive and to the point. They prefer preventive analysis and the search for efficient and effective solutions to the multiplication of long and costly legal proceedings. They are also experienced litigators before French- and Dutch-speaking courts throughout Belgium when an out-of-court solution is not possible.



### METHODOLOGY

The criteria are:

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

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

Law firms: through questionnaires and interviews, our team gets first-hand information about a firm's history, positioning, expertise and recent activity.

Clients: we solicit the feedback of several thousand General Counsel, CFOs, Tax Managers and CEOs of domestic and multinational companies through anonymous questionnaires, meetings and phone interviews.

Qualified third-parties: we collect the opinion of professionals who are neither clients nor competitors, such as: investment bankers, accountants, arbitrators, expert witnesses.

Peer-review: We ask lawyers for their feedback on their local market and who they recommend when facing a conflict of interest. We also collect their opinion on lawyers they have worked with in other jurisdictions.

### VAN OLMEN & WYNANT: TRAILBLAZING LABOR EXPERTS



Nicolas Simon

Key figure(s): Nicolas Simon  
Established: 1993

**Track record:** The labor department stands as one of the largest in Belgium, offering a successful mix of advisory services and litigation support. It is frequently sought out by a diverse clientele that spans tech startups and prominent public enterprises. Its expertise extends to matters concerning discrimination, harassment, and working hours.

**Team & differentiation:** The firm places a strong emphasis on continuous training and development for its junior members. The team benefits from the expertise of senior members who lecture on various aspects of public and private employment law. New recruits are drawn to the firm because of the opportunities provided to explore and learn, as well as the chance to take on responsibilities in court right from the beginning of their career.



# DENMARK

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## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bech-Bruun</b>	Lise Lauridsen, Morten Ulrich, Sandro Ratkovic
<b>Horten</b>	Erik Wendelboe Christiansen, Louise Letman, Thomas Christian Thune
<b>Kromann Reumert</b>	Marianne Granhøj, Jens Lund Mosbek
<b>Labora Legal</b>	Tina Reissmann, Jeppe Høyer Jørgensen, Signe Renée West
<b>Norrbom Vinding</b>	Jørgen Vinding, Yvonne Frederiksen, Christian K. Clasen
<b>EXCELLENT</b>	
<b>Accura Advokatpartnerselskab</b>	Morten Langer, Nicolai Hesgaard
<b>Bruun &amp; Hjejle</b>	Elise Ross-Hansen, Flemming Strømme Martinussen
<b>Gorrissen Federspiel</b>	Jacob Sand
<b>Plesner</b>	Lise Høy Falsner, Tina Brøgger Sørensen
<b>Poul Schmith</b>	Jonas Blegvad Jensen, Marianne Lage
<b>Sirius Advokater</b>	Pernille Backhausen, Benjamin Lundström
<b>HIGHLY RECOMMENDED</b>	
<b>Clemens</b>	Tommy Angermair, Mette Neve
<b>DLA Piper Denmark</b>	Nina Wedsted
<b>IUNO</b>	Anders Etgen Reitz, Søren Hessellund Klausen
<b>Lund Elmer Sandager</b>	Michael Møller Nielsen, Julie Flindt Rasmussen
<b>Magnusson</b>	Tom Stener Froberg
<b>Mazanti-Andersen</b>	Susanne Ingemann, Mette Gahrn-Jensen
<b>Skau Reipurth &amp; Partnere</b>	Jonas Enkegaard
<b>RECOMMENDED</b>	
<b>Bird &amp; Bird</b>	Søren Narv Pedersen
<b>Elmann</b>	Henrik Græsdal
<b>Lundgrens</b>	Anne Marie Abrahamson, Marie Louise Aagaard
<b>Njord Law Firm</b>	Miriam Michaelsen

# FINLAND

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## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Castrén &amp; Snellman</b>	Tomi Kemppainen, Outi Tähtinen
<b>Dittmar &amp; Indrenius</b>	Seppo Havia, Petteri Uoti, Suvi Knaapila
<b>Roschier</b>	Anu Waaralinna
<b>EXCELLENT</b>	
<b>Bird &amp; Bird</b>	Maisa Nikkola, Teea Kemppinen
<b>Borenius</b>	Jani Syrjänen
<b>Dottir Attorneys</b>	Samuel Kääriäinen
<b>Hannes Snellman</b>	Johanna Haltia-Tapio, Anders Bygglin
<b>Krogerus</b>	Carola Möller
<b>Merilampi Attorneys</b>	Heidi Hiltunen, Jussi Koivu
<b>Waselius &amp; Wist</b>	Jan Waselius, Jouni Kautto, Antonina Paasikivi, Tomi Korpiola
<b>HIGHLY RECOMMENDED</b>	
<b>Eversheds Sutherland</b>	Timo Jarmas
<b>Lexia Attorneys</b>	Kari Koskinen
<b>Lieke Attorneys</b>	Marja Norrena
<b>Magnusson</b>	Tomi Merenheimo, Anu Vuori
<b>Roihu Attorneys</b>	Salla Pymäki, Maria Penttilä, Joel Uusi-Oukari, Toni Sortti

# FRANCE

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## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Actance Avocats</b>	P-A. Dumont, E. Chateauvieux, C. Bouchez, F. Blin, V. Audet, L. Vincens, L. Touranchet, E. Sorel, M. Robert, N. Poutier
<b>August Debouzy</b>	A. Qureshi, M.-H. Bensadoun, F. Haas, P. Durand, E. Manca, C. Le Manchec, E. Barbara, V. Devos
<b>Bredin Prat</b>	Cyril Gaillard, Laetitia Tombarello, Pascale Lagesse, Paul-Henri Antonmattei
<b>Brl Avocats</b>	T. Godey, J. d'Aleman, S. Sadaoui, N. Czernichow, T. Humbert, V. Martin Bozzi, H. Guyot, H. Bernard Pouillaude, C. Bres, S.-A. Papafilippou
<b>Capstan Avocats</b>	Team of partners
<b>Factorhy Avocats</b>	Alexandre Roumieu, Uriel Sansy, Grégory Chastagnol, Laurent Gamet, Leslie Nicolai, Quentin Frisoni, Victor Roisin
<b>Flichy Grangé Avocats</b>	Joël Grangé, Marine Conche, Florence Aubonnet, Olivier Kress, Stephanie Guedes Da Costa, Stéphanie Dumas, Charlotte Michaud, Jeannie Crédoz-Rosier, Florence Bacquet, Caroline Scherrmann, Camille Ventejou
<b>Fromont Briens</b>	Team of partners
<b>Orrick</b>	Emmanuel Bénard, Nadège Owen
<b>Proskauer Rose</b>	Nicolas Leger, Alexandra Stocki, Yasmine Tarasewicz, Béatrice Pola
<b>Vivant Avocats</b>	Antoine Vivant, Bertrand Castex, Caroline Merle
<b>EXCELLENT</b>	
<b>1 Alscio Avocats</b>	Jean-Sébastien Capisano, David Calvayrac, Mohamed Materi, Jérémy Spinelli, Louis van Gaver
<b>Barthélémy Avocats</b>	E. Andréo, H. Lapalus, L. Gervais, V. Lavallart, M. Desgranges, E. Guénot, O. Romieu
<b>CMS Francis Lefebvre Avocats</b>	Team of partners
<b>Coblence Avocats</b>	Catherine Davico-Hoarau, Laurent Guardelli, Myrtille Lapuelle
<b>De Pardieu Brocas Maffei</b>	Philippe Rozec
<b>DLA Piper</b>	Marine Gicquel, Jérôme Halphen, Philippe Danesi, Bijan Eghbal
<b>Edgar Avocats</b>	Guillaume Brédon, Aurélie Roche, Angélique Eyrignoux
<b>Eunomie Avocats</b>	Thomas Lestavel, Nathalie Dauxerre, Jérôme Daniel, Lionel Sebille
<b>Fidere Avocats</b>	G. de Raincourt, A. Gonçalves, M.-C. Pottecher, N. Chenevoy, C. Frouin, L. Richard
<b>Freshfields Bruckhaus Deringer</b>	Gwen Senlanne
<b>Karman Associés</b>	Erwan Jaglin, Romain Chiss
<b>Littler France</b>	Sabrina Dougados, Julie Béot-Rabiot, Jean-Martial Buisson, Guillaume Desmoulin
<b>MGG Legal</b>	Marijke Granier-Guillemarre, Loïc Héron, Alexandra Frelat
<b>Vaughan Avocats</b>	Bruno Courtine, Aude Serres van Gaver
<b>Voltaire Avocats</b>	Louise Peugny, Olivia Guilhaut, David Guillouet
<b>2 Chassany Watrelot &amp; Associés</b>	J. Martinez, H. Guillot, J. Watrelot, E. Graujeman, J. Pouyet, S. Poncet, L. Cohen, P. Chassanny

▶	<b>Clifford Chance</b>	François Farmine
	<b>FTMS Avocats</b>	Jean Néret, Olivier Angotti, Sabrina Kemel, Isabelle Pontal
	<b>Gide Loyrette Nouel</b>	D. Jonin, A. Boulanger, G. Navarro, B. de Moucheron, F. de Rostolan, B. Krief
	<b>Hogan Lovells</b>	Marion Guertault, Thierry Meillat
	<b>Lusis Avocats</b>	F. Leclercq, M. Pelan, H. Said, H. Gebel, A. Larvaron, G. Sanchez, F. Vergne
	<b>Ogletree Deakins</b>	Cécile Martin, Jean-Marc Albiol, Stéphane Bloch, Nicolas Peixoto, Karine Dulac, Alexandre Abitbol
	<b>Racine</b>	Philippe Rogez, Sarah Usunier, Frédéric Broud, Carla Di Fazio Perrin
	<b>UGGC Avocats</b>	Jennifer Carrel, Sophie Uettwiller, Karine Audouze
<b>3</b>	<b>Advant Altana</b>	Pierre Lubet, Mickaël d'Allende
	<b>Allen &amp; Overy</b>	Claire Toumieux
	<b>Franklin</b>	Patrick Thiébart, Myriam de Gaudusson
	<b>Jeantet</b>	Nicolas Mancret, Laetitia Ternisien
	<b>Latham &amp; Watkins</b>	Matthias Rubner
	<b>Linklaters</b>	Lionel Vuidard, Geric Clomes
	<b>PRK &amp; Associés</b>	Philippe Raymond, Annick Perol, Franck Dremaux, Stéphanie Kubler, Lionel Herscovici
	<b>Raphaël Avocats</b>	Isabelle Ayache-Revah, Marion Ayadi
<b>HIGHLY RECOMMENDED</b>		
<b>1</b>	<b>Aguera Avocats</b>	Danièle Chanal, Laure Mazon, Édith Collomb-Lefevre, Audrey Nigon
	<b>Ayache</b>	Caroline André-Hesse, Justine Coret
	<b>Baker Mckenzie</b>	Olivier Vasset, Denise Broussal, Gilles Jolivet, Jérémie Paubel, Nadège Dallais
	<b>Bersay</b>	Nathalie Cerqueira, Anne-Lise Puget
	<b>Bird &amp; Bird</b>	Nathalie Devernay, Benjamine Fiedler
	<b>Charles Russell Speechlys</b>	Kim Champion
	<b>Cohen &amp; Gresser</b>	Angéline Duffour
	<b>Cornet Vincent Ségurel</b>	H. de Saint Germain, A.-S. Le Fur-Leclair, C. Henot, I. Savier-Pluyette, A. Pitault, F.-X. Michel
	<b>Delsol Avocats</b>	Delphine Bretagnolle, Brice Briel, Elsa Lederlin, Philippe Pacotte
	<b>Dentons</b>	Katell Deniel-Allioux, Frédérique Meslay-Caloni, Julie Caussade
	<b>Dupuy &amp; Associés</b>	Florence du Gardier, Pierre Safar, Stéphanie de la Lande
	<b>Eversheds Sutherland</b>	Déborah Attali, Manon Lamotte
	<b>Fidal</b>	Gregory Olczak-Godefert, Stéphane Béal, Lorraine Raimbert, Aymeric Hamon
	<b>Hoche Avocats</b>	Frédérique Cassereau
	<b>Hughes Hubbard &amp; Reed</b>	Isabelle Benisty
	<b>Kersus</b>	Florence Richard, Jacques Dubourg, Xavier Clavel
	<b>LPA-CGR Avocats</b>	Sophie Marinier, Alexandre Bensoussan, Sandra Hundsdörfer, Karine Bézille
	<b>McDermott Will &amp; Emery</b>	Jilali Mazouz
	<b>Melville Avocats</b>	Pierre Warin
	<b>Osborne Clarke</b>	Jérôme Scapoli, Maxime Pigeon
	<b>SCA Avocats</b>	Georges Toumanoff
	<b>Sutra Corre &amp; Associés</b>	Alain Sutra, Romain Sutra, Michèle Corre
	<b>Taylor Wessing</b>	Markus Asshoff, Claudia Jonath
	<b>Veil Jourde</b>	Pauline Larroque Daran
	<b>Yards</b>	Christine Hillig-Poudevigne
<b>2</b>	<b>Aklea</b>	Sidonie Lacroix-Girard, Sophie Greder
	<b>Achache-Valluet-Arilla &amp; Associés</b>	Florence Achache, Carole Helmer, Delphine Cazenave
	<b>Amar Legal</b>	Sophie Amar, Anne Grenaud
	<b>Arago</b>	Frédéric Navarro
	<b>Argo</b>	Mickaël Valette
	<b>Arsis Avocats</b>	Gladys Laferrrière, Alexandre Lamy
	<b>Ashurst</b>	Muriel Pariente



## FRANCE

<b>BCTG Avocats</b>	Sabine de Paillerets-Matignon, Mei Zhang
<b>BG2V</b>	Marie Content, Guillaume de Saint Sernin
<b>Bryan Cave Leighton Paisner</b>	Claire Fougea, Marion Brière Ségala
<b>Caravage Avocats</b>	Pierre Brégou, Laura Bertrand
<b>Daem Partners</b>	Isabelle Mathieu, Charles Mathieu
<b>Dechert</b>	Philippe Thomas, Thibault Meiers
<b>De Gaulle Fleurance</b>	Thierry Gillot, Déborah David
<b>Deloitte Société d'Avocats</b>	Véronique Child
<b>DS Avocats</b>	Frédéric Godard-Auguste, Patricia Jeannin, Gwladys Beauchet
<b>EY Société d'Avocats</b>	Anne-Élisabeth Combes, Roselyn Sands
<b>Fieldfisher</b>	Laurence Dumure Lambert
<b>Joffe &amp; Associés</b>	Géraldine Lepeyre, Blaise Deltombe
<b>Key Lawyers</b>	Anna-Christina Chaves
<b>La Garanderie Avocats</b>	Guy Alfosea, Dominique de La Garanderie, Saskia Henninger, Stéphanie Serror, Bertrand Merville
<b>Marvell Avocats</b>	Olivia Colmet Daâge
<b>Morgan Lewis</b>	Sabine Smith-Vidal, Charles Dauthier
<b>NMCG Avocats</b>	Arnaud Blanc de La Naulte, Sonia Abodja
<b>Paetzold Avocats</b>	Andreas Paetzold, Florian Paetzold, Stephan Paetzold, Fabien Créchet, Marine Saphy
<b>Patchwork Avocats</b>	Stéphanie Ropars, Céline Bruneau, Laurent Moreuil
<b>Paul Hastings</b>	Stéphane Henry
<b>Poulain &amp; Associés</b>	Pascale Sylvain-Poulain
<b>PwC Société d'Avocats</b>	Bernard Borrelly, Aurélie Cluzel d'Andlau, Corinne Guyot Chavanon
<b>Séгур Avocats</b>	Brigitte Pelletier, Florence Achir
<b>Sesame Avocats</b>	Sébastien Ducamp, Mathieu Combarnous, Barbara Hart, Sophie Bury
<b>Simon Associés</b>	Nicolas Billon, David Marais
<b>Squire Patton Boggs</b>	Pauline Pierce
<b>Teilen Avocats</b>	Helyett Le Nabour, Gwenaëlle Teissèdre
<b>TNDA</b>	V. Tuffal-Nerson, G. Verdier, R. Douarre, N. Durand-Gasselín, M. Rivereau-Trzmíel
<b>Winston &amp; Strawn</b>	Virgile Puyau, Sophie Dechaumet
<b>RECOMMENDED</b>	
<b>1 Addleshaw Goddard</b>	François Alambret
<b>Advocacy 4</b>	Karine Cohen
<b>Ascent Avocats</b>	Marie-Hélène Fournier Gobert, Joséphine Imbert, Antoine Sappin
<b>Aston Avocats</b>	Rosine de Matos
<b>Bardavid Tourneur</b>	Élisa Bardavid, Jean-François Tourneur
<b>BDO Avocats</b>	Émilie Ducorps-Prouvost, Nicolas Latournerie, Xavier Bontoux, Frédéric Fayán-Roux, Séverine Aubert
<b>Bignon Lebray</b>	Antoine Benoit, Marie-Charlotte Diríart, Bertrand Debosque, Jérémie Boubllil
<b>BMH Avocats</b>	Isabelle le Coq, Aymeric Le Goff
<b>Chammas &amp; Marcheteau Avocats</b>	Coline Bied-Charreton
<b>Cloix &amp; Mendès-Gil</b>	Léa Duhamel
<b>CPC &amp; Associés</b>	Jérémie Delattre, Jean-Yves Connesson
<b>D'Alverny Avocats</b>	Célia Dufour
<b>Daher Avocats</b>	Hélène Daher
<b>Ebl lexington</b>	Karine Clolus-Dupont
<b>Gowling WLG</b>	Gaëlle Le Breton
<b>Harlay Avocats</b>	Frédérique David
<b>Herald Avocats</b>	Guillaume Roland
<b>Jones Day</b>	Emmanuelle Rivez-Domont
<b>King &amp; Spalding</b>	Alice Mony



▶	<b>KPMG Avocats</b>	Albane Eglinger, Olivier Masi
	<b>L&amp;KA Avocats</b>	Ève Labalte
	<b>MAJJ Avocats</b>	Julien Boucaud-Maitre, Juliette Pouyet, Mathieu Raio de San Lazaro
	<b>Mermoz Avocats</b>	Catherine Nahmias-Ferrandini
	<b>Nomos</b>	Virginie Delestre, Romain Pietri
	<b>Oxnomia Avocats Associés</b>	Montaine Guesdon Vennerie, Aymeric d'Alañon
	<b>PDGB</b>	Denis Agranier, Patricia Gomez-Talimi
	<b>Petrel &amp; Associés</b>	Pascal Petrel
	<b>Qivive Avocats</b>	Émilie Wider
	<b>Redlink</b>	Benjamin Louzier, Deborah Fallik, Diane Buisson
	<b>Reinhart Marville Torre</b>	Catherine Broussot-Morin
	<b>Scotto Partners</b>	Bertrand Thibaut
	<b>Sekri Valentin Zerrouk - SVZ</b>	Émilie Meridjen
	<b>Simmons &amp; Simmons</b>	Laurence Renard
	<b>Skadden</b>	Philippe Desprès
	<b>Squadra Avocats</b>	Morgane Mondolfo
	<b>Stephenson Harwood</b>	Soazig Préteseille
	<b>Vivien &amp; Associés</b>	Joëlle Hannelais, Marie-Émilie Rousseau-Brunel
	<b>Voxlaw</b>	Antonio Sardinha Marques
<b>2</b>	<b>Alerion</b>	Jacques Perotto, Jean-Christophe Brun
	<b>Aramis</b>	Frédéric Milcamps
	<b>BL &amp; Associés</b>	Anne-Laure Bénet, Aurore Guido-Deaibes, Delphine Derumez, Sophie Bourguignon
	<b>Cabinet Finalteri</b>	Anne-Gaëlle Finalteri
	<b>Calinaud David Avocats</b>	Frédéric Calinaud
	<b>Calix Société d'Avocats</b>	Emmanuel Noirot
	<b>CS Avocats Associés</b>	Cédric Seguin, Cédric Garnier, Mathieu Bonardi
	<b>Deprez Guignot Associés - DDG</b>	Laurent Carrié
	<b>Desanlis</b>	Jean-Philippe Desanlis, Anne Lemarchand
	<b>Ekiye Avocats</b>	Philippe Chemla, Kevin Bouleau
	<b>Eole Avocats</b>	Olivier Bach, Éric Trimolet, Dorothee Rey, Christèle Morand, Alette Pennaneac'h Selosse
	<b>FTPA Avocats</b>	Laure Calice, Lorelei Gannat
	<b>Galion Avocats</b>	Lionel Paraire
	<b>GGV Avocats</b>	Bénédicte Querenet-Hahn, Markus Erkert
	<b>Gramond &amp; Associés</b>	David Levy, Mélanie Labossais-Gramond
	<b>Guillemin Flichy</b>	Stéphane Flichy
	<b>Hertslet Wolfer &amp; Heintz - HW&amp;H</b>	Pascal Gastebois, Céline Darreau
	<b>Klein - Wenner</b>	Valérie Orsini-Morgado, Uwe Augustin, Patrick Berjaud
	<b>Kopper Legal</b>	Thomas Fernandez-Boni
	<b>Lamy Loxel</b>	Isabelle Jaulin, Béatrice Chaîne
	<b>Latournerie Wolfrom Avocats</b>	Sarah-Jane Mirou, Amélie d'Heilly
	<b>Lerins</b>	Johann Sultan
	<b>Lmt Avocats</b>	Thierry Cheymol, Christian Connor
	<b>ML&amp;A</b>	Michel Laval
	<b>Novia Avocats</b>	Lydia Hamoudi, Clément Salines
	<b>Opleo Avocats</b>	Sandrine Gardel
	<b>Orme Avocats</b>	Karine Hollmann-Agard, Walid Ammar
	<b>Orva Avocats</b>	François Vaccaro
	<b>PBA Legal</b>	Pascal Bathmanabane, Jean-François Tréton, Romain Aupoix
	<b>Péchenard &amp; Associés</b>	Emmanuelle Sapène



## FRANCE

► <b>Pinsent Masons</b>	Valérie Blandeau
<b>Reed Smith</b>	Séverine Martel
<b>Ressource Avocats</b>	Laurent Beljean, Laurence Mure-Ravaud, Muriel Delumeau
<b>Richelieu Avocats</b>	Benoît Gruau, Jean-Oudard de Préville, Guillaume Marguet
<b>SEA Avocats</b>	Nicolas Sauvage
<b>Stas &amp; Associés</b>	Vincent Champetier
<b>Steering Legal</b>	Gwenaëlle Artur
<b>Teitgen &amp; Viottolo</b>	Agnès Viottolo
<b>Valther</b>	Valérie Dubaile
<b>Versant Avocats</b>	A. Frileux, M. Aunos, G. Charent, É. Dutrain, N. Pottier, L. Thiébaud, B. Durocher
<b>Wan Avocats</b>	Isabelle Wekstein, Nathalie Attias
<b>Weizmann Borzakian</b>	Jérôme Borzakian, Yohanna Weizmann
<b>White &amp; Case</b>	Alexandre Jaurett
<b>Willway Avocats</b>	Éric Pouliquen, Philippe Axelroude
<b>VALUABLE PRACTICE</b>	
<b>5QB Avocats</b>	Arnaud Legrand
<b>Agonlex</b>	Pascal Guinot
<b>Alterlex</b>	Élodie Ory, Irène Ngando, Catherine Léger
<b>ASW Avocats</b>	Auréli Schreiber, Murielle Asser, Stéphanie Westendrop
<b>Berry Law</b>	Étienne Pujol
<b>BKP &amp; Associés</b>	Clément Raingard, Nicolas Perrault
<b>Bollet &amp; Associés</b>	Thibault Pinatel
<b>Delcade</b>	Frédérique Sallée, Brice Wartel, Ophélie Lazaro, Charlotte O'Leary
<b>Eixamp Avocats</b>	Arnaud Marguet
<b>GFP Avocats</b>	Florence Dupont
<b>Ginestié Magellan Paley-Vincent</b>	Nicolas Lepetit, Jean-Baptiste Vienne
<b>Meridian Avocats</b>	Marie-Christine Le
<b>Nexo</b>	Laurence Pinchou
<b>Norma Avocats</b>	Claire Mathurin, Florent Millot, Julie Lamadon, Sandrine Deroubaix
<b>Siléas</b>	Emmanuelle Destailats
<b>Soulier Avocats</b>	Fabien Pomart
<b>Woog &amp; Associés</b>	Marie-Véronique Lumeau
<b>Ydès</b>	Chrystelle Daub, Harold Berrier, Élise Laplanche, Laurence Buratti, Véronique Massot-Pellet, Stéphane Szames

### FLICHY GRANGÉ: CULTURE OF INNOVATION LEADERSHIP



Joël Grangé

Key figure(s): Joël Grangé  
Established: 1999

**Track record:** The team acted for French multinational bank Societe Generale in the creation of a joint-venture with a leading global investment management and research firm, combining their cash equities and equity research businesses. It also acted for the world's number-two car manufacturer during the sale of its Bordeaux production site to a major investment fund.

**Team & differentiation:** Flichy Grangé Avocats prides itself on creating a culture of innovation, bringing clarity and flexibility to matters relating to rationalization plans and site closures. A member of the L&E Global network of employers' counsel, the firm is a pioneer in terms of gender parity and cultivates a forward thinking, international culture.

### FROMONT BRIENS: GO-TO ADVISOR FOR TOP-TIER COMPANIES



Sophie Pélécier-Loevenbruck

Key figure(s): Sophie Pélécier-Loevenbruck, Ludovic Genty, Maud Perilly and Hugues Pellissier  
Established: 1993

**Track record:** The labor law team played an integral part in the establishment of an employment skills and career management agreement and subsequent restructuring plan for a French industrial group. It acted for a public enterprise in the context of a reorganization of their network of training centers across the country. It also helped a French company expand its activities to the Czech Republic.

**Team & differentiation:** A labor-law firm of reference, Fromont Briens is home to a top-tier team of labor law specialists who take a 360° view of employment matters. Capably guided by senior lawyers, including Sophie Pélécier-Loevenbruck, the labor law team distinguishes itself through a specially crafted approach that combines technical expertise and on-site work.

# COLLECTIVE BARGAINING

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Actance Avocats</b>	P-A. Dumont, E. Chateauxvieux, C. Bouchez, F. Blin, V. Audet, L. Vincens, L. Touranchet, E. Sorel, M. Robert, N. Pourtier
<b>August Debouzy</b>	E. Barbara, F. Haas, P. Durand, M.-H. Bensadoun, V. Devos, C. Le Manchec, A. Qureshi, E. Manca
<b>Barthélémy Avocats</b>	Philippe Pataux, Mélanie Souterau, Yannick Libéri, Laurent Gervais, Damien Chenu
<b>Bredin Prat</b>	Paul-Henri Antonmattei, Laetitia Tombarello, Cyril Gaillard, Pascale Lagesse
<b>Brl Avocats</b>	B. Nicolini, H. Guyot, S. Gal, C. Bres, H. Bernard Pouillaude, J. d'Aleman, N. Czernichow, T. Godey, T. Humbert, S. Sadaoui, S.-A. Papailippou
<b>Capstan Avocats</b>	Team of partners
<b>Factorhy Avocats</b>	Leslie Nicolai, Quentin Frisoni, Uriel Sansy, Gregory Chastagnol, Alexandre Roumieu, Laurent Gamet, Victor Roisin
<b>Fidal</b>	Sylvain Niel, Stéphane Béal
<b>Flichy Grangé Avocats</b>	J. Grangé, N. Fauché-El Aougri, S. Guedes da Costa, J. Crédoz-Rosier, C. Michaud, A. Cormier le Goff, F. Morel
<b>Fromont Briens</b>	Team of partners
<b>Vivant Avocats</b>	Caroline Merle, Antoine Vivant, Bertrand Castex
<b>EXCELLENT</b>	
<b>1 Alsicio Avocats</b>	Jean-Sébastien Capisano, David Calvayrac, Mohamed Materi, Jérémy Spinelli, Louis van Gaver
<b>Chassany Watrelot &amp; Associés</b>	Philippe Chassany, Mathieu Raio de San Lazaro, Yves Merle, Xavier de Jerphanion, Jean Martinez
<b>CMS Francis Lefebvre Avocats</b>	Team of partners
<b>Coblence Avocats</b>	Catherine Davico-Hoarau, Laurent Guardelli, Myrtille Lapuelle
<b>De Pardieu Brocas Maffei</b>	Philippe Rozec
<b>DLA Piper</b>	Philippe Danesi, Marine Gicquel, Bijan Eghbal, Jérôme Halphen
<b>Edgar Avocats</b>	Guillaume Brédon, Angélique Eyrignoux, Aurélie Roche
<b>Jeantet</b>	Nicolas Mancret, Laetitia Ternisien
<b>Karman Associés</b>	Erwan Jaglin, Florence Froment-Meurice, Romain Chiss, Gilles Auzero
<b>Littler France</b>	Sabrina Dougados, Julie Béot-Rabiot, Jean-Martial Buisson, Guillaume Desmoulin
<b>Lusis Avocats</b>	Frédéric Leclercq, Mikaël Pelan, Hortense Gebel, Adeline Larvaron, Hélène Said, Gaia Sanchez, François Vergne
<b>MGG Legal</b>	Marijke Granier-Guillemarre, Loïc Héron, Alexandra Frelat
<b>Orrick</b>	Emmanuel Bénard, Nadège Owen
<b>Proskauer Rose</b>	Béatrice Pola, Nicolas Leger, Yasmine Tarasewicz, Alexandra Stocki
<b>UGGC Avocats</b>	Jennifer Carrel, Sophie Uettwiller, Karine Audouze
<b>Voltaire Avocats</b>	Louise Peugny, Olivia Guilhaut, David Guillouet
<b>2 Advant Altana</b>	Pierre Lubet, Mickaël d'Allende
<b>Eunomie Avocats</b>	Lionel Sebillé, Jérôme Daniel, Thomas Lestavel, Nathalie Dauxerre
<b>Fidere Avocats</b>	G. de Raincourt, A. Gonçalves, N. Chenevoy, M.-C. Pottecher, C. Frouin, L. Richard
<b>FTMS Avocats</b>	Jean Nérét, Olivier Angotti, Isabelle Pontal, Sabrina Kemel
<b>Latham &amp; Watkins</b>	Matthias Rubner, Agnès Cloarec-Mérendon
<b>LPA-CGR Avocats</b>	Sophie Marinier, Sandra Hundsdoerfer, Karine Bézille, Alexandre Bensoussan
<b>Ogletree Deakins</b>	Cécile Martin, Jean-Marc Albiol, Stéphane Bloch, Nicolas Peixoto, Alexandre Abitbol, Karine Dulac
<b>Vaughan Avocats</b>	B. Ottaviani, B. Courtine, P. van Deth, F. Perruchot, L. Dubet, P. Carrillo, A. Serres van Gaver
<b>3 Aguera Avocats</b>	Laure Mazon, Philippe de la Brosse
<b>Bersay</b>	Nathalie Cerqueira, Anne-Lise Puget
<b>Franklin</b>	Patrick Thiébart, Myriam de Gaudusson
<b>Gide Loyrette Nouel</b>	David Jonin
<b>HDV Avocats</b>	Michel Morand
<b>Hogan Lovells</b>	Thierry Meillat, Marion Guertault
<b>NMCG Avocats</b>	Valérie Reynaud, Claire Peroux, Sonia Abodja, Arnaud Blanc de La Naulte
<b>PRK &amp; Associés</b>	Philippe Raymond, Franck Dremaux, Annick Perol, Stéphanie Kubler, Lionel Herscovici
<b>Racine</b>	Frédéric Broud, Sarah Usunier, Carla Di Fazio Perrin, Philippe Rogez
<b>Raphaël Avocats</b>	Isabelle Ayache-Revah, Marion Ayadi
<b>Squire Patton Boggs</b>	Pauline Pierce
<b>Sutra Corre &amp; Associés</b>	Romain Sutra, Alain Sutra, Michèle Corre



## HIGHLY RECOMMENDED

1	<b>Allen &amp; Overy</b>	Claire Toumieux	
	<b>Ayache</b>	Caroline André-Hesse	
	<b>Baker McKenzie</b>	Olivier Vasset, Denise Broussal, Gilles Jolivet, Nadège Dallais, Jeremie Paubel	
	<b>Bird &amp; Bird</b>	Benjamine Fiedler, Nathalie Devernay	
	<b>Caravage Avocats</b>	Pierre Brégou, Laura Bertrand	
	<b>Clifford Chance</b>	François Farmine	
	<b>Cohen &amp; Gresser</b>	Angéline Duffour	
	<b>Cornet Vincent Ségurel</b>	B. Salmon, A.-S. Le Fur-Leclair, C. Henot, I. Savier-Pluyette, A. Pitault, F.-X. Michel	
	<b>Daem Partners</b>	Isabelle Mathieu, Charles Mathieu	
	<b>Dechert</b>	Philippe Thomas	
	<b>Delsol Avocats</b>	Delphine Bretnagnolle, Brice Briel, Elsa Lederlin, Philippe Pacotte	
	<b>Dupuy &amp; Associés</b>	Florence du Gardier, Pierre Safar, Stéphanie de La Lande	
	<b>Eversheds Sutherland</b>	Déborah Attali, Manon Lamotte	
	<b>Fieldfisher</b>	Laurence Dumure Lambert, Julia Mohamed	
	<b>Freshfields Bruckhaus Deringer</b>	Gwen Senlanne	
	<b>Kersus</b>	Florence Richard, Jacques Dubourg, Xavier Clavel	
	<b>Linklaters</b>	Lionel Vuidard, Geric Clomes	
	<b>Morgan Lewis</b>	Sabine Smith-Vidal, Charles Dauthier	
	<b>Osborne Clarke</b>	Jérôme Scapoli, Maxime Pigeon	
	2	<b>BCTG Avocats</b>	Sabine de Paillerets-Matignon, Mei Zhang
<b>BMH Avocats</b>		Aymeric Le Goff, Isabelle le Coq, Anne-Marie Sénéchal-L'Homme	
<b>Bryan Cave Leighton Paisner</b>		Claire Fougea, Marion Brière Ségala	
<b>Charles Russell Speechlys</b>		Kim Champion	
<b>Daher Avocats</b>		Hélène Daher	
<b>D'Alverny Avocats</b>		Célia Dufour	
<b>Dentons</b>		Frédérique Meslay-Caloni, Katell Deniel-Allioux, Julie Caussade	
<b>Harlay Avocats</b>		Frédérique David	
<b>Hoche Avocats</b>		Frédérique Cassereau	
<b>Key Lawyers</b>		Anna-Christina Chaves	
<b>La Garanderie Avocats</b>		Guy Alfosea, Saskia Henninger, Stéphanie Serror, Bertrand Merville	
<b>McDermott Will &amp; Emery</b>		Jilali Maazouz	
<b>Melville Avocats</b>		Pierre Warin	
<b>PwC Société d'Avocats</b>		Corinne Guyot Chavanon, Aurélie Cluzel d'Andlau, Bernard Borrelly	
<b>Ségur Avocats</b>		Brigitte Pelletier, Florence Achir	
<b>Taylor Wessing</b>		Markus Asshoff, Claudia Jonath	
<b>Veil Jourde</b>		Pauline Larroque Daran	
<b>Vivien &amp; Associés</b>		Joëlle Hannelais, Marie-Émilie Rousseau-Brunel	
3		<b>Aklea</b>	Sidonie Lacroix-Girard, Sophie Greder
		<b>Argo</b>	Mickael Valette
	<b>Arsis Avocats</b>	Gladys Laferrière, Alexandre Lamy	
	<b>BFPL Avocats</b>	François Berbinau, Charlotte Hammelrath	
	<b>Biard Bouscatel &amp; Associés</b>	Philippe Biard, Claire Bouscatel, Marie Taverne	
	<b>BL &amp; Associés</b>	Sophie Bourguignon, Delphine Derumez, Aurore Guido-Deaibes, Anne-Laure Bénét	
	<b>Cloix &amp; Mendès-Gil</b>	Léa Duhamel	
	<b>De Gaulle Fleurance</b>	Thierry Gillot	
	<b>Deprez Guignot Associés - DDG</b>	Laurent Carrié	
	<b>Desanlis</b>	Anne Lemarchand, Jean-Philippe Desanlis	
	<b>DS Avocats</b>	Patricia Jeannin	
	<b>Galion</b>	Lionel Paraire	
	<b>GGV Avocats</b>	Bénédicte Querenet-Hahn, Markus Erkert	
	<b>Hughes Hubbard &amp; Reed</b>	Isabelle Benisty	
	<b>Joffe &amp; Associés</b>	Blaise Deltombe, Géraldine Lepeytre	
	<b>K&amp;L Gates</b>	Christine Artus	

<b>Lmt Avocats</b>	Thierry Cheymol, Christian Connor
<b>Nomos</b>	Virginie Delestre, Romain Pietri
<b>Numa</b>	Raphaëlle Busser, Jean-Philippe Passanante
<b>Obbo Avocats</b>	Ludovic Blanc, Mathilde Ordenez
<b>Paetzold Avocats</b>	Stephan Paetzold, Andreas Paetzold, Fabien Créchet, Marine Saphy, Florian Paetzold
<b>Paul Hastings</b>	Stéphane Henry
<b>Petrel &amp; Associés</b>	Pascal Petrel
<b>Rödl &amp; Partner</b>	Tiphaine Puzin, Céline Kammerer
<b>SEA Avocats</b>	Nicolas Sauvage
<b>Sesame Avocats</b>	Barbara Hart, Sébastien Ducamp, Mathieu Combarnous, Sophie Bury
<b>Simmons &amp; Simmons</b>	Laurence Renard
<b>Simon Associés</b>	Nicolas Billon, David Marais
<b>Skadden</b>	Philippe Desprès
<b>TNDA</b>	Véronique Tuffal-Nerson, Nicolas Durand-Gasselín, Guillaume Verdier, Rémy Douarre
<b>Winston &amp; Strawn</b>	Virgile Puyau, Sophie Dechaumet
<b>Yards</b>	Christine Hillig-Poudevigne

### RECOMMENDED

<b>1 Abeille &amp; Associés</b>	Denis Ferre, Laura Tetti, Jean-Baptiste Bado, Juliette Ferre
<b>Amar Legal</b>	Sophie Amar, Anne Grenaud
<b>Arago</b>	Frédéric Navarro
<b>Bardavid Tourneur</b>	Jean-François Tourneur, ÉliSa Bardavid
<b>Berry Law</b>	Étienne Pujol
<b>Bignon Lebray</b>	Jérémie Boulblil, Bertrand Debosque, Marie-Charlotte Diriart, Antoine Benoit
<b>BG2V</b>	Guillaume de Saint Sernin, Marie Content
<b>Calinaud David Avocats</b>	Frédéric Calinaud
<b>Calix Société d'Avocats</b>	Emmanuel Noirot
<b>Chammas &amp; Marcheteau Avocats</b>	Coline Bied-Charreton
<b>CPC &amp; Associés</b>	Jérémie Delattre
<b>DDLc Société d'Avocats</b>	Karen Durand-Hakim, Marie-Cécile de La Chapelle
<b>Eole Avocats</b>	Olivier Bach, Christèle Morand, Alette Pennaneac'h Seloise, Éric Trimolet, Dorothée Rey
<b>EPP Rechtsanwälte Avocats</b>	Emil Epp, Sophie Gossmann
<b>Equipage</b>	Hélène Presle-Lejeune, Françoise Mepillat, Christine Stagnara, Jérôme Chomel de Varagnes
<b>EY Société d'Avocats</b>	Anne-Élisabeth Combes
<b>Guillemin Flichy</b>	Stéphane Flichy
<b>Herald Avocats</b>	Guillaume Roland
<b>Hertslet Wolfer &amp; Heintz - HW&amp;H</b>	Pascal Gastebois, Céline Darreau
<b>Jones Day</b>	Emmanuelle Rivez-Domont
<b>King &amp; Spalding</b>	Alice Mony
<b>Lamy Lexel</b>	Béatrice Chaine, Isabelle Jaulin
<b>MAJJ Avocats</b>	Mathieu Raio de San Lazaro, Julien Boucaud-Maitre, Juliette Pouyet
<b>Orva Avocats</b>	François Vaccaro
<b>Patchwork Avocats</b>	Céline Bruneau, Stéphanie Ropars, Laurent Moreuil
<b>PDGB</b>	Denis Agranier, Patricia Gomez-Talimi
<b>Qivive Avocats</b>	Émilie Wider
<b>Redlink</b>	Benjamin Louzier, Déborah Fallik, Diane Buisson
<b>Reinhart Marville Torre</b>	Catherine Broussot-Morin
<b>Sekri Valentin Zerrouk - SVZ</b>	Émilie Meridjen
<b>Squadra Avocats</b>	Morgane Mondolfo
<b>Stephenson Harwood</b>	Soazig Préteseille
<b>Teitgen &amp; Viottolo</b>	Agnès Viottolo
<b>Versant Avocats</b>	A. Frileux, M. Aunos, G. Charent, É. Dutrain, N. Pottier, L. Thiébaud, B. Durocher
<b>Willway Avocats</b>	Éric Pouliquen, Philippe Axelroude
<b>2 ACD</b>	Équipe d'associés
<b>Achache-Valluet-Arilla &amp; Associés</b>	Florence Achache, Carole Helmer, Delphine Cazenave



## FRANCE

► <b>Advocacy 4</b>	Karine Cohen
<b>Alerion</b>	Jacques Perotto, Jean-Christophe Brun
<b>Allium</b>	Julie Bouchard
<b>Ascent Avocats</b>	Marie-Hélène Fournier Gobert, Joséphine Imbert, Antoine Sappin
<b>Ashurst</b>	Muriel Pariente
<b>Aston Avocats</b>	Rosine de Matos
<b>ASW Avocats</b>	Aurélie Schreiber, Murielle Asser, Stéphanie Westendrop
<b>BDO Avocats</b>	Émilie Ducorps-Prouvost, Nicolas Latournerie, Xavier Bontoux, Frédéric Fayan-Roux, Séverine Aubert
<b>Bianca Avocats</b>	Benjamin Kantorowicz, Laura Chicheportiche Kantorowicz
<b>Challenges Avocats</b>	Tiphaine Auzière
<b>CS Avocats Associés</b>	Cédric Seguin, Cédric Garnier, Mathieu Bonardi
<b>Delcade</b>	Frédérique Sallée, Brice Wartel, Ophélie Lazaro, Charlotte O'Leary
<b>DJS Avocats</b>	Camille Smadja
<b>Dillenschneider Favaro Associés</b>	Françoise Favaro
<b>DM&amp;D Avocats</b>	Pierre Audiguier
<b>Eixamp Avocats</b>	Arnaud Marguet
<b>Ekiye Avocats</b>	Philippe Chemla, Kevin Bouleau
<b>Fayan-Roux-Bontoux Associés</b>	Frédéric Fayan-Roux, Séverine Aubert, Xavier Bontoux
<b>Gfp Avocats</b>	Florence Dupont
<b>Inlo Avocats</b>	Anne-Claire Chambas
<b>Klein - Wenner</b>	Uwe Augustin, Patrick Berjaud
<b>Kopper Legal</b>	Thomas Fernandez-Boni
<b>KPMG Avocats</b>	Olivier Masi, Albane Eglinger, Patricia Aubry, Laurence Audidier, Jean-Albert Fuhrer
<b>L&amp;KA Avocats</b>	Ève Labalte
<b>Lamartine Conseil</b>	Charlotte Moreau, Jérôme Cochet
<b>Lerins</b>	Johann Sultan
<b>Majorelle Avocats</b>	Jean-Charles Moriceau, Olivier Motte
<b>Mermoz Avocats</b>	Catherine Nahmias-Ferrandini
<b>Miguérès Moulin</b>	Luc Miguères
<b>ML&amp;A</b>	Michel Laval
<b>Norma Avocats</b>	Sandrine Deroubaix, Julie Lamadon, Florent Millot, Claire Mathurin
<b>Novia Avocats</b>	Lydia Hamoudi, Clément Salines
<b>Opleo Avocats</b>	Sandrine Gardel
<b>Orme Avocats</b>	Karine Hollmann-Agard, Walid Ammar
<b>Oxnomia Avocats Associés</b>	Montaine Guesdon Vennerie, Aymeric d'Alançon
<b>PBA Legal</b>	Pascal Bathmanabane, Jean-François Tréton, Romain Aupoix
<b>Pinsent Masons</b>	Valérie Blandeau
<b>Qualiens</b>	Joëlle Muchada
<b>Reed Smith</b>	Séverine Martel
<b>Ressource Avocats</b>	Laurence Mure-Ravaud, Muriel Delumeau, Laurent Beljean
<b>Richelieu Avocats</b>	Benôit Gruau, Jean-Oudard de Préville
<b>SCA Avocats</b>	Georges Toumanoff
<b>Scotto Partners</b>	Bertrand Thibaut
<b>Seattle Avocats</b>	Emmanuel Tordjman, Sabastien Mabile, François de Cambière, François Ronget, Maud Toutitou
<b>Solucial Avocats</b>	Thierry Doutriaux, Louis Vaneecloo, Caroline Barbe
<b>Soulié &amp; Coste-Floret</b>	Jean-Marie Coste-Floret, Valérie Le Bras
<b>Squaire Avocats</b>	Sandra Chapart
<b>Stas &amp; Associés</b>	Vincent Champetier
<b>Steering Legal</b>	Gwenaëlle Artur
<b>Teilen Avocats</b>	Helyett Le Nabour, Gwenaëlle Teissède
<b>Valther</b>	Valérie Dubaile
<b>Verdun Verniole Avocats</b>	Franck Verdun, Marie-Chrystel Pican
<b>Voxlaw</b>	Antonio Sardinha Marques
<b>Woog &amp; Associés</b>	Marie-Véronique Lumeau
<b>Ydès</b>	Chrystelle Daub, Harold Berrier, Élise Laplanche, Laurence Buratti, Véronique Massot-Pellet, Stéphane Szames

## VALUABLE PRACTICE

<b>28 octobre</b>	Didier Médecin
<b>5QB Avocats</b>	Karen Berdugo, Cédric Herbin
<b>ACG Avocats</b>	Gérard Chemla, Gérard Thiébaud, Vanessa Lehmann, Évelyne Chassagnon, Gérald Chalou, Olivier Barneff
<b>Agonlex</b>	Pascal Guinot
<b>Alterlex</b>	Élodie Ory, Irène Ngando, Catherine Léger
<b>ARG Avocats</b>	Arnaud Gris
<b>BKP &amp; Associés</b>	Clément Raingeard, Nicolas Perrault
<b>Cabinet Coll</b>	Anne-Constance Coll
<b>Cabinet Finalteri</b>	Anne-Gaëlle Finalteri
<b>Cabinet Zaks</b>	Stéphanie Zaks
<b>Earth Avocats</b>	Sandra Chapart
<b>Ebl lexington</b>	Karine Clolus-Dupont
<b>Farthouat Avocats</b>	Christophe Llorca
<b>HD Avocats</b>	Laurent Houarner
<b>Kuckenburg Bureth Boineau &amp; Associés</b>	Constance Amedegnato
<b>Latournerie Wolfrom Avocats</b>	Amélie d'Heilly, Sarah-Jane Mirou
<b>Legal Workshop</b>	Benôit Dubourdieu
<b>Lexcase</b>	Florence Drapier-Faure
<b>LLC &amp; Associés</b>	Justine Bain-Thouverez
<b>Meridian Avocats</b>	Marie-Christine Le
<b>Nexo</b>	Laurence Pinchou
<b>OX Avocats</b>	Nicolas Serre, Sophie Bara
<b>Parthema</b>	Sébastien Miara, Stéphane Jegou, Jasmine Le Dortz, Antoine Gontier
<b>Péchenard &amp; Associés</b>	Emmanuelle Sapène
<b>Sagan Avocats</b>	Alexandra Ferri
<b>Siléas</b>	Emmanuelle Destaillass
<b>SKDB Associés</b>	Stéphanie Kaloff
<b>Voxius Avocats</b>	Florian Carrière, Steven Theallier
<b>Weizmann Borzakian</b>	Jérôme Borzakian, Yohanna Weizmann
<b>White &amp; Case</b>	Alexandre Jaurett
<b>Wize Avocats</b>	Alex Igor Chmlewsky
<b>Yours</b>	Sane Renaudineau, Ariane de Quatrebarbes
<b>ZR Avocats</b>	Muguette Zirah

### BARTHÉLÉMY AVOCATS: CRUCIBLE OF LABOR LAW KNOWLEDGE



Philippe Pataux

Key figure(s): Philippe Pataux  
Established: 1965

**Track record:** Barthélémy Avocats has vast experience with revising and updating company remuneration policies. The firm has long-standing expertise calculating and calibrating state and other benefits for a broad range of professions. It recently launched a new digital service which allows companies to monitor and evaluate their workplace accident/staff illness responsibilities.

**Team & differentiation:** More than just a labor-law firm, Barthélémy Avocats sees itself as a center of learning for all things employment and workplace related, offering a 360° approach to labor law. With 20 branches the length and breadth of France, the firm is able to service the labor-law needs of French and international companies, wherever they are located.

### MIGUÉRÈS MOULIN: COLLECTIVE BARGAINING EXPERTS



Luc Miguères

Key figure(s): Luc Miguères  
Established: 2010

**Track record:** Miguères Moulin is regularly sought out for the superior quality of its collective bargaining and restructuring expertise, in addition to sharp business sense. Clients include a number of leading European multinationals, which value the firm's pragmatic, tailor-made approach. The firm is a trusted partner to human resource departments for the quality of its support during executive recruitment processes.

**Team & differentiation:** Based on the principles of creativity, independence and ethics, Miguères Moulin confidently handles thorny labor-relations matters on behalf of large French companies and multinationals. Co-founder Luc Miguères has vast experience solving cross-border labor law issues, notably with the UK, Italy and Spain. The firm is a founder member of the Alliance of Business Lawyers.



## MOBILITY & EXPATRIATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Deloitte Société d'Avocats</b>	Diane Artis, Philippe Legeais, Nadia Hamya, Magda Yasumoto, Julie Reynier, Étienne Boyé, Hélène Delechart
<b>EY Société d'Avocats</b>	Emmanuel Morisson-Couderc
<b>EXCELLENT</b>	
<b>Actance Avocats</b>	Team of partners
<b>Almenide Avocats</b>	Romain Loire, Sébastien Rodriguez, Céline Rang
<b>Bredin Prat</b>	Pascale Lagesse, Cyril Gaillard, Laetitia Tombarello
<b>CMS Francis Lefebvre Avocats</b>	Team of partners
<b>Fidal</b>	Christine Pellissier
<b>Flichy Grangé Avocats</b>	Florence Aubonnet, Olivier Kress, Stéphanie Dumas, Caroline Scherrmann, Camille Ventejou
<b>Global Tax Network</b>	Pascal Banchereau, Élisabeth Toffaloni
<b>KPMG Avocats</b>	Ann Atchade, Estelle Cupillard, Alain Loehr
<b>LPA-CGR Avocats</b>	Alexandre Bensoussan, Sandra Hundsdörfer, Karine Bézille, Sophie Marinier
<b>MGG Legal</b>	Marijke Granier-Guillemarre, Alexandra Frelat
<b>PwC Société d'Avocats</b>	Éléonore Guesnerot
<b>Vialto Société d'Avocats</b>	A. Le Fur, O. Dussarat, R. Hamelet, M.-C. Delpin, S. Garlot, I. Mathé-Ramos
<b>HIGHLY RECOMMENDED</b>	
<b>1 Alscio Avocats</b>	Jean-Sébastien Capisano, David Calvayrac, Mohamed Materi, Jérémy Spinelli, Louis van Gaver
<b>Aster</b>	Laurent Chevalier
<b>August Debouzy</b>	Emmanuelle Barbara, Virginie Devos, Isabelle Hadoux-Vallier
<b>Eunomie Avocats</b>	Lionel Seville, Nathalie Dauxerre, Thomas Lestavel, Jérôme Daniel
<b>Galahad</b>	Stéphanie Le Men Tenailleau, Nicolas Pregliasco
<b>Huetax</b>	Céline Huet, Dounia Tal
<b>Majorelle Avocats</b>	Jean-Charles Moriceau, Olivier Motte, Clarisse Delaitre
<b>Opleo Avocats</b>	Sandrine Gardel, Pierre-Olivier Bernard
<b>Osborne Clarke</b>	Maxime Pigeon, Jérôme Scapoli
<b>Reed Smith</b>	Séverine Martel
<b>Vaughan Avocats</b>	Cécile Cottin-Dusart
<b>2 Aklea</b>	Sidonie Lacroix-Girard, Sophie Greder
<b>Ashurst</b>	Muriel Pariente
<b>Astaé Avocats</b>	Susana Lopes dos Santos, Philippe Ravisy
<b>Baker Mckenzie</b>	Agnès Charpenet, Denise Broussal
<b>Barthélémy Avocats</b>	Team of partners
<b>Brl Avocats</b>	Nicolas Czernichow, Jean d'Aleman, Thomas Godey, Thomas Humbert, Saïd Sadaoui, Véronique Martin Bozzi, Henri Guyot, Camille Bres, Bastien Nicolini, Sophie-Anais Papafilippou
<b>Capstan Avocats</b>	Team of partners
<b>Chassany Watrelot &amp; Associés</b>	Mohamed Oulkhourir
<b>De Pardieu Brocas Maffei</b>	Philippe Rozec



<b>EPP Rechtsanwalte Avocats</b>	Anne-Lise Lamy, Aurelia Heim
<b>Fidere Avocats</b>	Marie-Claire Pottecher, Nicolas Chenevoy
<b>Freshfields Bruckhaus Deringer</b>	Gwen Senlanne
<b>Fromont Briens</b>	Team of partners
<b>GGV Avocats</b>	Benedicte Querenet-Hahn, Markus Erkert
<b>Haywood Wise</b>	Haywood Martin Wise
<b>Kersus</b>	Florence Richard, Xavier Clavel
<b>LCE avocats</b>	Jacques Saint-Jalmes
<b>Little France</b>	Sabrina Dougados, Julie Beot-Rabiot, Jean-Martial Buisson, Guillaume Desmoulin
<b>Lmt Avocats</b>	Christian Connor, Thierry Cheymol
<b>McDermott Will &amp; Emery</b>	Jilali Maazouz
<b>MSE Avocats</b>	Suzanne Seran, Camille Morel d'Arleux
<b>Nomos</b>	Virginie Delestre, Romain Pietri
<b>Numa</b>	Jean-Philippe Passanante, Raphaelle Busser
<b>Orrick</b>	Emmanuel Benard
<b>Proskauer Rose</b>	Beatrice Pola, Yasmine Tarasewicz, Nicolas Leger, Alexandra Stocki, Cecile Martin
<b>Qivive Avocats &amp; Rechtsanwalte</b>	Emilie Wider, Berenice Alish
<b>Racine</b>	Carla Di Fazio Perrin, Frederic Broud, Sarah Usunier, Philippe Rogez
<b>Raphael Avocats</b>	Isabelle Ayache-Revah, Marion Ayadi
<b>Rodl &amp; Partner</b>	Celine Kammerer, Tiphaine Puzin
<b>Taylor Wessing</b>	Markus Asshoff, Claudia Jonath
<b>UGGC Avocats</b>	Sophie Uettwiller
<b>RECOMMENDED</b>	
<b>Achache-Valluet-Arilla &amp; Associes</b>	Florence Achache, Carole Helmer, Delphine Cazeneuve
<b>Advant Altana</b>	Pierre Lubet, Mickael d'Allende
<b>Agonlex</b>	Pascal Guinot
<b>Alerion</b>	Jacques Perotto, Jean-Christophe Brun
<b>Allen &amp; Overy</b>	Claire Toumieux
<b>Amar Legal</b>	Sophie Amar
<b>ARG Avocats</b>	Arnaud Gris
<b>Ayache</b>	Caroline Andre-Hesse, Justine Coret
<b>BCTG Avocats</b>	Sabine de Paillerets-Matignon, Mei Zhang
<b>BDO Avocats</b>	Emilie Ducorps-Prouvost, Nicolas Latournerie, Xavier Bontoux, Frederic Fayan-Roux, Severine Aubert
<b>Bird &amp; Bird</b>	Nathalie Devernay
<b>Charles Russell Speechlys</b>	Kim Champion
<b>Clifford Chance</b>	Eric Davoudet, Franois Farmine
<b>Cohen &amp; Gresser</b>	Angeline Duffour
<b>Cornet Vincent Segurel</b>	Isabelle Savier-Pluyette
<b>D'Alverny Avocats</b>	Celia Dufour
<b>Dechert</b>	Philippe Thomas
<b>Delsol Avocats</b>	Delphine Bretagnolle, Brice Briel, Elsa Lederlin, Philippe Pacotte



## FRANCE

► <b>Dentons</b>	Julie Caussade, Frédérique Meslay-Caloni, Katell Déniel-Allioux
<b>DS Avocats</b>	Patricia Jeannin, Frédéric Godard-Auguste
<b>Edgar Avocats</b>	Guillaume Brédon, Aurélie Roche, Angélique Eyrygnoux
<b>Eversheds Sutherland</b>	Déborah Attali
<b>Exilac</b>	Grégoire Hervet
<b>Franklin</b>	Patrick Thiébart, Myriam de Gaudusson
<b>Galion Avocats</b>	Lionel Paraire
<b>Gide Loyrette Nouel</b>	David Jonin
<b>Gowling WLG</b>	Gaëlle Le Breton
<b>Guillemin Flichy</b>	Stéphane Flichy
<b>Harlay Avocats</b>	Frédérique David
<b>Hertslet Wolfer &amp; Heintz - HW&amp;H</b>	Pascal Gastebois, Céline Darreau
<b>Hoche Avocats</b>	Frédérique Cassereau
<b>Jeantet</b>	Nicolas Mancret
<b>La Garanderie Avocats</b>	Bertrand Merville, Saskia Henninger, Guy Alfosea, Stéphanie Serror
<b>Lerins</b>	Johann Sultan
<b>Linklaters</b>	Lionel Vuidard, Geric Clomes
<b>Morgan Lewis</b>	Sabine Smith-Vidal, Charles Dauthier
<b>Ogletree Deakins</b>	Jean-Marc Albiol, Cécile Martin
<b>Paetzold Avocats</b>	Marine Saphy, Fabien Créchet, Florian Paetzold, Stephan Paetzold, Andreas Paetzold
<b>Simmons &amp; Simmons</b>	Laurence Renard
<b>Simon Associés</b>	Nicolas Billon
<b>Solucial Avocats</b>	Thierry Doutriaux, Caroline Barbe, Louis Vaneecloo, Diane Dubrue
<b>Sophie Reichman</b>	Sophie Reichman
<b>Squire Patton Boggs</b>	Pauline Pierce
<b>Willington Avocats</b>	Joanna Farah

### COHEN & GRESSER: CREATIVITY THE FIRM'S CALLING-CARD



Angéline Duffour

Key figure(s):  
Angéline Duffour  
Established: 2014

**Track record:** Led by group/international mobility specialist Angéline Duffour, the French office's labor practice focuses on all aspects of employment law in a diverse range of industries, including hospitality and leisure, life sciences and healthcare and transportation. The firm recently acted for an American company during a group-wide restructuring plan that involved a French subsidiary.

**Team & differentiation:** Creativity, responsiveness and thoroughness are the watchwords for a firm which takes great pride in cultivating close ties with clients in France and internationally. Practice-head Angéline Duffour is regularly consulted by the national media in France to provide legal insight on the main labor issues of the day.

### QIVIVE: LEGAL HUB FOR FRANCE AND GERMANY



Bérénice Alisch

Key figure(s):  
Bérénice Alisch  
Established: 2000

**Track record:** The firm enjoys a stellar reputation for ironing out cross-border labor law issues related to the activities of German and French businesses. It is ideally placed to handle issues ranging from social security contributions and staff benefits, to staff and facility relocation plans. Clients include BNP Paribas, Rimowa and Maisons du Monde.

**Team & differentiation:** Franco-German firm Qivive advises medium-sized companies and large corporations on all aspects of German and French business law. Mobility and Expatriation specialist Bérénice Alisch represents the interests of clients in court cases concerning French labor law. With offices in Paris, Lyon and Cologne, the firm is a one-stop shop for German firms doing business in France, and vice-versa.

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Rothschild  
Martin Maurel

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# GERMANY

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## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>CMS Hasche Sigle</b>	Björn Gaul, Martina Hidalgo, Oliver Simon, Gerlind Wisskirchen
<b>Gleiss Lutz</b>	Christian Arnold, Martin Diller, Jens Günther, Steffen Krieger, Doris-Maria Schuster
<b>EXCELLENT</b>	
<b>1 Kliemt</b>	Burkard Göpfert, Michael Kliemt, Henrik Lüthge, Barbara Reinhard, Oliver Vollstädt
<b>Seitz</b>	Kathrin Bürger, Christina Kampeter, Thomas Kania, Hannah Krings, Stefan Seitz, Wolfgang Lipinski
<b>2 Freshfields Bruckhaus Deringer</b>	Klaus-Stefan Hohenstatt, Thomas Müller-Bonanni, Ulrich Sittard
<b>Noerr</b>	Andreas Butz, Hans-Christoph Schimmelpfennig
<b>Pusch Wahlig Workplace Law</b>	Georg Annuss, Jochen Keilich, Tobias Pusch, Thomas Wahlig
<b>HIGHLY RECOMMENDED</b>	
<b>1 Allen &amp; Overy</b>	Markulf Behrendt, Thomas Ubber
<b>GÖRG</b>	Lars Nevian, Pia Pracht*, Marcus Richter
<b>Küttner</b>	Thomas Niklas, Tim Wissmann
<b>Luther</b>	Axel Braun, Robert von Steinau-Steinrück
<b>Schramm Meyer Kuhnke</b>	Michael Kuhnke, Matthias Lodemann, Holger Meyer, Nils Schramm, Nina Tholuck
<b>2 ARQIS</b>	Tobias Neufeld, Andrea Panzer-Heemeier
<b>Baker McKenzie</b>	Christian Reichel, Alexander Wolff
<b>Bird &amp; Bird</b>	Barbara Geck, Martin Nebeling, Ralph Panzer, Artur-Konrad Wypych
<b>EPP Rechtsanwälte Avocats</b>	Sophie Gossmann, Aimée Levitre, Jörg Luft, Ulrich Martin
<b>Eversheds Sutherland</b>	Frank Achilles
<b>Greenfort</b>	Mark Lembke, Jens-Wilhelm Oberwinter
<b>Hangarter Legal</b>	Daniela Hangarter, Julian Leicht
<b>Heuking</b>	Regina Glaser, Andreas Walle, Astrid Wellhöner
<b>Qivive</b>	Anne Brion, Berenice Alisch, Christophe Kühl, Emilie Wider
<b>Vangard Littler</b>	Frauke Biester-Junker, Thomas Griebe
<b>RECOMMENDED</b>	
<b>1 ADVANT Beiten</b>	Markus Kuenzel, Andreas Imping
<b>Altenburg/Ellint</b>	Stephan Altenburg, Nicolas Roggel, Axel Schmädicke
<b>Avocado</b>	Thomas Dick, Eric Kessler, Norbert Windeln

<b>Dentons</b>	Philipp Byers, Markus Diepold, Sascha Grosjean
<b>Ebner Stolz</b>	Eva Einfeldt, Hanno Rädlein
<b>Hengeler Mueller</b>	Hendrik Bockenheimer, Christian Hoefs
<b>Heussen</b>	Ralf Busch, Claudine Gemeiner, Philip Herbst, Michael Ketterl, Reinhold Kopp, Helge Röstermundt
<b>Hogan Lovells</b>	Ingrid Ohmann-Sauer, Eckard Schwarz
<b>Justem</b>	Caroline Bitsch
<b>Linklaters</b>	Matthew Devey, René Döring, Timon Grau
<b>Oppenhoff</b>	Jörn Kuhn, Alexander Willemsen
<b>Osborne Clarke</b>	David Plitt
<b>Schweibert Lessmann</b>	Ulrike Schweibert
<b>Taylor Wessing</b>	Marc André Gimmy
<b>Watson Farley &amp; Williams</b>	Nikolaus Krienke, Andreas Wiegrefe
<b>2 AC Tischendorf</b>	Thomas Block
<b>Aderhold</b>	Dirk Helge Laskawy, Lars Thiesen
<b>Bluedex</b>	Christian Bitsch, Michael R. Fausel
<b>DKM</b>	Thomas Krebs, Knut Müller
<b>DLA Piper</b>	Jens Kirchner, Henriette Norda
<b>Friedrich Graf von Westphalen &amp; Partner</b>	Stefan Daub, Christoph Fingerle, Sabine Schröter
<b>Greenberg Traurig</b>	Kara Preedy
<b>Jones Day</b>	Paul Melot de Beauregard
<b>Laborius</b>	Peter Schrader
<b>Latham &amp; Watkins</b>	Tobias Leder
<b>Maat</b>	Dominik Jochums
<b>Mainwerk</b>	Henning Wiehe
<b>Mayer Brown</b>	Guido Zeppenfeld
<b>McDermott Will &amp; Emery</b>	Volker Teigelkötter
<b>Orth Kluth</b>	Guido Matthey
<b>Raue</b>	Sascha Herms
<b>SKW Schwarz</b>	Martin Gresslin, Martin Römermann, Michael Wahl
<b>T/S/C</b>	Susanne Clemenz, Johannes Schipp
<b>White &amp; Case</b>	Hendrik Röger
<b>Wurll Jasper + Kollegen</b>	Raoul Jasper

\*Counsel

## EPP RECHTSANWÄLTE AVOCATS: FRANCO-GERMAN CROSS-BORDER EXPERTISE



Sophie Gossmann

**Key figure(s):** Sophie Gossmann, Jörg Luft, Ulrich Martin and Aimée Levitre  
**Established:** 1994

**Track record:** EPP Rechtsanwälte Avocats focuses on employment contracts, dismissal procedures and management matters. The cross-border practice defends employers before German and French courts, in the native language of the respective jurisdictions. The team has long-term relationships with clients from the luxury goods, food, automotive and a wide range of other industries.

**Team & differentiation:** With offices in Baden-Baden, Strasbourg, Paris, Zurich, Bordeaux and Sarreguemines, the Franco-German practice provides legal assistance in French legal matters and equally acts for French companies active in German-speaking countries. The firm is a member of CBBL, an affiliated network of German-speaking business lawyers in over 60 countries.

## QIVIVE: ONE-STOP EMPLOYMENT LAW EXPERTS



Christophe Kühn

**Key figure(s):** Bérénice Alish, Edith Aupetit, Anne Brion, Gordian Deger, Jeanne Faymonville, Béatrice-Anne Kintzinger, Christophe Kühn and Emilie Wider  
**Established:** 2001

**Track record:** Franco-German law firm Qivive has been assisting French and German-speaking SMEs and large groups with all areas of German and French business law for over two decades. With bi-national lawyers who have studied in Germany and France (the Lyon office currently has three lawyers and one legal officer) Qivive is a byword for experience, responsiveness and creative inspiration.

**Team & differentiation:** With its deep roster of trilingual lawyers (German, French, English) dual trained in French and German law, and offices in Cologne, Paris and Lyon, Qivive provides invaluable expertise on cross-border disputes and German and French law. The firm's unique selling point is its ability to serve as a legal hub for investors with projects or subsidiaries in both jurisdictions.

# ITALY

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## LABOR ADVISORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
BonelliErede	Marcello Giustiniani
Toffoletto De Luca Tamajo	Franco Toffoletto, Raffaele De Luca Tamajo
Trifirò & Partners	Giacinto Favalli, Salvatore Trifirò
<b>EXCELLENT</b>	
<b>1</b> Failla & Partners	Luca Failla
Gatti Pavesi Bianchi Ludovici	Paola Tradati, Nicola Bonante
Ichino Brugnattelli e Associati	Pietro Ichino, Guglielmo Burragato, Margherita Covi, Andrea Fortunat
Lablaw	Francesco Rotondi, Michela Bani
Legance	Alberto Maggi
Maresca, Morrico, Boccia & Associati	Arturo Maresca
Zambelli & Partners	Angelo Zambelli, Barbara Grasselli, Alberto Testi
<b>2</b> ADVANT Nctm	Michele Bignami, Roberta Russo
Aldocalza	Aldo Calza
Chiomenti	Emanuele Barberis, Annalisa Reale
Gianni & Origoni	Alessandra Ferroni, Saverio Schiavone
Hogan Lovells	Vittorio Moresco
<b>HIGHLY RECOMMENDED</b>	
Baker McKenzie	Massimiliano Biolchini
Daverio & Florio Studio Legale	Fabrizio Daverio, Salvatore Florio
Dentons	Davide Boffi
Elexia Avvocati e Commercialisti	Gianluca Crespi
Ferrario Provenzali Nicodemi & Partners	Roberto Ferrario, Paolo Provenzali, Andrea Nicodemi
Marazza & Associati	Marco Marazza, Domenico De Feo
Morpurgo e Associati	Claudio Morpurgo, Anna Menicatti

Orsingher Ortu	Alessandro De Palma, Luca Garramone
Scorcelli & Partners	Renato Scorcelli, Sara Huge
<b>RECOMMENDED</b>	
Bird & Bird	Amedeo Rampolla
De Berti Jacchia Franchini Forlani	Guido Callegari, Gaspare Roma
De Luca & Partners	Vittorio De Luca
Eversheds Sutherland	Marcello Floris, Valentina Pomares
LCA Studio Legale	Giuseppe Bologna, Ranieri Romani
Lexellent	Giulietta Bergamaschi, Giovanni Battista Benvenuto, Stefano Piras
Littler	Carlo Majer, Edgardo Ratti
Norton Rose Fulbright	Attilio Pavone
Nunziante Magrone	Giuseppe Cucurachi
Pavia e Ansaldo	Enrico Del Guerra
PedersoliGattai	Francesco Simoneschi, Lorenzo Cairo
Pirola Pennuto Zei & Associati	Roberta Di Vieto
Portolano Cavallo	Andrea Gangemi
Simmons & Simmons	Davide Sportelli
Stanchi Studio Legale	Andrea Stanchi
Studio Legale Associato Beccaria e Capurro	Filippo Capurro
Watson Farley Williams	Giuseppe Bulgarini d'Elci
<b>VALUABLE PRACTICE</b>	
Carnelutti	Marco Sartori
Fava e Associati	Gabriele Fava
Franzosi Dal Negro Setti	Paola Polliani
K&L Gates	Roberto Podda
Lettieri & Tanca	Mattia Lettieri, Francesco Tanca
Quorum	Andrea Patrizi
Studio Grande Stevens	Filippo Disertori
Studio Legale Cartella-Manzoni	Carlo Manzoni
Tonucci & Partners	Cristina Mazzamauro
Ughi & Nunziante	Federico Torzo

## ZAMBELLI & PARTNERS: EXPERT LABOR BOUTIQUE



Angelo Zambelli

**Key figure(s):**  
Angelo Zambelli, Barbara Grasselli and Alberto Testi  
**Established:** 2007

**Track record:** Hyper-specialization is the calling-card of this well-respected labor boutique, particularly appreciated for its ability to delicately handle high-level cases such as complex reorganizations and extraordinary operations. Its lawyers are experts in labor and employment law as well as industrial relations, with each boasting more than two decades of deep experience.

**Team & differentiation:** Milan-based name partner and founder Angelo Zambelli enjoys a stellar reputation in labor law circles in Italy. Barbara Grasselli focuses on company crisis situations, while Alberto Testi is well known for handling high-level disputes.

## ORSINGHER ORTU: COMPREHENSIVE LABOR-LAW SERVICES



Alessandro De Palma

**Key figure(s):**  
Alessandro De Palma and Luca Garramone  
**Established:** 2007

**Track record:** The labor-law team at Orsingher Ortu enjoys a stellar reputation in Italy for providing assistance to clients from various jurisdictions on any-and-all matters related to labor law, including reorganizations, layoffs and collective redundancies. The firm's client roster includes companies from the banking & finance, health-care and food & drink sectors.

**Team & differentiation:** Milan-based Alessandro De Palma provides the full range of assistance on all labor and employment law cases, while Luca Garramone handles all social security and trade union matters.



## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>BonelliErede</b>	Marcello Giustiniani
<b>Failla &amp; Partners</b>	Luca Failla
<b>Toffoletto De Luca Tamajo</b>	Franco Toffoletto, Raffaele De Luca Tamajo
<b>Trifirò &amp; Partners</b>	Giacinto Favalli, Salvatore Trifirò
<b>EXCELLENT</b>	
<b>Aldocalza</b>	Aldo Calza
<b>Gatti Pavesi Bianchi Ludovici</b>	Paola Tradati, Nicola Bonante
<b>Ichino Brugnattelli e Associati</b>	Pietro Ichino, Guglielmo Burragato, Margherita Covi, Andrea Fortunat
<b>Lablaw</b>	Francesco Rotondi, Angelo Quarto
<b>Maresca, Morrico, Boccia &amp; Associati</b>	Arturo Maresca
<b>Scorcelli &amp; Partners</b>	Renato Scorcelli, Sara Huge
<b>Zambelli &amp; Partners</b>	Angelo Zambelli, Barbara Grasselli, Alberto Testi
<b>HIGHLY RECOMMENDED</b>	
<b>ADVANT Nctm</b>	Roberta Russo, Michele Bignami
<b>Chiomenti</b>	Emanuele Barberis, Annalisa Reale
<b>Daverio &amp; Florio Studio Legale</b>	Fabrizio Daverio, Salvatore Florio, Bernadina Calafiori
<b>Elexia Avvocati e Commercialisti</b>	Gianluca Crespi
<b>Ferrario Provenzali Nicodemi &amp; Partners</b>	Roberto Ferrario, Paolo Provenzali, Andrea Nicodemi
<b>Gianni &amp; Origoni</b>	Alessandra Ferroni, Saverio Schiavone
<b>LCA Studio Legale</b>	Giuseppe Bologna, Ranieri Romani
<b>Legance</b>	Alberto Maggi
<b>Lexellent</b>	Giulietta Bergamaschi, Giovanni Battista Benvenuto, Stefano Piras
<b>Marazza &amp; Associati</b>	Marco Marazza, Domenico De Feo
<b>Marco De Bellis &amp; Partners</b>	Marco De Bellis
<b>Morpurgo e Associati</b>	Claudio Morpurgo
<b>Nunziante Magrone</b>	Giuseppe Cucurachi



<b>Orsingher Ortu</b>	Alessandro De Palma, Luca Garramone
<b>PedersoliGattai</b>	Francesco Simoneschi, Lorenzo Cairo
<b>Stanchi Studio Legale</b>	Andrea Stanchi
<b>RECOMMENDED</b>	
<b>Baker McKenzie</b>	Massimiliano Biolchini
<b>Bird &amp; Bird</b>	Amedeo Rampolla
<b>CBA</b>	Gianvito Riccio
<b>De Berti Jacchia Franchini Forlani</b>	Guido Callegari, Gaspare Roma
<b>Eversheds Sutherland</b>	Marcello Floris
<b>Fava e Associati</b>	Gabriele Fava
<b>Franzosi Dal Negro Setti</b>	Paola Polliani
<b>Hogan Lovells</b>	Vittorio Moresco
<b>Lettieri &amp; Tanca</b>	Mattia Lettieri, Francesco Tanca
<b>Pavia e Ansaldo</b>	Enrico Del Guerra
<b>Portolano Cavallo</b>	Andrea Gangemi
<b>Simmons &amp; Simmons</b>	Davide Sportelli
<b>Studio Legale Associato Beccaria e Capurro</b>	Filippo Capurro
<b>Watson Farley Williams</b>	Giuseppe Bulgarini d'Elci
<b>VALUABLE PRACTICE</b>	
<b>BSVA</b>	Giovanina Ventura
<b>Carnelutti</b>	Giulia Busin
<b>Studio Grande Stevens</b>	Filippo Disertori
<b>K&amp;L Gates</b>	Roberto Podda
<b>Little</b>	Carlo Majer, Edgardo Ratti
<b>Quorum</b>	Andrea Patrizi

### BSVA: REFINED LABOR AND EMPLOYMENT LITIGATORS



Giovanina Ventura

Key figure(s):  
Giovannina Ventura  
Established: 2003

**Track record:** Particularly acclaimed for successfully representing clients in a number of high-stakes disputes, BSVA has a strong focus on social security matters. The team also assists in labor and employment law cases, and is able to handle either contentious or advisory work, including public procurement cases.

**Team & differentiation:** Milan-based Giovannina Ventura heads the labor department and is esteemed for her litigation nous in all labor disputes, administrative cases as well as social security matters. She has more than 20 years' experience in the Italian labor litigation scene.



## PAYROLL SERVICES & HR CONSULTANCY

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> De Fusco Labour & Legal	Enzo De Fusco
Studio Rota Porta	Alessandro Rota Porta
<b>2</b> ArlatiGhislandi	Valeria Amoruso
Brisciani & Partners	Massimo Brisciani
NexumStp	Paolo Stern, Gianluca Petricca
<b>EXCELLENT</b>	
Ceccato Tormen & Partners	Dario Ceccato, Paolo Tormen
Italia Paghe	Lucio Sindaco
Pirola Pennuto Zei & Associati	Carlo Dori
Studio Dott. Luca Tullio Lazzerini	Luca Tullio Lazzerini
Studio Volontè & Associati	Matteo Ferrè
<b>HIGHLY RECOMMENDED</b>	
A&F Consulting	Giovanni Carioni
F2A	Roberta Maspes
HR Capital	Leonardo Zaffiri
Jobcode	Luca Insabato
LDP	Arianna De Carlo
Studio de Gioia	Andrea de Gioia
Studio di Nunzio e Associati	Potito di Nunzio
Studio Furfaro	Luca Furfaro
Studio Lupino e Falco	Alessandro Falco, Maurizio Lupino
Studio Pagani Payroll	Donatella Mariani
Studio Prati	Isabella Prati, Alberto Prati
Studio Stella e Associati	Antonio Stella, Roberta Ferrauto, Damiano Battaglion
<b>RECOMMENDED</b>	
Giuseppe Spina & Partners	Franca Gori, Tommaso Mengucci

### CECCATO TORMEN & PARTNERS: HIGH-VALUE STRATEGIC ASSISTANCE AND HR MANAGEMENT



Dario Ceccato

Key figure(s): Dario Ceccato and Paolo Tormen  
Established: 2017

**Track record:** The firm is adept at helping clients achieve their internationalization goals by providing guidance on all aspects related to contract, administrative, social security and fiscal law. It is also well known for helping clients in crisis situations, developing welfare plans and establishing auditing processes.

**Team & differentiation:** With offices in Albano Terme (Padua) and Treviso, the firm assists both domestic and international clients. Founding and name partners Dario Ceccato and Paolo Tormen are supremely capable of assisting companies in the management of human resources, welfare processes, restructuring, internationalization and trade union relations.

# M & A STORIES

JUNE 2024 - SALONS HOICHE, PARIS

**A GATHERING OF LEADERS  
FROM THE WORLD OF  
Mergers & Acquisitions**

BREDIN PRAT

 **howden**  
M&A

**Weil**



# LUXEMBOURG

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## LABOR LAW

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Arendt &amp; Medernach</b>	Philippe Schmit, Jean-Luc Putz, Lorraine Chéry
<b>Baker McKenzie</b>	Annie Elfassi, Sabrina Bodson
<b>BSP</b>	Anne Morel, Harmonie Méraud
<b>Castegnaro</b>	Guy Castegnaro
<b>Kleyr Grasso</b>	Christian Jungers
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	André Marc, Gilles Dall'Agnol, Maurice Macchi
<b>Adam &amp; Bleser</b>	Romain Adam
<b>Elvinger Hoss Prussen</b>	Pierre Elvinger
<b>Brucher, Thieltgen &amp; Partners</b>	Marie Bena
<b>DSM Avocats À La Cour</b>	Mario Di Stefano
<b>Thewes &amp; Reuter</b>	Pierre Reuter, Anne Charton
<b>Unalome Legal</b>	Marielle Stevenot
<b>HIGHLY RECOMMENDED</b>	
<b>Bonn &amp; Schmitt</b>	Pol Steinhäuser, Alain Grosjean
<b>Clifford Chance</b>	Albert Moro
<b>Etude Hélène Weydert</b>	Hélène Weydert
<b>Luxlex</b>	Benoît Maréchal
<b>Loyens &amp; Loeff</b>	Sabrina Martin
<b>Schiltz &amp; Schiltz</b>	Anne Ferry

### BSP: CUSTOMER-CENTRIC EMPLOYMENT EXPERTS



Anne Morel

Key figure(s): Anne Morel  
Established: 1994

**Track record:** BSP showcases a strong spirit of innovation while catering to clients' needs, offering support ranging from daily management to representation in Luxembourg courts during disputes. The firm has a remarkable track record of successful negotiations and out-of-court settlements. It has garnered extensive expertise in corporate cycles, providing counsel on cross-border employment matters as part of transfers and corporate restructurings.

**Team & differentiation:** The team plays a pivotal role as a trusted advisor and offers in-house training to clients. BSP has established a number of hotlines to provide day-to-day human-resource support and is actively engaged in implementing strategic and innovative initiatives on a broad range of matters.

# NORWAY

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## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Advokatfirmaet Haavind</b>	Gaute Krokann, Lars Kokkvold, Pål Kvernaas
<b>Advokatfirmaet Hjort</b>	Jens Kristian Johansen, Anne Marie Due
<b>Advokatfirmaet Selmer</b>	André Istad Johansen, Hans Jørgen Bender, Ragnhild J. Nakling, Siri Falch-Olsen
<b>Arntzen De Besche</b>	Knut-Marius Sture, Håvard Sandnes
<b>Simonsen Vogt Wiig</b>	Lill Egeland, Thomas Talén, Trine-Lise Fromreide, Per Chr. Eriksen, Nicolay Skarning
<b>Wiersholm</b>	Jan Fougner, Eli Aasheim, Christel Søreide
<b>EXCELLENT</b>	
<b>Advokatfirmaet Schjødt</b>	Martin Jetlund
<b>BAHR</b>	Tarjei Thorkildsen, Tor Olav Carlsen
<b>CMS Kluge</b>	Marco Lilli, Johan Krabbe-Knudsen, Nina Gundersen Sandnes, Anders Stenbrenden
<b>Homblesolheim</b>	Runar Homblesolheim, Trond Erik Solheim
<b>Little Norway</b>	Ole Kristian Olsby, Trond Erik Kvalsnes, Merete Furesund, Tore Lerheim
<b>Thommessen</b>	Stein Kimsås-Otterbech, Trond Hatland, Tron Dalheim
<b>Wikborg Rein</b>	Simen Lium, Fredrik Gisholt, Jan L. Backer, Christian Backe
<b>HIGHLY RECOMMENDED</b>	
<b>Advokatfirmaet Føyen</b>	Preben Haugmoen Mo, Marianne Klausen
<b>DLA Piper Norway</b>	Per Benonisen, Rajvinder Singh Bains
<b>Helm</b>	Olaug Merete Dybedal, Thor-Arne Wullum
<b>Kvale Advokatfirma</b>	Monica Gjerde Sperre, Jan-Erik Sverre
<b>SANDS</b>	Henning M. Heitmann
<b>RECOMMENDED</b>	
<b>Advokatfirmaet Grette</b>	Thorkil H. Aschehoug, Hege Grønsberg Abrahamsen
<b>Ræder Bing</b>	Kari Bergeius Andersen
<b>Brækhus Advokatfirma</b>	Christian Engelstad
<b>Bull &amp; Co Advokatfirma</b>	Anette Mellbye, Jørgen Burdal, Kåre Bjørlo
<b>Deloitte Advokatfirma</b>	Bjørn Ofstad

# POLAND

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## LABOR LAW

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Raczkowski Paruch</b>	Bartłomiej Raczkowski, Iwona Jaroszevska-Ignatowska, Dominika Dorre-Kolasa, Łukasz Kuczkowski
<b>Wardynski &amp; Partners</b>	Agnieszka Lisiecka, Szymon Kubiak
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Piotr Rawski, Michał Lisawa
<b>CMS</b>	Katarzyna Dulewicz
<b>Dentons</b>	Aleksandra Minkowicz-Flanek
<b>DLA Piper</b>	Agnieszka Lechman-Filipiak
<b>Domanski Zakrzewski Palinka</b>	Bogusław Kaplon, Agata Mierzwa
<b>Wojewódka I Wspólnicy Kancelaria Prawa Pracy</b>	Marcin Wojewódka, Alicja Pawelec
<b>Zawirska Gasior - Radcowie Prawni I Adwokaci</b>	Patrycja Zawirska, Grzegorz Ruszczyk
<b>HIGHLY RECOMMENDED</b>	
<b>1 A Sobczyk I Współpracownicy Law Offices</b>	Arkadiusz Sobczyk
<b>Chajec Don-Siemion &amp; Zyto</b>	Ewa Don-Siemion
<b>Eversheds Sutherland</b>	Ewa Łachowska-Brol
<b>Greenberg Traurig Grzesiak</b>	Anna Hałas-Krawczyk
<b>2 Bird &amp; Bird</b>	Karolina Stawicka
<b>Bkb Baran Ksiazek Bigaj</b>	Daniel Ksiazek
<b>Clifford Chance</b>	Tomasz Derda
<b>Drzewiecki, Tomaszek i Wspólnicy</b>	Dawid Jakub Zdebiak, Waldemar Gujski
<b>Sadkowski I Wspólnicy</b>	Marzena Łabedz
<b>Sołtysinski Kawecki &amp; Szlezak</b>	Agnieszka Fedor
<b>Squire Patton Boggs Swiecicki Krzesniak</b>	Malgorzata Grzelak
<b>Wolf Theiss</b>	Peter Daszkowski
<b>RECOMMENDED</b>	
<b>Bww Banasik Wozniak I Wspólnicy</b>	Aleksandra Wozniak
<b>Ey Law</b>	Zuzanna Zakrzewska
<b>Gide Loyrette Nouel</b>	Paweł Grzeskowiak
<b>Hogan Lovells</b>	Agnieszka Szczodra-Hajduk
<b>Linklaters</b>	Monika Krzyszkowska-Dabrowska
<b>Noerr</b>	Jaroslav Karlikowski, Katarzyna Zwierz-Wilkocka
<b>Olesinski &amp; Wspólnicy</b>	Lucyna Brayshaw, Anna Chrobot
<b>PCS Paruch Chrusciel Schiffter Stepien   Littler Global</b>	Sławomir Paruch, Łukasz Chrusciel
<b>Penteris</b>	Agnieszka Pytlas
<b>Wiewiórski Legal</b>	Magdalena Szeptycka, Marek Maciej Wiewiórski
<b>Wkb Wiercinski, Kwiecinski, Baehr</b>	Wioleta Polak

# PORTUGAL

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## LABOR LAW

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Abreu Advogados</b>	Carmo Sousa Machado, Patrícia Perestrelo
<b>DLA Piper</b>	Benjamim Mendes, João Guedes
<b>Morais Leitão, Galvão Teles, Soares da Silva &amp; Associados</b>	Helena Tapp Barroso, Luís Miguel Monteiro, Pedro Pardal Goulão
<b>SRS Legal</b>	Ana Luísa Beirão, Cláudia Varela, Mariana Caldeira Sarávia
<b>EXCELLENT</b>	
<b>CMS Rui Pena &amp; Arnaut</b>	Susana Afonso, Sofia Mateus, João Paulo Gomes
<b>Cuatrecasas</b>	Rui Vaz Pereira, Inês Pinheiro
<b>PLMJ</b>	Nuno Ferreira Morgado, Nuno Guedes Vaz, Tiago Cortes, José Pedro Anacoreta
<b>Uría Menéndez - Proença de Carvalho</b>	André Pestana Nascimento
<b>HIGHLY RECOMMENDED</b>	
<b>CCA Law</b>	Pedro Antunes
<b>CS'Associados</b>	Pedro Furtado Martins
<b>Garrigues</b>	Rui Valente
<b>PBBR - Sociedade de Advogados RL</b>	Inês Reis
<b>Sérvulo &amp; Associados</b>	Rita Canas da Silva
<b>VdA</b>	Manuel Cavaleiro Brandão
<b>RECOMMENDED</b>	
<b>Andersen</b>	José Mota Soares
<b>BAS - Sociedade de Advogados</b>	Pedro Madeira de Brito, Dália Cardadeiro, Nuno Miguel Vieira, Tânia Silva
<b>DCM Littler</b>	David Carvalho Martins
<b>Eversheds Sutherland FCB</b>	Inês Albuquerque e Castro
<b>Gama Glória</b>	Elisa Summavielle
<b>Linklaters</b>	Marta Afonso Pereira
<b>Miranda &amp; Associados</b>	Diogo Leote Nobre, Paula Caldeira Dutschmann
<b>PRA – Raposo, Sá Miranda &amp; Associados</b>	Joana de Sá, Helena Braga Marques, Joana Cadete Pires
<b>SPS</b>	Manuel Gibert Prates, Bárbara Ribeiro Damas
<b>Telles</b>	Gonçalo Pinto Ferreira
<b>VALUABLE PRACTICE</b>	
<b>Antas Da Cunha Ecija</b>	Pedro da Quitéria Faria
<b>Cerejeira Namora, Marinho Falcão</b>	Nuno Cerejeira Namora

### SRS LEGAL: PIONEERS IN SPECIALIZED SERVICE



Mariana Caldeira de Sarávia

Key figure(s):  
Mariana Caldeira Sarávia,  
Ana Luísa Beirão, César Sá  
Esteves, Cláudia Varela  
and Leonor Francisco  
Established: 1992

**Track record:** SRS Legal serves a highly diverse client base, covering sectors such as banking, insurance and transport/aviation. Over the past year it has handled significant project work and advisory related to recent changes to labor legislation regarding the Decent Work Agenda and new ways of working. Innovation remains a top priority for the department, both in terms of client product and service design.

**Team & differentiation:** SRS Legal's employment department, headed by Mariana Caldeira de Sarávia and Ana Luísa Beirão, has a distinguished reputation for service-delivery excellence, both at a national and international level, and differentiates itself by offering exclusive and specialist advice in areas such as strategic consultancy, projects, litigation, international advisory, social security and collective bargaining.

# SPAIN

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## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Allen & Overy	Silvia Bauzá
Ceca Magán Abogados	Enrique Ceca Gómez-Arevalillo, Luis Pérez Juste, Jorge Sarazá Granados
Garrigues	Rosa Zarza, Adriano Gómez
Sagardoy Abogados	Martín Godino, Iñigo Sagardoy, Ana Godino, Román Gil, David Isaac Tobía, María Jesús Herrera
Uría Menéndez	Mario Barros, Juan Reyes
<b>EXCELLENT</b>	
Abdón Pedrajas Littler	Antonio Pedrajas, Ivan López, Alfonso Pedrajas, Sonia Cortés, Inés Molero
Baker McKenzie	Fermín Guardiola, David Díaz, José Prieto, Mireia Sabaté
BDO Abogados	Ignacio Sampere , Montse Rodríguez
Cuatrecasas	Rubén Agote, Jorge Aranz, Juan Bonilla, Francisco Conde, Rubén Doctor, Valentin García, Ignacio Jabato, Jordi Puigbó, Lara Vivas
DLA Piper	Pilar Menor
Pérez-Llorca	Daniel Cifuentes, Luis E. Fernández Pallarés, Laura Pérez, Isabel Moya, Manel Hernández
<b>HIGHLY RECOMMENDED</b>	
CMS Albiñana & Suárez de Lezo	César Navarro, Elena Esparza
Everfive Abogados	Pablo Bernal, Santiago Carrero, Rita Fernández-Figares, José Luis Díez, Álvaro García
Eversheds Sutherland	Jacobo Martínez
Gómez-Acebo & Pombo	Ignacio del Fraile, Carlos de la Torre
Hogan Lovells	Luis De la Villa
King & Wood Mallesons	Carlos Gil
Labormatters Abogados	Alfredo Aspra, Jaime Silva, Sergio Juárez, Pedro Alonso, Puy Abril
Roca Junyent	Albert Rodríguez, María Rosa Rodríguez, María José Sánchez, Alberto Novoa
Simmons & Simmons	Eduardo Peñacoba, Juan Calvente



## RECOMMENDED

<b>Andersen</b>	Victoria Caldevilla
<b>Deloitte Legal</b>	Fernando Bazán, Xavier Pallarés
<b>Ecija</b>	Fernando Vizcaino, Raul Rojas, Carlos Martínez Cebrian
<b>Everfive Abogados</b>	Pablo Bernal, Santiago Carrero, Rita Fernández-Figares, José Luis Díez, Álvaro García
<b>Freshfields Bruckhaus Deringer</b>	Raquel Flórez
<b>Legaltrade Abogados</b>	Aranca Cantos
<b>Ontier</b>	José María Fernández Mota, Javier Rodríguez
<b>Ramón y Cajal Abogados</b>	Gonzalo Mairata, Glòria Raich
<b>RCD</b>	Cristina Samaranch, Dídac Ripollés
<b>Zurbarán Abogados</b>	Miguel Cuéllar Portero

## LABOR ADVISORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Ceca Magán Abogados</b>	Enrique Ceca Gómez-Arevalillo, Luis Pérez Juste, Jorge Sarazá Granados
<b>Garrigues</b>	Rosa Zarza, Adriano Gómez
<b>Sagardoy Abogados</b>	Román Gil, Martín Godino, David Isaac Tobía, María Jesús Herrera, Raquel Muñiz
<b>Uriá Menéndez</b>	Mario Barros, Juan Reyes
<b>EXCELLENT</b>	
<b>Abdón Pedrajas Littler</b>	Antonio Pedrajas, Ivan López, Alfonso Pedrajas, Sonia Cortés, Inés Molero
<b>Allen &amp; Overy</b>	Silvia Bauzá
<b>Baker McKenzie</b>	Fermín Guardiola, David Díaz, José Prieto, Mireia Sabaté
<b>BDO Abogados</b>	Montse Rodríguez, Ignacio Sampere
<b>Cuatrecasas</b>	Rubén Agote, Jorge Aranz, Juan Bonilla, Rubén Doctor, Ignacio Jabato, Jordi Puigbó, Lara Vivas
<b>DLA Piper</b>	Pilar Menor, Paz de la Iglesia
<b>Eversheds Sutherland</b>	Jacobo Martínez
<b>Gómez-Acebo &amp; Pombo</b>	Ignacio del Fraile, Carlos de la Torre
<b>King &amp; Wood Mallesons</b>	Carlos Gil
<b>Pérez-Llorca</b>	Daniel Cifuentes, Luis E. Fernández Pallarés, Laura Pérez, Isabel Moya, Manel Hernández
<b>HIGHLY RECOMMENDED</b>	
<b>Deloitte Legal</b>	Fernando Bazán, Xavier Pallarés
<b>Everfive Abogados</b>	Santiago Carrero, Rita Fernández-Figares, Pablo Bernal, José Luis Díez, Álvaro García
<b>Hogan Lovells</b>	Luis De la Villa



## SPAIN

▶ <b>Labormatters</b>	Alfredo Aspra, Jaime Silva, Sergio Juárez, Pedro Alonso, Puy Abril
<b>Simmons &amp; Simmons</b>	Eduardo Peñacoba, Juan Calvente
<b>Squire Patton Boggs</b>	Ignacio Regojo
<b>RECOMMENDED</b>	
<b>Araoz &amp; Rueda</b>	Alfonso Suárez
<b>Broseta</b>	Marta Calabuig, Enrique Micolau, Alberto Irizar
<b>RCD</b>	Cristina Samaranch, Dídac Ripollés
<b>Freshfields Bruckhaus Deringer</b>	Raquel Flórez
<b>Lener</b>	Carmen Galán Fernández
<b>Linklaters</b>	Moira Guitart
<b>Maio Legal</b>	Ángela Toro, Alfonso Martínez Escribano, Marta Cámara, Alejandro Gil
<b>Ontier</b>	Javier Rodríguez
<b>Roca Junyent</b>	Albert Rodríguez, María Rosa Rodríguez, María José Sánchez, Alberto Novoa
<b>Sanchez Butron</b>	Gloria Pareja Ramírez, Manoli Gómez García, Luis Monzó Díez, Beatriz Penalva Botella
<b>Zurbarán Abogados</b>	Miguel Cuéllar Portero

### ALLEN & OVERY: TECHNICAL EXCELLENCE



Silvia Bauzá

Key figure(s): Silvia Bauzá  
Established: 1991

**Track record:** Allen & Overy's team assisted on collective bargaining agreements of Airbus Group and on the negotiation and implementation of a new equality plan, covering three companies and impacting more than 12,000 staff. They advised Capgemini on post-merger integration process with Altran, acting as experts in internal whistleblowing investigations.

**Team & differentiation:** Allen & Overy's labor practice is led by Silvia Bauzá, who has advised on a number of large corporate restructurings for both Spanish and international companies and also acted in complex litigations. The group prides itself on its expertise in employment law, benefits and incentives, working conditions, restructurings, HR policies, compliance and investigation procedures, providing creative solutions to any employment issue.

### EVERSHEDS SUTHERLAND: CLIENT-CENTRIC ADVICE



Jacobo Martínez Pérez-Espinosa  
Key figure(s): Jacobo Martínez Pérez-Espinosa  
Established: 2009

**Track record:** The firm advised Room Mate Hotels on its sale to a new fund in the context of an insolvency process, reaching an agreement with unions and workers' representatives. It also represented Globalvia Group in an audit of pay-slips and remuneration conditions of the employees of more than 20 companies in the group, coordinating across different jurisdictions.

**Team & differentiation:** Led by Jacobo Martínez, the labor team at Eversheds Sutherland is recognized for its deep understanding of complex remuneration schemes, employment aspects of corporate transactions, restructurings, collective negotiations and employment litigation. Its team of specialist lawyers provides client-centric advice. The firm has an exclusive platform dedicated to HR managers, which facilitates communication with clients and professionals.

### GÓMEZ-ACEBO & POMBO: INNOVATIVE AND TAILOR-MADE SOLUTIONS



Ignacio del Fraile

Key figure(s): Ignacio del Fraile, Carlos de la Torre Juan Antonio de Lanzas, Borja González and Lourdes Escassi  
Established: 1971

**Track record:** GA\_P is very focused on international clients and regularly advises multinational companies such as Nike, UPS, Expedia, Smurfit Kappa, AIG, Amazon and Warner Music. It has carried out several restructuring procedures in Spain affecting different sectors and industries. The firm houses a top team of litigation specialists which acts in complex judicial cases.

**Team & differentiation:** The firm provides representation with a personal touch during cases, and is the only Spanish member of the Employment Law Alliance, a prestigious network of employment law firms. Ignacio del Fraile heads the labor practice for both Portugal and Spain, which is composed of more than 20 lawyers who offer innovative, comprehensive solutions tailored to their clients' needs.

# LEGAL HEADHUNTERS

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Altum Advisors</b>	Sancho Peña, Pedro Herráiz, Fernando Castillo
<b>Signium</b>	Ignacio Bao
<b>EXCELLENT</b>	
<b>F&amp;B Consultores</b>	Paula Fuentes
<b>IurisTalent</b>	Javier Moreno, Mila González
<b>Michael Page</b>	Maria Chavero, Marta Pinto
<b>SSQ</b>	Alejandro Kress
<b>Talengo</b>	José Ignacio Jiménez, Mayte Martínez
<b>HIGHLY RECOMMENDED</b>	
<b>Boyden</b>	Luis Diaz-Obregón, Miguel Ángel Zuil
<b>Hays</b>	Laura Pereira Campello , Irene Arroyo Rodriguez
<b>Linking Legal</b>	Xavier Miravalls
<b>Morgan Phillips</b>	Fernando Guijarro, Alfredo Santos
<b>Robert Walters</b>	Victor Monreal
<b>LHH</b>	José Muñoz-Seca
<b>Wyser</b>	Marta Sanz
<b>RECOMMENDED</b>	
<b>Colding Advisors</b>	Javier Colilla Barreiro, Luis del Castillo Golding
<b>ESAME Headhunting</b>	Carlos Gomez Poza
<b>Lobb Executive Search</b>	Monica Lobato Gil
<b>Page Executive</b>	Guillermo Marcet Gomez
<b>Transearch</b>	Carlos Cortés

# SWEDEN

## LABOR & EMPLOYMENT

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### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Advokatfirman Cederquist</b>	Robert Stromberg, Jens Tillqvist
<b>Advokatfirman Vinge</b>	Fredrik Dahl, Ingela Malmberg, Åsa Gotthardsson
<b>Mannheimer Swartling</b>	Henric Diefke, Anders Nordström
<b>EXCELLENT</b>	
<b>Baker McKenzie Sweden</b>	Sten Bauer
<b>Elmzell Advokatbyrå</b>	Jenny Hellberg, Petter Wenhult
<b>Morris Law</b>	Martin Vildhede, Roger Wier
<b>Roschier</b>	Jenny Welander Wadström
<b>Setterwalls Advokatbyrå</b>	Henrik Kjellander, Åsa Erlandsson
<b>HIGHLY RECOMMENDED</b>	
<b>Advokatfirman Lindahl</b>	Cecilia Kindgren-Bengtsson, Anders Leijon
<b>Advokatfirman Schjødt</b>	Jenny Jilmstad
<b>Bird &amp; Bird Sweden</b>	Katarina Åhlberg
<b>Delphi</b>	Magnus Berterud, Fredrik Nordlöf
<b>DLA Piper Sweden</b>	Björn Rustare, Johan Zetterström
<b>edpLaw Advokatbyrå</b>	Johan Thörn, Dino Kalamujic, Johan Sundberg
<b>MAQS Advokatbyrå</b>	Lars Lövgren, Mats Nilsson, Marie Marklund
<b>Törngren Magnell &amp; Partners Advokatfirma</b>	Anna Jerndorf
<b>RECOMMENDED</b>	
<b>Eversheds Sutherland</b>	Per Westman, Torbjörn Lindmark
<b>Hellström Law</b>	Johan Karlman, Mats Hellström, Anna Fernqvist Svensson, Erika Juvander Heveus
<b>Magnusson</b>	Magdalena Berg
<b>Wesslau Söderqvist Advokatbyrå</b>	Jessica Stålhammar, Petra Loodberg, Martin Bergander
<b>Wistrand</b>	Jakob Bernander, Jörgen Larsson

# SWITZERLAND

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## LABOR: ADVISORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Blesi & Papa	Alfred Blesi, Roberta Papa, Thomas Pietruszak, René Hirsiger
Schellenberg Wittmer	Vincent Carron, Michael Hess, Christine Beusch-Liggenstorfer, Catherine Weniger
<b>2</b> Bär & Karrer	Thomas Stoltz, Laura Widmer, Ruth Bloch-Riemer
Homburger	Balz Gross, Andreas Müller, Peter Müller
Niederer Kraft Frey	Catherine Grun Meyer, Valerie Meyer Bahar, Andreas Casutt
Vischer	Marc Ph. Prinz, Gérald Virieux
Walder Wyss	Philippe Nordmann, Simone Wetzstein, Irène Suter-Sieber, Rayan Houdrouge
<b>EXCELLENT</b>	
Lenz & Staehelin	Matthias Oertle, Sara Rousselle-Ruffieux
MLL Meyerlustenberger Lachenal Froriep	Alain Gros, Thomas Kälin
Pestalozzi	Martin Mueller, Christian Roos
Streiff Von Kaenel	Adrian von Kaenel, Romina Carcagni Roesler, Lukasz Grebski
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Baker McKenzie	Peter Reinert, Christoph Stutz
Cbwm & Associés	Rémy Wyler, Aline Bonard
CMS von Erlach Partners	Christian Gersbach
Kellerhals Carrard	Christoph Zimmerli, Urs Marti
Mangeat	Laurence Crittin, My-Hué Tan
MME Legal	Michèle Stutz, Martina Aepli
Resolution Legal Partners	Françoise Martin Antipas
Troillet Meier Raetz	Anne Troillet, Anne Meier
Wenger Plattner	Cristina Solo de Zaldivar, Roland Bachmann
<b>2</b> BMG Avocats	Manuel Isler, Frédéric Gabus
DHA Avocats	Boris Heinzer
Gillioz Dorsaz & Associés	Vanessa Maraia-Rossel
Id Est Avocats	Juliette Ancelle
Waeber Avocats	Christian Bruchez, Giuseppe Donatiello

### WALDER WYSS: PIONEERING EXCELLENCE IN LABOR LAW ACROSS BORDERS



Simone Wetzstein

Key figure(s): Simone Wetzstein and Philippe Nordmann  
Established: 1972

**Track record:** Operating across six offices, Walder Wyss' employment law team demonstrates a consistent ability to manage complex labor law issues, taking a balanced approach to advisory and litigation services which adapts to client needs. Its involvement spans various industries including finance, pharmaceuticals and luxury, with a focus on contract negotiations, mass redundancies and restructuring projects.

**Team & differentiation:** Philippe Nordmann and Simone Wetzstein co-head a team of seven partners and 30 other lawyers. Their approach integrates innovative legal strategies, addressing a range of topics, from social security to gender equality law. The team's specialization is underscored by its Swiss attorney association certification as employment specialists. The firm also routinely invests in legal tech, ensuring cutting-edge solutions.

**LABOR: LITIGATION****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Bär &amp; Karrer</b>	Laura Widmer, Thomas Stoltz, Ruth Bloch-Riemer, Aurélie Conrad Hari
<b>Blesi &amp; Papa</b>	Alfred Blesi, Roberta Papa, René Hirsiger
<b>Niederer Kraft Frey</b>	Catherine Grun Meyer, Valerie Meyer Bahar, Andreas Casutt, Nicolas Kuonen
<b>Schellenberg Wittmer</b>	Michael Hess, Vincent Carron
<b>Walder Wyss</b>	Philippe Nordmann, Olivier Sigg, Davide Jermini, Irène Suter-Sieber, Simone Wetzstein, Ravan Houdrouge
<b>EXCELLENT</b>	
<b>1 CMS von Erlach Partners</b>	Christian Gersbach
<b>Lenz &amp; Staehelin</b>	Matthias Oertle, Dominique Müller, Sara Roussele-Ruffieux, Daniel Tunik
<b>Pestalozzi</b>	Martin Mueller, Christian Roos
<b>Vischer</b>	Marc Ph. Prinz, Gérald Virieux, Anela Lucic
<b>2 Bianchischwald</b>	Stéphanie Fuld
<b>Bratschi</b>	Angela Hensch, Sandra De Vito Bieri
<b>Kellerhals Carrard</b>	Urs Marti, Christoph Zimmerli
<b>MLL Meyerlustenberger Lachenal Froriep</b>	Thomas Kälin
<b>Staiger Attorneys At Law</b>	Philipp Haymann
<b>Streiff Von Kaenel</b>	Adrian von Kaenel, Romina Carcagni Roesler
<b>HIGHLY RECOMMENDED</b>	
<b>1 Baker McKenzie</b>	Peter Reinert
<b>Burckhardt</b>	Regula Hinderling, Gudrun Österreicher
<b>Cbwm &amp; Associés</b>	Aline Bonard, Rémy Wyler
<b>Gillioz Dorsaz &amp; Associés</b>	Vanessa Maraia-Rossel
<b>Homburger</b>	Balz Gross, Gregor Bühler, Gabrielle Nater-Bass, Andreas Müller
<b>Humbert Heinzen Hischier</b>	Denis Humbert, Roger Hischier
<b>Id Est Avocats</b>	Juliette Ancelle
<b>Linde Law</b>	Marco Kamber
<b>Lustenberger Rechtsanwälte</b>	Monika McQuillen
<b>Mangeat</b>	Laurence Crittin, Grégoire Mangeat
<b>MME Legal</b>	Michèle Stutz, Martina Aepli
<b>PBM</b>	Pedro Ribeiro
<b>Wenger Plattner</b>	Roland Bachmann, Yannick Hostettler, Cristina Solo de Zaldivar
<b>2 BMG Avocats</b>	Manuel Isler, Frédéric Gabus
<b>DHA Avocats</b>	Boris Heinzer
<b>Lexel Attorneys at Law</b>	André Lerch
<b>Resolution Legal Partners</b>	Françoise Martin Antipas
<b>Thouvenin Rechtsanwälte</b>	Thomas Loher, Anna Chaney Neukom
<b>Troillet Meier Raetzo</b>	Anne Meier, Anne Troillet
<b>Waeber Avocats</b>	Christian Bruchez, Giuseppe Donatiello

**WENGER PLATTNER: MASTERING THE ART OF LABOR LITIGATION**

Roland Bachmann

Key figure(s): Roland Bachmann  
Established: 1980

**Track record:** Experienced in international assignments and with a trio of offices, in Zurich, Bern and Basel, Wenger Plattner's labor litigation team handles disputes for top companies and individuals, specializing in bonus litigation, complex terminations, non-compete cases and employment arbitration. Renowned for collective labor law disputes and advising on employment during insolvency, M&A and outsourcing.

**Team & differentiation:** Headed by Roland Bachmann, the labor team comprises five partners and eight other lawyers. Cristina Solo de Zaldivar lectures on labor law, and recent publications by Roland Bachmann on employment law also bolster the practice's reputation. The collaborative approach is enhanced by a strong lockstep component, encouraging teamwork and partnership synergy.



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## LABOR: ACTING FOR EMPLOYERS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Sarah Henchoz, Karen Seward, Robbie Sinclair, Vicky Wickremeratne
<b>Baker McKenzie</b>	John Evason, Monica Kurnatowska
<b>Herbert Smith Freehills</b>	Andrew Taggart, Tim Leaver
<b>Lewis Silkin</b>	James Davies, Michael Burd, Toni Lorenzo, Richard Miskella
<b>Mishcon de Reya</b>	Joanna Blackburn, Daniel Naftalin
<b>Simmons &amp; Simmons</b>	Julian Taylor, Andrea Finn, Daniel Ornstein, Laurence Renard
<b>EXCELLENT</b>	
<b>Clifford Chance</b>	Alistair Woodland
<b>DAC Beachcroft</b>	Khurram Shamsee, Georgina Rowley, David Sims
<b>Gq littler</b>	Paul Quain, Richard Harvey, Darren Isaacs, Daniel Pollard
<b>Linklaters</b>	Nicola Rabson, Alexandra Beidas, Jean Lovett
<b>HIGHLY RECOMMENDED</b>	
<b>Addleshaw Goddard</b>	Michael Leftley, Richard Yeomans
<b>Bird &amp; Bird</b>	Ian Hunter, Elizabeth Lang
<b>Bryan Cave Leighton Paisner</b>	Rebecca Harding-Hill, Lisa Mayhew
<b>CMS</b>	Melanie Lane, Catherine Taylor, Alison Woods
<b>Dechert</b>	Charles Wynn-Evans, Jason Butwick
<b>DLA Piper</b>	Tim Marshall
<b>Eversheds Sutherland</b>	Paul Fontes, Diane Gilhooley
<b>Farrer &amp; Co</b>	David Smellie, Rachel Lewis
<b>Fox Williams</b>	Joanna Chatterton



<b>Freshfields Bruckhaus Deringer</b>	Kathleen Healy
<b>Hogan Lovells</b>	Stefan Martin, Edward Bowyer
<b>Macfarlanes</b>	Seán Lavin, Hayley Robinson
<b>Mayer Brown</b>	Christopher Fisher
<b>Osborne Clarke</b>	David Cubitt, Victoria Parry
<b>Squire Patton Boggs</b>	Caroline Noblet
<b>Stephenson Harwood</b>	Anne Pritam, Paul Reeves
<b>Taylor Wessing</b>	Paul Callaghan, Sean Nesbitt
<b>Travers Smith</b>	Ed Mills, Tim Gilbert, Sián Keall
<b>RECOMMENDED</b>	
<b>Charles Russell Speechlys</b>	Trevor Bettany
<b>Clyde &amp; Co</b>	Robert Hill
<b>Deloitte Legal</b>	David Williams
<b>Morgan, Lewis &amp; Bockius</b>	Matthew Howse
<b>Pinsent Masons</b>	Edward Goodwyn
<b>Reed Smith</b>	Robin Jeffcott
<b>RPC</b>	Patrick Brodie
<b>Slaughter and May</b>	Charles Cameron
<b>VALUABLE PRACTICE</b>	
<b>Ashurst</b>	Crowley Woodford
<b>Dentons</b>	Purvis Ghani
<b>Doyle Clayton</b>	Peter De Maria
<b>Howard Kennedy</b>	Jane Amphlett
<b>Kingsley Napley</b>	Corinne Aldridge
<b>McDermott Will &amp; Emery</b>	Paul McGrath
<b>Norton Rose Fulbright</b>	Paul Griffin

## METHODOLOGY



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Peer-review: We ask lawyers for their feedback on their local market and who they recommend when facing a conflict of interest. We also collect their opinion on lawyers they have worked with in other jurisdictions.



UK

## LABOR: ACTING FOR MANAGERS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Brahams Dutt Badrick French</b>	Gareth Brahams, Paula Chan, Claire Dawson, Polly Rodway
<b>Cm Murray</b>	Beth Hale, Clare Murray, Merrill April
<b>Farrer &amp; Co</b>	David Smellie, Eleanor Rowswell, Anna Birtwistle, Kathleen Heycock
<b>Lewis Silkin</b>	Nicholas Hadaway, Richard Miskella, Toni Lorenzo
<b>Mishcon de Reya</b>	Daniel Naftalin, Joanna Blackburn, Jennifer Millins
<b>Withers</b>	Elaine Aarons, Meriel Schindler
<b>EXCELLENT</b>	
<b>1 Bird &amp; Bird</b>	Tim Spillane, Ian Hunter
<b>Doyle Clayton</b>	Peter De Maria
<b>Fox Williams</b>	Jane Mann, Joanna Chatterton
<b>Keystone Law</b>	Paul Daniels, Alistair French, Clive Howard
<b>Kingsley Napley</b>	Corinne Aldridge
<b>Winckworth Sherwood</b>	Jo Keddie
<b>2 Charles Russell Speechlys</b>	Trevor Bettany
<b>Edwin Coe</b>	Linky Trott
<b>Fox &amp; Partners</b>	Caroline Field, Ivor Adair
<b>Harbottle &amp; Lewis</b>	Howard Hymanson, Yvonne Gallagher
<b>Penningtons Manches Cooper</b>	Paul Mander
<b>Russell-Cooke</b>	Anthony Sakrouge
<b>HIGHLY RECOMMENDED</b>	
<b>1 Bates Wells</b>	William Garnett, Lucy McLynn
<b>Bellevue Law</b>	Florence Brocklesby
<b>Cole Khan Solicitors</b>	Emilie Cole, Shazia Khan
<b>didlaw</b>	Karen Jackson, Anita Vadgama
<b>Leigh Day</b>	Nigel Mackay, Emma Satyamurti
<b>Payne Hicks Beach</b>	Peter McRoberts
<b>Rahman Lowe Solicitors</b>	Jahad Rahman
<b>Worden Richmond</b>	Catherine Richmond, Alexandra Worden
<b>2 Bdb Pitmans</b>	Brian Gegg
<b>Irwin Mitchell</b>	Shah Qureshi
<b>Kervin &amp; Barnes</b>	Gareth Kervin
<b>Stephenson Harwood</b>	Paul Reeves
<b>Stewarts Law</b>	Joseph Lappin
<b>Wedlake Bell</b>	William Granger

# RESTRUCTURING & INSOLVENCY

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Akin Gump Strauss Hauer &amp; Feld</b>	Barry Russell, James Roome, James Terry
<b>Allen &amp; Overy</b>	Earl Griffith, Jennifer Marshall
<b>Clifford Chance</b>	Philip Hertz, Iain White
<b>Kirkland &amp; Ellis</b>	Kon Asimacopoulos, Partha Kar, Sean Lacey
<b>Latham &amp; Watkins</b>	Bruce Bell, Yen Sum
<b>Linklaters</b>	Tony Bugg, Rebecca Jarvis, Richard Bussell
<b>EXCELLENT</b>	
<b>1 Freshfields Bruckhaus Deringer</b>	Ken Baird, Richard Tett
<b>Milbank</b>	Yushan Ng
<b>2 Slaughter and May</b>	Ian Johnson
<b>Weil, Gotshal &amp; Manges</b>	Andrew Wilkinson, Neil Devaney
<b>White &amp; Case</b>	Christian Pilkington
<b>HIGHLY RECOMMENDED</b>	
<b>Ashurst</b>	Giles Boothman
<b>Herbert Smith Freehills</b>	John Whiteoak
<b>Hogan Lovells</b>	Tom Astle
<b>RECOMMENDED</b>	
<b>1 Addleshaw Goddard</b>	Ged Barnes
<b>CMS</b>	Martin Brown
<b>DLA Piper</b>	Christian Parker
<b>Mayer Brown</b>	Michael Fiddy, Devi Shah, Amy Jacks
<b>Norton Rose Fulbright</b>	James Stonebridge
<b>Paul Hastings</b>	David Ereira
<b>Pinsent Masons</b>	Steven Cottee
<b>Sidley Austin</b>	Jifree Cader, Mark Knight
<b>2 Dechert</b>	Adam Plainer
<b>Dentons</b>	Neil Griffiths
<b>Jones Day</b>	Ben Larkin
<b>Macfarlanes</b>	Jat Bains
<b>Proskauer Rose</b>	Elisabeth Baltay
<b>Shearman &amp; Sterling</b>	Alex Wood
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Peter Newman
<b>Sullivan &amp; Cromwell</b>	Christopher Howard
<b>Travers Smith</b>	Edward Smith
<b>Willkie Farr &amp; Gallagher</b>	Graham Lane
<b>VALUABLE PRACTICE</b>	
<b>Baker McKenzie</b>	Hugh Lyons, Priyanka Usmani
<b>Brown Rudnick</b>	Emmanuelle Naulais
<b>Bryan Cave Leighton Paisner</b>	Marc Trottier
<b>Eversheds Sutherland</b>	Simon Waller
<b>Fried, Frank, Harris, Shriver &amp; Jacobson</b>	Ashley Katz
<b>Stephenson Harwood</b>	Julian Cahn

# ASIA

# CHINA

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## LABOR LAW

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> Baker McKenzie Fenxun	Jonathan Isaacs
Morgan Lewis & Bockius	Lesli Ligorner
<b>2</b> DLA Piper	Johnny Choi, Helen Colquhoun
<b>EXCELLENT</b>	
Bird & Bird	Pattie Walsh
CMS	Jeanette Yu
Herbert Smith Freehills	Nanda Lau, Gareth Thomas
Mayer Brown	Duncan Abate, Hong Tran, Jennifer Tam
Simmons & Simmons	Fiona Loughrey, Wendy Wong
<b>HIGHLY RECOMMENDED</b>	
Allen & Overy	Victor Ho, Susana Ng
Clyde & Co	Victor Yang
Deacons	Cynthia Chung
Hogan Lovells International	Sherry Gong
Kennedys	Richard Bates
King & Wood Mallesons	Liang Yanling

## INDIA

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## LABOR LAW

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
Nishith Desai Associates	Vikram Shroff
Trilegal	Atul Gupta, Swar Nima
<b>EXCELLENT</b>	
<b>1</b> Cyril Amarchand Mangaldas	Rashmi Pradeep, Abe Abraham
IndusLaw	Avik Biswas
Kochhar & Co.	Rohit Kochhar
<b>2</b> AZB & Partners	Nohid Nooreydzan
Khaitan & Co.	Anshul Prakash
Shardul Amarchand Mangaldas & Co.	Pooja Ramchandani
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> ALMT Legal	Aliff Fazalbhoj
Bharucha & Partners	Justin Bharucha
Majmudar & Partners	Neerav Merchant, N Raja Sujith
Samvad Partners	Ashwini Vittalachar
<b>2</b> Bhasin Sethi & Associates	Amit Bhasin
HSA Advocates	Jivesh Chandrayan
JSA	Rupinder Malik, Sandeep Mehta
Luthra & Luthra Law Offices	Divij Kumar, Sanjay Kumar
Phoenix Legal	Sawant Singh
Singhania & Partners	Rudra Srivastava
<b>RECOMMENDED</b>	
Chadha & Co.	Savita Sarna, Namita Chadha
Clasis Law	Vineet Aneja
Fox Mandal	Shyamal Mukherjee
Lexcounsel	Dimpy Mohanty
Mani Chengappa & Mathur	Utham Chengappa
Poovayya & Co.	Siddhartha George

# JAPAN

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## LABOR LAW

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
	<b>LEADING</b>
<b>Baker McKenzie (Gaikokuho Joint Enterprise)</b>	Tomohisa Muranushi
<b>DLA Piper</b>	Keiji Nasuda
<b>K&amp;L Gates</b>	Ryan Dwyer, Takahiro Hoshino
<b>Morgan, Lewis &amp; Bockius</b>	Mitsuyoshi Saito, Carol Tsuchida
<b>Orrick, Herrington &amp; Sutcliffe</b>	Yumiko Ohta

## METHODOLOGY



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# **EXPERT INSIGHTS 2023-'24**



Reimagining the workplace:  
Legal tools and challenges for companies in the post-pandemic world  
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# Reimagining the workplace: Legal tools and challenges for companies in the post-pandemic world

Just as with climate change, which was the subject of chatter for a long time before the world woke up to its importance, so it is with the value of purpose and flexibility in the world of work. In the post-pandemic labor landscape, it's time for deeds not words.



**SOPHIE  
PÉLACIER-LOEVENBRUCK**

## ABOUT THE AUTHOR

Sophie Pélacier-Loevenbruck is a partner at Fromont Briens, a French law firm dedicated to labor-law at 360 degrees. Widely admired for her employment-law and professional training expertise, she has niche capabilities in the social-crisis-management domain, with valuable knowledge of the French approach and the experience to make it comprehensive, including for international companies.

**N**owadays, companies are confronted with difficulties recruiting and retaining staff, whose level of satisfaction at work no longer exclusively relates to their level of pay. For the modern generation, work-life balance has become a top priority, one which requires companies to think long and hard about the purpose of their company, and how they sell it to prospective employees.

Covid-19 disrupted the established relationship staff had with their companies, and the signs of deep changes in traditional models continue to be visible. No longer content just to have a steady job, today's young people feel the appeal of entrepreneurship and independent work. The best university graduates are no longer all following the usual career paths, but opting for less typical jobs in the quest for professional fulfillment, on top of which, absenteeism among today's workforce is high, as are leaves of absence. What's behind this shift? More than just a general disillusionment with the concept of work, these trends express, perhaps, a longing on the part of today's worker to work differently, work better, with more flexibility to organize their own schedule. The scales have tipped and it is in the interests of companies not to swim against the tide of this trend. Instead, they should

mobilize all the legal tools at their disposal to enable it, in particular setting out the framework for optimizing remote-work and workload and safeguarding the right to disconnect outside of office hours.

Beyond presenting an opportunity to promote your company's employer-brand, doing so mitigates the risk of painting your company into a corner on how its work is organized, one it may find difficult to get out of should the need to adapt to new working regulations occur (or when decisions are imposed by a third party, such as a judge or doctor).

**“It is in the interests of companies not to swim against the tide of the remote-work trend”**

Amendments to French labor law since the dawn of the 21st century, in particular the revision that took place in 2017 under President Macron, paved the way for a rebalancing of the relationship between a French company and its staff that allows businesses to negotiate, and even unilaterally adopt, “tailor-made” solutions in the areas of work organization.

Over six years later, one is forced to conclude that a certain inertia has set in, with

many companies ceding to the temptation to pay lip-service to this new doctrine of work organization flexibility, rather than exploring the possibilities of evolving the employer-employee relationship in any meaningful sense, by dialoguing with staff on how to work in a more intelligent and effective way, accounting for changing mentalities, assessing the multiple dimensions of what constitutes workload in the modern era, allowing for different places and times of work, etc.

Ensuring a good quality of work life involves balancing the imperatives of performance and productivity with purpose in the professional lives of employees, taking into account their wellbeing at work and its relationship to their lives outside of work. The chances of an employee fully engaging with their work are higher if they are secure in the knowledge that resources are in place to help them cope with their workload and work under conditions which maximize their chances of producing quality results on a regular basis while ensuring their work-life balance is preserved.

### Evolving workplace mores

Remote work has become a part of our working lives in the past few years, to the extent that even the most zealous boss beating the “all back to the office” drum

## KEY POINTS

- Clearly defined policies on remote work and the right to disconnect benefit both staff and the company
- Companies should have comprehensive mechanisms in place to help staff deal with workload fluctuations
- Management must set the example to make of the worker's right to disconnect a reality
- Dialoging with staff is the best way to promote a healthy, productive and content workforce

will find difficult to forbid on principle. Added to the 2012 French labor law revision, the Macron edicts have put the issue on the table to such an extent that recourse to remote work for the employee has become a quasi-right in France. And this was even before the pandemic made wholesale working from home a reality for companies all across the globe, with those who had previously resisted it forced to take part in the experiment, whether testing which types of work could be successfully carried out from home, or (once the lockdowns had been lifted) the proportion of on-site vs remote work that could be carried out.

An employer that refuses to grant a staff member's request to work from home must be able to justify their decision based on eligibility – specifically the degree of autonomy in, and the demands of, the role the person in question carries out. But be warned, any justification given will leave room for dissent so long as company policy on remote work is not set out and communicated to employees and/or employee representatives.

The interests of coming to a collective agreement with employee representatives or of adopting a unilateral policy is precisely to reconcile the needs of the company with the wishes of the workers. This document also constitutes an objective framework to which managers can refer to set out the precise terms of how much, when and under what circumstances remote work is allowed.

Failure to have a coherent remote work policy exposes a company to a number of risks, such as arbitrary decisions not made with sufficient justification (which could easily be interpreted as preferential or unfair treatment). It could also lead to a situation where going back to on-site work requires the employee's consent when the employer implicitly allowed an employee to work remotely for a long time outside

of any pre-established framework. By not grappling with this issue, an employer risks seeing the conditions of remote work at their company decided by a third party. To date, no judge has gone so far as to the refusal to allow remote work as unfair execution of an employment contract. Nevertheless there is ample caselaw out there sanctioning an employer for having disregarded the findings of a doctor when denying a remote-work request from a member of staff.

### Tech-enabled flexibility

By blurring the lines between our professional and private lives, ICT has allowed work to encroach beyond the time traditionally allocated to it, while providing companies with greater flexibility on how work is organized.

**“From the moment the first employee is hired under flexible working time arrangements, companies should define the terms and conditions of the right to disconnect”**

The modern worker's tendency to remain hyperconnected and the increased mental load this exerts, has led to much case-law, even prior to the enshrining in French law of the right to disconnect, in 2016. The importance of this subject has made it a fixture in quality of work life discussions at companies with over 50 employees.

Furthermore, from the moment the first employee is hired under flexible working time arrangements, management should define the terms and conditions of the right to disconnect, whatever the company's headcount. The law sets the rules and it is incumbent on companies to apply them to their activity in an effective manner. On a related note, workload

management requires the implementation in advance of instruments to measure and regulate it, beyond compensating staff monetarily or with extra leave for the more intensive periods which are bound to happen.

Among the possible solutions: encouraging open dialogue between staff and management on the subject of workload; providing training to better educate managers on the issue of workload and how to prevent problems related to it; identifying and making available rapidly deployable resources to cope with heightened workload; granting of rest days in the wake of particularly busy periods. Just like with remote work, the interests of the company are best served by management having a clear position. These HR and financial stakes are high. The lack of respect for break times, undeclared recourse to overtime, lack of a secure working-environment, employee burn-out, these can all leave the employer exposed to legal liability.

Not just fashionable hot-topics, the four-day week, unlimited vacation time, or recognition of non-official holidays important to a staff member for personal reasons, can also help improve the quality of life at work. But such concessions do not replace the fundamental need for companies to think about how they organize work, which is an essential prerequisite for ensuring the effectiveness of these tools.

### Conclusion

With absentee rates having doubled over the past decade, mainly due to sick leave, including among members of the management, companies have a pressing need to improve working conditions. And for added motivation, should they need it, EU law now allows for staff off sick for non-professional reasons to continue to accrue paid leave. ♦

# A collective agreement or charter provides the best possible framework for organizing remote work



Interview with  
**EMELINE SALMON**  
 French Lawyer,  
**EPP RECHTSANWÄLTE AVOCATS**



and  
**MICHAEL OTT**  
 German Lawyer,  
**EPP RECHTSANWÄLTE AVOCATS**

The pandemic made working from home a necessity, at least for those professions that allowed it. Now, although the health emergency has abated, remote work continues to feature prominently at most companies. French lawyer Emeline Salmon and her German colleague Michael Ott, both of whom practice within the law firm EPP Rechtsanwälte Avocats, take a look at some of the key issues associated with remote work, through the prism of the legal frameworks of their respective countries.

**LEADERS LEAGUE: What is the legal definition of remote work in France and in Germany?**

**Emeline Salmon:** Under French labor law, remote work refers to any form of professional activity which would ordinarily have been performed at the employer’s premises, that is carried out by an employee away from these premises on a voluntary basis, using information and communication technologies.

**Michael Ott:** In Germany, there is a much more restricted legal definition of remote work. It refers to cases where work is carried out regularly or exclusively at the employee’s private home and where the employer has fully equipped the workplace including with furniture etc. However, in practice there are lots of cases of what Germans commonly call home-office. This means that work is carried out from time to time at the employee’s private home and for the rest of the time at the company. The employer doesn’t equip the whole “workplace” in this situation and only provides electronic devices, for example.

Work at locations other than the company or the employee’s home also exists, and is referred to as mobile-office. Mobile office and home office are treated differently than remote work in legal terms, as many pertinent legal provisions do not (yet) apply to these.

**Can the location where an employee carries out remote work vary at will?**

**E.S.:** Under French labor law and the non-restrictive definition of the place of remote work, an employee could, in principle, work at the location of their choice. In practice, this needs to be defined, par-

ticularly in view of the fact that the place where the work is performed determines in particular the applicable labor and social security law, which is in principle the law of the country in which the employee performs their work. If an employee works for a period of time from a foreign country, then this change of workplace could lead to a change in the applicable labor and social security law; that of the foreign country from which the employee is working.

In addition, the employer must also ensure the safety of the employee when they are working from home. In France, for example, before initiating remote work, the employer must ensure that the location where the employee is to perform said work is suitable. Employers must also ensure that remote working premises and equipment provided by the employer are covered by a specific kind of insurance. Such a check cannot be carried out if the employee changes the place they remote work from as and when they please.

**“In Germany, there is a much more restricted legal definition of remote work”**

**M.O.:** As far as German remote work and home office are concerned, the problem described with the applicable law arises less frequently, as an employee shall only work at the employer’s offices or at home, but it can arise under certain circumstances due to relocations abroad. In the mobile office scenario, the problem mentioned above is omnipresent. If the company is not dependent on its employees working in different countries for long periods of time,

we therefore generally recommend restricting the employee's freedom of choice, as regards their workplace, to Germany.

As far as safety at work is concerned, German law also has strict requirements for remote work, which employers must comply with. However, these strict regulations do not all apply to home offices or mobile offices. The mobile office in particular is little-regulated by law. This makes it all the more important to correctly instruct employees in home or mobile office situations on workplace safety, which is an obligation that applies to all workplaces.

**What compensation is due to an employee who remote works all or part of the time?**

**E.S.:** French labor law distinguishes between two sums that must be paid to the employee:

- In all cases, the employee must be reimbursed for any expenses incurred remote-working (i.e. extra consumption of electricity and heating, etc.). In practice, in most cases the employer opts for a flat-rate reimbursement based on a scale, which is updated annually by the French social security authorities
- When remote work is carried out at the request of an employer who does not make premises available for the employee to perform their duties, compensation for the use of a private residence for professional purposes must also be paid to the employee. The amount is not set by law, but case law seems to consider the degree of the restrictions imposed on the employee by the professional use of their home when setting the amount.

**M.O.:** According to German law, and as in France, all required work equipment for remote work must be provided by the employer. With regards to the home office, the employer only has to pay for office furnishings if the employee works from home at the employer's request. If the employee is free to choose their workplace within a mobile office contract, the employer doesn't have to cover the cost of any equipping of a workplace.

Apart from this, in Germany the parties to the employment contract are free to define how and whether costs are to be covered. However, if they do not include such a provision in a contract and if the employee works from home at the employer's request, the employer is obliged to reimburse any expenses incurred by the home office, such as for electricity, heating, etc.

**What advice can you give to companies that allow remote work?**

**E.S.:** A collective agreement or, failing that, a charter drawn up by the employer regulating the implementation and use of remote work should be signed to provide the best possible framework for the practice, ensure compliance with the obligation's incumbent on both the employer and the employee, and avoid any subsequent disputes with the employee.

**M.O.:** Employers often aren't aware of the advantages mobile office provides. As long as they don't necessarily need their employee to have a fixed workplace at home, they can avoid certain expenses and obligations by opting for a mobile office clause, and the employee often appreciates the flexibility too. ♦

**“In France, the employer must ensure that the location where an employee carries out remote work is suitable”**



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# Spain remains a very attractive market for foreign companies



Interview with

**IGNACIO DEL FRAILE**

Partner, **GOMEZ ACEBO & POMBO**

**“In the past two years, Spain has implemented several measures in the area of work-life balance”**

Ignacio del Fraile, a partner at Gomez Acebo & Pombo, gives us an overview of recent trends in the Spanish labor market, including the impact of the proposal to reduce the number of hours in the working week, the steps taken in the area of work-life balance and the challenges facing foreign clients when establishing companies in Spain.

**LEADERS LEAGUE:** The issue of discrimination continues to be at the forefront of Spanish labor litigation. What accounts for this?

**Ignacio del Fraile:** Indeed, over the past year we have noticed a significant increase in claims filed by employees, including discrimination and retaliation allegations. In my view, the main driver behind this surge in claims is likely the broadening of the spectrum for what constitutes discriminatory practices, as established by the recent 2022 legislation on equal treatment and non-discrimination. For instance, this new legislation specifically safeguards employees experiencing illness and by extension, those on temporary sick leave. In light of this, it is becoming more frequent to witness employees initiating legal action to challenge their dismissals, alleging discrimination. Their claims often stem from being on temporary sick leave at the time of dismissal, or the perception that the company's decision to terminate their contract was influenced by previous temporary sick leaves. The risk associated with these claims extends beyond the legal declaration of the nullity of the dismissal, often leading to claims for additional damages compensation. Moreover, we also noticed an increase in claims asking for these kinds of compensatory damages when companies do not grant integrally the employees' requests regarding reduction or adaptation of the working hours, or when companies reject remote working requests without sufficient justification.

**In 2023, the Spanish government tabled a proposal to reduce the working week from 40 hours to 37.5 hours. How have companies reacted?**

The proposition to reduce the weekly working hours from 40 to 37.5 hours emerged within the framework of the government agreement between PSOE

and Sumar. The first general complaint is that this significant change to working time has been decided unilaterally by two political parties outside the framework of social dialogue between the main unions and organizations representing businesses.

Generally speaking, this proposal has not been well-received within the business community since it would mean a reduction in working hours without a corresponding decrease in salary, which companies perceive in one way only: fewer productive hours at the same cost. Furthermore, this proposal of increasing the hourly labor cost comes amid a national socioeconomic situation that is severely straining corporate finances. Consequently, the primary concern regarding this matter is the maintenance of fixed salary costs while reducing productive working hours and thus profit, which is seen as yet another hurdle in the path of business progress under the current economic global circumstances.

Having said that, while this may represent the general sentiment, the reality varies depending on the sector. Certain industries, such as technology, have already been operating under workweeks shorter than 40 hours and may not experience the previously discussed impact. However, in other sectors, like manufacturing, the level of impact is much more pronounced, as it is evident that a reduced production schedule directly correlates to a lower output of manufactured goods. In summary, the extent of the negative impact varies considerably depending on the sector, and thus the level of concern differs according to the company's field of activity, although in general businesses are displeased with the prospect of being compelled to reduce their productive working hours, especially when this entails sustaining the same fixed salary costs.

**What advances have been made in Spain in terms of conciliation rights?**

In the past two years, Spain has implemented several measures in the area of work-life balance, all aimed at extending the time available for employees' personal and family commitments. In this regard, significant measures stand out, most of which involve the introduction of new paid leave regulations into Spanish labor law. However, the three following measures have had the most noticeable impact since coming into effect:

- The right to non-discrimination in the exercise of work-life balance rights. Practically, this translates into greater protection against potential dismissal of employees who request or are taking work-life balance measures.
- The extension of parental leave for both mothers and fathers, which is now 16 weeks, with a current proposal to extend it again to 20 weeks.
- The introduction of remote work as a mechanism for adapting working hours and balancing personal/family life with professional life, which allows employees to formally request to shift part of their work to a remote format. The employer can only reject this request if there is justifiable cause.

**What restructuring advice do you give clients?**

Typically, when a client informs us of their intention to carry out a workforce restructuring, our primary approach is to understand the reasons and terms under which they wish to proceed. To this end, we invite them to provide us with as much information as possible about the company's interests, as well as the minimum and maximum limits of the restructuring they intend to undertake. Once we have this information, the next step is to consider all possible alternatives and advise the client based on the most favorable option in relation to their needs, while also trying to reduce the impact on employees as much as possible. This largely depends on the time companies have to implement the restructuring plan, their financial circumstances and the level of risk they are willing to assume. Such restructurings are usually not straightforward procedures, especially if they have to resort to any of the formal processes for such purposes. Generally speaking, considerable time is needed to gather the reasons that justify the initiative, and this is a matter in which we also support and advise our clients, since a solid basis of jus-

tification is synonymous with success. Our job is to try to find sufficient arguments to be able to implement a restructuring plan, whether it be through layoffs, modifications of working conditions, or any other method. We also coordinate the necessary work with external economic experts, relocation agencies and communication agencies to give full support to our clients.

**What is the biggest labor-related challenge for foreign clients establishing companies in Spain?**

In my opinion, the biggest labor challenge for foreign clients establishing companies in Spain is navigating the complexities of Spanish labor laws, which are known for being particularly stringent and sometimes employee-friendly. We do not have employment-at-will and foreign clients often find adapting to these regulations challenging due to several factors:

- Understanding and complying with local labor laws, including those governing contracts, dismissals, working hours and employee rights, because it can be quite intricate. Foreign companies must ensure compliance with these rules to avoid legal issues, which requires a thorough understanding of the labor framework and often necessitates legal assistance.
  - Understanding how employment conditions and contractual relations work in Spain can be complex since regulation is strict. Additionally, Spain's termination policies can make it difficult for employers to navigate dismissals or workforce reductions. When advising, we have to be as clear as possible explaining this to foreign companies, as they must be aware that they are not entitled to terminate contracts as easily as under labor regulations elsewhere, so having good labor advisors is crucial. Also, labor unions play a significant role in Spain, so foreign companies must be prepared to engage with unions and understand their influence on the workforce.
  - Spain has established norms regarding work-life balance and employee benefits, as previously mentioned, so companies need to be prepared to adapt to these expectations, which may include providing sufficient vacation time, maternity/paternity leave and considering the recent legal changes in work-life balance rights.
- In general, Spain remains a very attractive market for foreign companies, although it is true that it is increasingly important to have good employment advice, not only in a reactive but preventive sense. ♦

**“Labor unions play a significant role in Spain, so foreign companies must be prepared to engage with unions and understand their influence on the workforce”**

# Artificial intelligence will help improve the productivity of companies



Interview with  
**SILVIA BAUZA**  
 Partner, **ALLEN & OVERY**

**“Some Spanish courts concluded that initiating a contradictory file is mandatory as a prior step to notifying a disciplinary dismissal”**

Silvia Bauza tells Leaders League about the main labor challenges faced by international companies when setting up in Spain, the controversy surrounding the contradictory file obligation in a disciplinary dismissal and shines a light on current labor trends in Spain, such as the quiet-quitting phenomenon and AI in the labor force.

**LEADERS LEAGUE: Is the quiet-quitting phenomenon pronounced in Spain?**

**Silvia Bauza:** The main challenge that quiet quitting poses for companies established in Spain is the difficulty they face when trying to take legally justified labor measures against employees who display this type of behavior. The reason is that, generally speaking, for an employer to take action against an employee based on their performance (whether it is a disciplinary sanction, a dismissal, a warning, etc.), the company has to be able to prove that the employee’s performance is below the expected standards for their position, that it is lower than that of their comparable colleagues, and that the employee’s behavior is persistent and deliberate. And the issue with quiet quitting is that employees do not show poor or substandard performance, but rather they just comply with their tasks without further involvement, making it hard for employer to retaliate against such conduct, from a legal perspective.

Given the difficulty that companies encounter when attempting to take legally justified disciplinary measures, in our experience, employers try to mitigate these types of situations from a more human resources than legal standpoint, offering their employees a series of benefits (not necessarily economic) with the aim of encouraging their involvement and motivation at work: the so-called emotional salary. I mean, for example:

- work-life balance measures (e.g. remote working or promoting or even improving on the paternity / maternity leave entitlements provided by law);
- the organization of company events to foster employee engagement;
- the provision of social benefits related to mental health; or
- promoting the corporate social responsibility (ESG) of the company, incorporating environmental, social and governance criteria in the management and strategy of the

organization, to show employees that there is a further purpose beyond the tasks of their job to work for the company.

**What impact do you see AI having on the labor force?**

In my view, artificial intelligence will affect the workforce of many businesses, and not only those with industrial employees, but also those with more office-based ones. The truth is that artificial intelligence will help to improve the productivity of companies, by assuming some more basic tasks that are easily automated or replicated. This does not necessarily mean the elimination of job positions, but rather modifying many of them, and even the emergence of some new ones. However, it is still too early to determine the real impact that AI will have on the workforce, especially considering that it keeps developing, and that the regulatory framework is still in its infancy.

From a normative perspective, the regulation of artificial intelligence in Europe is still very preliminary. In December 2023, the European Council and Parliament reached a provisional agreement on the proposal to harmonize rules on AI at EU level. This proposal, which still has to be turned into a regulation, classifies as high-risk, for example, those AI systems that are used in employment and worker management, especially for recruitment and staff selection; for decision-making on promotion and contract termination; and for task allocation and monitoring or evaluation of employees. This means that such AI systems will have to comply with certain legally determined conditions to access the EU market.

In my opinion, we will have to wait until the final version of this regulation (and any other laws that may be developed locally) is enacted and comes into force to see the impact that it has on the world of artificial intelligence and the staff and human resources management of companies.



**What issues do international companies face when setting up in Spain?**

The main labor challenges that foreign companies usually face when setting up in Spain are twofold:

- the need and the process to register as employers in the Spanish social security system: this is something that surprises some foreign companies, as they are not familiar with the Spanish social security system, and with the fact that the employer has to pay social security contributions for its employees.
- the need to identify the collective bargaining agreement (CBA) that applies to the activity that the company performs in Spain;
- the concept of a CBA is not present in all jurisdictions, and therefore some companies are puzzled by the concept itself, and by the fact that the company cannot (unless it negotiates a company-level CBA) choose the CBA that applies to it, but that this depends on the activity that the company carries out within the Spanish market.

Once these issues are overcome and they are established in Spain, there are many aspects of the Spanish labor legislation that attract attention and pose a challenge for foreign employers.

Some examples are:

- the concept of overtime and the need to compensate it;
- the need to pay a financial compensation for post-contractual non-compete clauses;
- the process to implement dismissals, especially objective and collective dismissals;
- the concept of employees' representatives (e.g. the fact that the company has no obligation to promote their creation, but that it is the employees who have the power to do so once a certain number of employees is reached within the workforce). More recently, moreover, companies with a larger workforce (usually 50 people or more) are finding it challenging to comply with regulation in terms of equality and whistleblowing (e.g. having a whistleblowing channel or an equality plan) recently implemented in Spain.

**What is “contradictory file” and how are your clients reacting?**

The concept of contradictory file refers, in brief, to the requirement for the employer to inform the employee of the allegations brought against him/her and give him/her a period to make representations before notifying a disciplinary dismissal. Strictly legally speaking, the obligation to follow a contradictory file (also called prior hearing – *audiencia previa* – in the case of employ-

ees affiliated to trade unions) before notifying a disciplinary dismissal is as follows:

For employees who hold the condition of employees' representatives or trade-union delegates (*delegados sindicales*), a contradictory process should be followed prior to communicating the dismissal.

For employees who belong to a trade union, a prior hearing on the misconduct of the employee (*audiencia previa*) should be held with the trade-union representative before implementing the dismissal.

For ordinary employees (i.e. those who are not employee representatives, trade-union delegates or members of a trade union), there is no general obligation to initiate a contradictory file before dismissing them, unless the applicable CBA specifically establishes such an obligation.

The controversy over this issue has arisen in recent months as a result of some Spanish courts concluding, even in the case of ordinary employees who are not employee representatives or members of a trade union, that initiating a contradictory file is mandatory as a prior step to notifying a disciplinary dismissal, even if the CBA does not expressly say so. Some Spanish courts have based this conclusion on article 7 of the International Labour Organization Convention 158, which states that an employment relationship cannot be terminated for reasons related to the employees' conduct or performance, before he/she has been given the opportunity to defend against the charges made against him/her. Those same courts set different consequences from failing to conduct a contradictory file. For example, the judgment of the High Court of Justice of Madrid, of 28 April 2023, considers that not doing so would entitle the employee to be compensated for the damages caused by the breach (such compensation being additional to that of unfair dismissal). On the other hand, the judgment of the High Court of Justice of the Balearic Islands, of 13 February 2023, decrees that the consequence of not carrying out the contradictory file would be the qualification of the dismissal as unfair.

Clients' reaction has been varied: most seem to stick to the traditional interpretation (i.e. not initiating a contradictory process in the case of ordinary employees if the CBA does not expressly say so), waiting for the Supreme Court to unify the criteria on this matter. Others (so far, the minority), choose to follow the contradictory file in all cases, as a precautionary measure. ♦

**“The need and the process to register as employers in the Spanish social security system is something that surprises some foreign companies, as they are not familiar with the Spanish social security system”**

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Leila Mstoian

## POSITIONING

Seeds of Law is a full-service law firm providing legal consultancy and advocacy. Our mission statement “All the flowers of tomorrow are in the seeds of today” is put into practice by our team every day.

We help businesses start up, and provide support during their operation, because this allows us to help entrepreneurs achieve their dreams.

We make a point of fully familiarising ourselves with our client’s company and sector, which allows us to strategically think together. Our client portfolio and expertise also range from small and medium sized enterprises up to listed companies and entrepreneurs, operating throughout the world and in a wide variety of sectors, as well as government services and other administrations.

Diversity and Social Responsibility

By far, the most important value for Seeds of Law when it comes to human resources is inclusion, i.e. fairness and equality. That is why we keep working to maintain within our team diversity, cultural equality and gender equality.

The diversity we have achieved in our team allows us to better understand our customers and their concerns, to assist them in a broad array of matters and to offer services in 9 different languages.

Other core values for Seeds of Law are: trust, respect and integrity. We respect our clients and their (business) needs, but we also respect our teams and their professional needs and duties. That is also how we build trust. As for integrity, we make sure to honour the ethics and morals of our stakeholders, clients, colleagues, partners and suppliers, in order to provide honest services and reach a high level of solidarity and always a win-win situation.

Moreover, we work together on sustainable business which translates into paperless work, telework and the use of public transport.

### Human Capital Labor

Our employment law team provides highly specialized, practical advice and assistance with Employment Law and Social Security Law matters, and represents clients in all kinds of employment disputes.

- Employment Law: contracts, appointment and resignation of directors, dismissals, non-compete, bonus plans and employee share purchase plans, outsourcing, labour issues relating to M&A and restructuring of companies, international assignments, well-being at work;
- Industrial Relations Law: employee representation and social dialogue;
- Social Security Law: social audit, national and EU social security regulations, group life insurance policies;
- Global Mobility: business migration.

## BUSINESS

Seeds of Law is a full-service law firm, specialized in

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- Employment Law
- Construction Law
- Real Estate, Renting and Co-ownership
- Liability and Insurance
- Administrative Law and Public Procurement
- Urbanism and Environmental Law
- IP - Data Protection Law
- Tax Law
- Litigation and Arbitration
- Sustainability
- Sports Law
- Art Law

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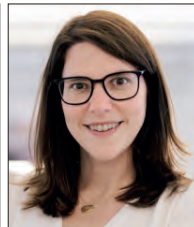
Noël Lambert



Valentin Hanquet



Karel Devloo



Laurence Depaepe

## POSITIONING

SOTRA is a law firm specializing in labour law in the private sector and the public sector.

Our added value comes from the excellence of our services and our proximity to the client.

### A FIRM OF SPECIALISTS

Sotra's fields of expertise include employment and social security law and individual income tax, in both the private and public sectors.

Founded by experts with many years of acquired expertise in these areas, Sotra is based in Brussels and in Namur (capital of Wallonia), making it well placed to offer its clients a flexible, personal service.

In 2018, Sotra was recognized as "Best Independent Employment Law Firm in Belgium" by the prestigious Trends Legal Awards.

Our clients range from medium-sized to large corporations, both domestic and multinational. We also offer legal services to public bodies and executives.

### Our International presence

Sotra's expertise and legal assistance goes beyond the national borders through its active membership of ELLINT. ELLINT ("Employment and Labour Lawyers International) is an international network of Europe based boutique firms, specialising in employment and labour law. Being part of the ELLINT network enables a smooth and professional treatment of any matters with an international dimension.

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## POSITIONING

Van Olmen & Wynant is an independent law firm offering quality services with a personal touch. A dedicated team of almost 40 experienced, multilingual professionals serves business clients in employment law, corporate law, commercial law and civil servants' law.

### Employment Law

Van Olmen & Wynant is a renowned expert in employment law covering the full spectrum of such matters. We have an important litigation practice in these areas, both before Belgian labour courts as before administrative courts.

Areas we cover include:

- Individual employment law, including employment agreements, service agreements, individual dismissals, self-employment, discrimination and psycho-social risks, sexually inappropriate behaviour and mobbing;
- Collective labour law, including company restructuring, transfer of businesses, collective dismissals and restructuring, outsourcing, collective bargaining agreements and complex employment issues connected with M&A;
- Compensation and benefits, including executive remuneration and benefits and international compensations schemes;
- International employment, including expatriation and secondments;
- European employment law;
- Social security;
- Internal policies and codes of conduct;
- Social criminal law

Van Olmen & Wynant is one of the driving forces behind L&E Global, a worldwide alliance of Employers' Counsels, giving the firm a distinctive international dimension in employment law.

### Civil Servants' Law

As a privileged partner of the largest public companies in Belgium, Van Olmen & Wynant has developed specific in-depth expertise in civil servants' law. We help public companies and authorities deal with the important challenges they are facing, such as pressure on personnel costs, modernisation of the statute of civil servants and help solving related conflicts.

Areas we cover include:

- Litigation before the Council of State;
- Individual and collective employment relations in the public sector;
- Drafting of legislation, restructurings of public companies

A dedicated team combines academic depth with immense practical experience. With the civil servants team as a part of the larger employment team, the exchange of knowledge and expertise is greatly enriching and is an important asset for our clients.

## BUSINESS

- Employment Law
- Corporate Law
- Private Equity
- M&A
- Venture capital
- Civil servants law
- Commercial law

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We believe in happiness, in a creative, welcoming, inclusive, socially transformative and sustainable work environment. We invest in the development of people, and value quality of life.

We use our knowledge to drive business forward and solve complex problems with simplicity.

Creating value in every action, promoting a network of genuine relationships and trail-blazing innovation are part of our entrepreneurial profile.

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## BUSINESS

Founded in 2011, /asbz is a multidisciplinary law firm capable of offering complete and innovative legal solutions, based on a fully personalized service platform. Headquartered in São Paulo and with a branch office in Brasília, in addition to a wide network of partners throughout Brazil, its team has around 270 professionals specialized in a wide variety of areas of Business Law.

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**Cristiana Vasconcelos  
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**Bernardo Rodrigues  
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## POSITIONING

For more than seventy years, the growth and development of Ernesto Borges has been driven by excellence in the provision of legal services, providing comprehensive service in various areas of law for diversified economic sectors.

Our performance goes beyond legal disputes, as we position ourselves as a strategic partner of clients, coming up with innovative solutions that imply effective and lasting results.

In point of fact, the satisfaction of our clients is a crucial element of our performance.

We are convinced that people, technological tools, investment in innovation and data-driven decision-making are key elements that ensure the worth of our legal services.

Our technology center has divisions of Infrastructure, Automation, Information Security, and Systems capable of developing, customizing, and delivering fast and effective results.

Given the volume of strategic data in our flows, we are fully compliant with data protection standards. In our Information Security division, we have a dedicated DPO, and often perform awareness efforts earmarked for our members, through intrusion testing and implementation of tools that mitigate the exposure of information.

We understand that a robust governance structure is central for the continuity of our business. That is why we also structured a Compliance Program, actively fostering the development and updating of our Internal Policies, preparation of a Code of Ethics and Conduct, and strengthening of the independent Whistleblower Channel, with a view to mitigating the effects of the materialization of mapped strategic and operational risks, ensuring compliance with legal, regulatory and normative requirements imposed on us.

Gender and ethnic-racial diversity are present in our culture, with the active Diversity, Inclusion, Equity, Belonging, and Social Committee, spreading the values of diversity, respect, and integrity among our entire staff.

Lastly, we are convinced that our projection brings with it a strong socio-environmental responsibility. Motivated by the possibility of transformation, we founded SPERO (Association for Human Development), which identifies and supports a number of relevant social projects. Also in this sense, we are certified as a “Carbon Neutral” company by Moss, and we prioritize the use of sustainable energy in our facilities.

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- Telecommunications

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**Bruno Cavalcanti**

**Carlos Harten**

## POSITIONING

The team of specialists that make up the QCA brings together the best of both worlds: the experience of those who work on the main challenges of their clients and the dynamism of the most innovative companies today. We combine technical knowledge of law and management with our ability to identify the best solutions for each case.

The firm is known for working in complex matters, with high risk value involved, for the insurance sector. The partners have a high degree of specialization in the sector and are dedicated to creating innovative solutions to the problems presented by clients. Although the team also works on mass demands by means of specific teams, it manages to handle each matter strategically to defend its clients with the purpose to change the understanding of the local courts and increase success rates upon preparation of effective action plans and daily orders.

## BUSINESS

- Administrative
- Environmental
- Compliance and Integrity
- Civil
- Contracts
- M&A
- Real Estate
- Legal Marketing
- Privacy
- Maritime and Port
- International Business
- Estate Planning
- Judicial Recovery
- Dispute Resolution
- Corporate
- Labor
- Tax

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**Manoela Pascal**



**Otávio Augusto Domit**



**Patrícia Alves**



**Paulo Souto**



**Raquel Stein**



**Ricardo Quass Duarte**



**Roberta Feiten**

## **POSITIONING**

Souto Correa Advogados teams up experienced lawyers united by the same principles and values. The firm is made up of professionals with excellent professional and academic backgrounds, advising clients in Brazil and abroad in all areas of business law. To this end, it relies on professionals fluent in several foreign languages, which allows them to meet the demands and requests from different countries especially through Asian, German, and Latin American desks.

## **BUSINESS**

- Agribusiness
- Antitrust and Competition
- Arbitration
- Banking and Fintechs
- Basic Sanitation
- Capital Markets
- Compliance
- Consumer and Product Liability
- Contracts
- Corporate Law/M&A
- Climate Solutions
- Data Protection
- Dispute Resolution
- Energy
- Entertainment & Media
- Environmental and Sustainability
- ESG
- Intellectual Property
- International Trade
- Labor
- Life Sciences & Healthcare
- Mediation
- Oil & Gas
- Public Law and Regulatory
- Real Estate
- Restructuring and Insolvency
- Startup Hub
- Tax
- Telecom
- Timberland
- Union Relations and Collective Negotiation
- Wealth and Succession Planning
- White-Collar Crimes

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Oscar Aitken



Francisca Corti



Francisco Arce

## POSITIONING

Carey has extensive experience in hiring and termination processes (for individuals and groups of employees), compensation packages (including stock plans), auditing and legal compliance, subcontracting, corporate policies, labor due diligences in mergers and acquisitions, internal investigations, social security related matters and taxation of employees.

The firm actively participates in collective bargaining processes with companies from a wide range of industries, and also advises clients on labor lawsuits and claims, including litigation and administrative procedures stemming from occupational accidents and diseases.

In terms of outsourcing, Carey provides day-to-day advice to owners and contractors on projects related to these matters, identifying and mitigating risks and legal liabilities

## BUSINESS

- Labor & Employment

## CONTACTS

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**Juan Manuel Guerrero**

## **POSITIONING**

GUERRERO & ASOCIADOS was founded in 2011 by Juan Manuel Guerrero M. It is currently recognized as a solid firm that provides highly specialized services in labor law and social security. Within its portfolio of clients are national and multinational companies, who certify the quality and reliability of the services provided.

Initially, the Firm reached the Colombian legal market under the brand G&G ASESORES LABORALES, a brand that in 2016 became GUERRERO & ASOCIADOS. The Firm's practice focuses on offering clients practical and innovative solutions from the labor legal field.

The Firm develops its practice through the areas of: i. Structure, labor planning and collective bargaining; ii) Consulting; iii) Litigation; iv) Ministry of Labor; and V. Guardianship, a structure that allows clients to provide transversal advice on all labor and social security issues.

GUERRERO & ASOCIADOS is recognized in Colombia as one of the most important and reliable firms in advising on complex collective labor disputes, standing out in the design, implementation and execution of novel strategies in collective bargaining processes with unions and labor collectives. non-unionized workers, in the handling of arbitration tribunals and strike processes, a strategic approach that has allowed companies to successfully deal with this type of critical controversy.

Additionally, the Firm has advised large companies in the structuring and execution of reorganization and restructuring plans at the labor level, managing to maintain the viability of the companies in a context in which Colombia faces great economic and employability challenges.

On the other hand, the Firm is characterized by providing its clients with personalized advice, which entails the detailed analysis of each of the cases, in order to structure a legal solution appropriate to the needs of each client. In this sense, the particular legal strategy for each client and the quality of the work carried out is a distinguishing feature of GUERRERO & ASOCIADOS compared to other Firms.

In relation to the practice of litigation, it is important to know that GUERRERO & ASOCIADOS has one of the highest rates of favorability in the litigation it handles, since, in the last year, it presented a percentage of favorability higher than 95% in the processes legal proceedings and guardianship actions in which the Firm represented its clients.

Currently, the Firm is part of the Legal Services Chamber of the National Association of Entrepreneurs of Colombia (ANDI), a scenario in which important issues of the Colombian legal sector are analyzed and discussed.

Finally, it is important to highlight that the Managing Partner of the Firm, Juan Manuel Guerrero, is recognized as one of the best lawyers in Colombia on labor law and social security issues, being invited to different scenarios where labor reforms and public policies are discussed. from the country.

## **BUSINESS**

- Labor Law
- Social Security
- Litigation
- Consultancy Services
- Tutela


## **CONTACTS**

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## POSITIONING

We provide practical solutions for our clients, focusing on the prevention of disputes with strategic counsel and labor-related structuring, we have a remarkable record of accomplishments in labor litigation.

We are experts in workplace risk and occupational safety, advising on occupational hazard prevention and safety management as part of a team of experts on the subject.

Our legal advice on labor matters is focused on compliance and on the generation of inclusive policies at the labor level, to advise our clients on the implementation of policies and guidelines that prevent and confront situations of discrimination and workplace harassment.

Besides advising our clients on legal matters, we work along with company HR departments to design organization charts, position charts, human resource management, payroll management, authority and discipline management, and strategies to maintain a positive working environment.

We keep abreast of current labor legislation, emphasizing training (in-company and outside) for CEOs, area managers, and department heads as an important tool to prevent labor disputes that might arise from the employee-employer relationship.

We have experience in advising companies with different kinds of core businesses and workers with complex labor relationships, the firm is very active and effective in administrative and labour litigation.

## BUSINESS

- Labor compliance.
- Labor due diligence.
- Social security, occupational safety, and labor risks.
- Collective bargaining.
- Internal work regulations, special work schedules and safety regulations.
- Employer's Retirement.
- Administrative complaints before the Ministry of Labor Relations.
- Sponsorship in labor litigation.
- Processes of opening, subrogation, merger and closing of companies and liquidation of workers.
- Labor risk management.

## OFFICES

- Quito
- Guayaquil

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## POSITIONING

Barthélémy Avocats is a law firm built upon the conviction that people are at the heart of any company's wealth. Our leitmotiv : growing together to see beyond social law. The firm has been in existence for over 50 years and employs more than a hundred lawyers in 19 cities across France who work daily to perpetuate this vision.

By placing people at the center of their concerns, the firm has been able to build, over the years, a business with a strong culture and a true sense of sharing and service, which is reflected in the quality of its relationship with customers and partners and in the sure-footed management of their internal human-resources obligations. But above all, it is the firm's vision of employment law, which has become the Barthélémy Avocats calling-card.

## OFFICES

- Bordeaux
- Clermont-Ferrand
- Dijon
- Evreux
- Lille
- Lyon
- Marseille
- Metz
- Montpellier
- Mulhouse
- Nantes
- Nice
- Nîmes
- Paris
- Pau
- Rennes
- Strasbourg
- Toulouse
- Tours

## BUSINESS

### Supporting businesses: our vocation

Specialists in labor-law, Barthélémy Avocats supports, as a true partner, more than 5,000 companies of all sizes and from all sectors of activity, on a daily basis, on any subject pertaining to the client's professional activity, both in counseling and before the courts. To meet the needs of companies, the firm has developed departments (group of specialized lawyers dedicated to some fields of expertise/area of business), such as:

- International
- Health and safety
- Litigation
- Restructuring
- Industry-wide collective bargaining & negotiation
- Dispute resolution
- Human capital

The firm has developed the view that labor-law must be a tool for organizing the company. It supports its clients in defining and formalizing measures adapted to each company, labor-law being used as a vehicle for legal engineering.

### Annual subscription: there for you, when you need us

Because an effective partnership and trusting relationship are built up over time, Barthélémy Avocats also provides companies with a daily support formula as part of an annual fixed fee set -by mutual agreement for a foreseeable volume of services -and ensuring greater availability of lawyers.

## CONTACTS

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## POSITIONING

Cohen & Gresser is an international law firm with offices in New York, Paris, Washington, DC, and London.

Our firm has a strong employment practice and represents employers, international groups and executives in a variety of litigation and counselling matters both in France and in the United States.

In France, Cohen & Gresser employment attorneys have an extensive experience handling restructurings and mass layoff plans, collective employment relations, transfers of business/ transfers of employees, transactional employment due diligence and complex employment litigation. We also counsel our clients on a wide range of employment matters, including internal investigations, discrimination issues, working-time practice, service agreements and compensation and benefits.

In the United States, Cohen & Gresser employment attorneys represent clients in state and federal court actions; other forums such as the Equal Employment Opportunity Commission, the New York State Division of Human Rights, and the New York City Commission on Human Rights; court monitorships; and investigations. We also counsel employers and executives on a wide range of contractual and business matters, including employment, privacy, and social media policies and incident response plans.

Our attorneys have superb credentials, and are committed to providing the efficiency and personal service of a boutique law firm along with the quality and attention to detail that are the hallmarks of the best firms in the world.

Our practice reaches across many industries, including aviation, chemical, communications, finance, hospitality and leisure, life sciences and health care, luxury, retail, technology, and transportation.

## BUSINESS

- Restructurings and mass layoff plans
- Collective employment relations
- Transfers of business/ Transfers of employees
- Transactional employment due diligence
- International mobility
- Working-time practice
- Complex employment litigation
- Top management / Corporate officers
- Internal investigations

## OFFICES

- PARIS
- NEW YORK,
- WASHINGTON, DC,
- LONDON

## CONTACTS

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L&E Global is a worldwide leader with 32 prominent employment law firms cofounded by Flichy Grangé Avocats in 2011. Spanning 6 continents in 32 jurisdictions, the +1,750 employment lawyers provide specialized, business focused advice to major multinationals, mid-caps and innovative start-ups on all stages of growth and development in local and international markets.

## BUSINESS

- Restructuring and employment practice
- Remuneration policies and benefits practice
- Health and Safety practice
- Collective Negotiation and Working Time practice
- Social Security and Mandatory Contributory Schemes practice
- High-Risk Litigation practice
- Company Managers and international mobility practice
- Ethics, Diversity, and CSR practice
- Pension and contingency practice
- Public Service and State-Owned Companies practice
- Vocational training practice
- Atypical and/or new forms of work practice



## POSITIONING

Flichy Grangé Avocats is a leading employment and labour law firm in France with 12 specialized practices.

The highly experienced lawyers assist the French and international companies to assess the employment and labor law consequences of company complex operations, company policies and the risks they involve by carrying out extensive employment and labor law due diligence reviews or comprehensive studies of the impact on collective status.

Flichy Grangé Avocats meets the needs of international groups and manages international projects by relying on the support of L&E Global, a worldwide network of partner firms specialized in providing counsel to employers on labour relations, employment law, and employee benefits.

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## POSITIONING

Fromont Briens is one of the most preeminent employment and labour law firms in the French market.

For 30 years now, the firm has brought its depth of expertise in all the fields of French employment and labor law to a series of clients ranging from small and medium companies to listed global corporations.

A pioneer in many of its historical practices, the firm has developed a leading expertise in employment law, social protection and additional remuneration law, corporate and M&A, restructuring, social compliance and criminal labor law putting clients' satisfaction, regardless their size or industry, at the very heart of its practice through prospective and innovating interventions.

With an approach centered around the concept of advising partnership, the firm brings proximity, creativity, reactivity and hands-on solutions to the market.

More than just a partner, Fromont Briens has become **an actor in the social transformation of companies** by offering them innovative strategies in response to the technological, legal and societal innovations they must address at a rapid pace.

Our innovative solutions include :

- Social Crisis Management
- Data privacy
- Evolution and Labour 2.0
- Diversity & Inclusion
- Global mobility

## OFFICES

- Paris
- Lyon

## BUSINESS

### 360° LABOUR AND EMPLOYMENT LAW

Fromont Briens offers a day-by-day management of all our clients HR issues with several methods of operation:

- Counsel
- Litigation
- Strategic and operational support
- Training

Our firm has also developed a range of expertise to assist our clients in managing all their HR needs and projects:

- Social Protection and Additional remuneration
- Criminal Labour Law
- Management and Social Structuring M&A
- Restructuring
- Social Compliance

## YOUR PARTNER IN FRANCE

Fromont Briens advises all kinds of non-French companies for their employment and labor law issues in France.

From mobility, hybrid schemes, harassment and discrimination issues to the very specific employment, social security and additional remunerations French legal frameworks, we offer our non-French clients our expertise in the French market and knowledge of its relevant stakeholders to help them navigate this very complex - and strategic - environment

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**Béatrice-Anne Kintzinger**



**Bérénice Alisch**

## POSITIONING

Our law firm was founded in 2001, by Dr. Christophe Kühl, whose vision was to provide sound legal and business advice mainly to French-speaking companies doing business in Germany and vice-versa for German-speaking companies doing business in France.

Thanks to our legal expertise, our bilingualism and our knowledge of both cultures, we make French and German business law accessible to our clients. With pragmatism, we help them realize their business objectives and progress smoothly in Germany and/or France.

Our casework is exclusively cross-border and cooperates with the legal and fiduciary activities of local businesses.

If your company has a legal dispute, we can defend your interests before all German and French state courts, as well as before arbitral tribunals.

Listening to our international clients' needs has allowed us to create a comprehensive network of qualified consultants, capable of providing legal and business services to German-speaking companies doing business in France and vice versa. As a courtesy to our clients, we also cooperate with the vif-solution-Group to support our clients' business in Germany (<https://vif-solutions.com/de/>) and France (<https://vif-solutions.com/fr/>).

## OFFICES

- Cologne
- Paris
- Lyon

## BUSINESS

- General Terms and Conditions / Business Contract Law in France and Germany
- Labour law in France and Germany
- Construction law in France and Germany
- Business Compliance in France and Germany
- Estate Planning Law
- Renewable energy within the framework of trade relations with France – solar, wind and hydraulic energy
- Debt collection in France and Germany
- Legal proceedings / Litigation / Arbitration in France and Germany
- Corporate Law in France and Germany
- Commercial agents and Distributors in France and Germany
- Collection proceedings in France and Germany
- Internet law in France and Germany
- M & A
- Trademark law in France and Germany
- Restructuring / Turnarounds
- Tax law in France and Germany
- Transportation in France and Germany
- Copyright law in France and Germany
- Government procurement law in France and Germany
- Contract law in France and Germany
- Legal advice and assistance for German, Austrian and Swiss companies doing business in France and Germany
- Competition law and antitrust law in France and Germany
- Mediation

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Natali Aleksic



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Marie-Charlotte  
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## POSITIONING

Miguères Moulin is a multispecialist firm that advises entrepreneurs in a comprehensive manner in all areas of business law: in all areas of business law : social, individual and collective industrial relations, social security.

Each specialist supports a leading French and international clientele in the sectors of industry, catering, construction, luxury goods, e-commerce, medtech / biotech, audiovisual and professional sport.

Miguères Moulin provides his clients with the Alliance of Business Lawyers (ABL) network, which brings together around sixty law firms around the world, and of which he is one of the founding members.

Miguères Moulin's high added value teams assist their clients, both on a daily basis and in their exceptional operations, in defining their legal strategy.

## BUSINESS

- Business Law
- Labor and industrial law; all related litigations
- Conflict Resolution
- IP/IT

## CONTACTS

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 **BUSINESS**

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Clémentine Paquet

Hanna Volkenner

Laura Rejano

Emeline Salmon



Anja Hergesell

Michael Ott

Laura Maurer

Audrey Bourquin

Aimée Levitre

Lisa Deparis

Cyprien Greiner

 **CBBL**  
CROSS BORDER BUSINESS LAWYERS

 **FFU** Frankreich für Unternehmen

 **vis-à-vis**  
Votre implantation en Allemagne

 **EPP TAX** EXPERTISE COMPTABLE

 **POSITIONING**

Our law firm was founded in 1994, by Emil Epp, whose entrepreneurial approach and vision was to provide sound legal and business advice for French companies and their German subsidiaries in German law and to German, Austrian and Swiss companies with subsidiaries in French law. All our attorneys have a German and French law degree. Specialized teams cover all aspects of German and French business law and defend the interests of our clients in all German and French courts.

As it needs more than legal advice to make business successful in foreign countries, we have established companies to facilitate cross-border business:

- for German, Austrian and Swiss companies in France ([www.eurodroit.com](http://www.eurodroit.com); [www.ffu.eu](http://www.ffu.eu)) as well as worldwide ([www.cbbl-lawyers.de](http://www.cbbl-lawyers.de)).
- for French companies in Germany: EPP TAX Expertise Comptable ([www.expertisecomptable.de](http://www.expertisecomptable.de)) and Vis-à-Vis ([www.vis-a-vis.fr](http://www.vis-a-vis.fr)) – our domiciliation company in Baden-Baden.

 **OFFICES**

- Paris
- Baden-Baden
- Strasbourg
- Zürich
- Bordeaux
- Sarreguemines

 **CONTACTS LABOR LAW**

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**Giovannina Ventura**



**Monica Fasano**

## **POSITIONING**

BSVA is an independent law firm set up in 2002 by Alessandro Bellofiore and Francesco Senaldi. They wanted a place where the professional relationship between clients and lawyers could feel like a real partnership based on trust. With a team of over 60 members, BSVA is today a multi-disciplinary legal firm (deeply rooted/well established) on the Italian territory, based in Milan and Varese, whose aim is to meet the demands of its Italian and foreign clients, offering tailor made legal and fiscal services in several legal matters such as corporate and commercial law, banking, finance & capital markets, labor law, criminal law and family law.

### **Human Labor**

BSVA supports its clients in all issues related to labor law and industrial relations.

The client is assisted in the daily management of the employment relationship, also with reference to the development of the career and skills of each worker.

BSVA supports the client in the management of individual and collective disputes, with a view to finding alternative solutions to the judicial process.

In the field of litigation, the Firm has distinctive experience in disputes with directors/managers as well as relating to the requalification - also for social security and Enasarco contribution purposes - of relationships with agents/dealersw

## **BUSINESS**

- Agency and business procurement contracts,
- Company reorganizations and wage integration procedures, also with the involvement of trade unions,
- Collective dismissals and individual dismissal procedures,
- Due diligence,
- Employment profiles in the context of insolvency procedures,
- Health and safety in the workplace,
- Labor disputes at every stage and level,
- Stock option and/or staff incentive plans
- Subordinate or self-employment contracts,
- Transfer/lease of a company or company branch.

## **CONTACTS**

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**Dario Ceccato**

**Paolo Tormen**

## POSITIONING

Ceccato Tormen & Partners is a labor consultancy firm that focuses on the application of labor law in the broad sense, with particular reference to all matters pertaining to the management of human resources, in Italy and abroad.

We are a young company that has quickly become rooted in the territory and strongly developed. We can now count over 30 collaborators (including labour consultants and employees), with offices in Padua and Treviso and significant business relations throughout Italy, enabling us to offer our support to any business located throughout Italy (with a marked inclination towards medium-large structured companies).

Our roots lie in the extensive 20 years of experience and expertise gained in the field by our founding partners Dario Ceccato and Paolo Tormen. In business, our aim is to provide our client companies with maximum assistance while combining dynamism and professionalism.

The generous breadth of provisions offered by labour law allows us to range from industrial relations to outsourcing and corporate restructuring processes, from welfare systems to pension advice.

All this without forgetting the proactivity towards HR offices, with information, publication activities (both through specialized and non-specialized publications) and training activities.

International mobility is a part of our job that we are particularly passionate about. On this point we support our clients in: understanding and identifying the best way to allow the person concerned to work in Italy or abroad (depending on the situation prospected by the client), including the definition of the eventual residence permit; drafting the inherent documentation (e.g., letter of secondment and/or foreign employment contract); managing the social security and tax aspects related to the international mobility of staff to and from Italy.

We deal with industrial relations. We represent and assist companies in trade union negotiations and support them in delicate phases of company crises, managing social shock absorbers and downsizing procedures. In this regard, upon judicial appointment, we assist the relevant Commissioner and Receiver in managing the workforce employed by companies undergoing bankruptcy proceedings.

## BUSINESS

- Labour cost and budget
- Recruitment
- Employment contracts
- Payroll services
- Agency contracts
- Travel policies and company regulations
- Disciplinary disputes
- Secondment agreements
- Payroll management of posted workers
- Expatriates tax relief
- Social security representatives for foreign employers
- Immigration requirements
- Welfare plans
- Retirement prospects
- Enterprise Crisis Management
- Collective dismissals
- Social shock absorbers
- Downsizing procedures
- Labor due diligence
- Trade union assistance in the management of business crisis

## CONTACTS

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**Angelo Zambelli**



**Barbara Grasselli**



**Alberto Testi**

## POSITIONING

Zambelli & Partners has extensive experience in employment law, industrial relations and related litigation, as well as an in-depth knowledge of the legislative and regulatory system governing employment relationships.

The Firm is made up of professionals with proven in-court experience and an in-depth knowledge of the complex and articulated Italian legislation, also in the context of European Union law.

As a consultant of industrial, financial and commercial companies and corporate groups, the Firm offers ongoing assistance to clients in matters relating to Employment Law, Trade Union Law and Industrial Relations, providing its clients with strategic advice, assisting them in the day-to-day management and solving of any labour disputes.

The Team has successfully addressed many legal disputes relating to all labour law issues and has managed numerous reorganisations of companies in the engineering and steel, chemical and pharmaceutical, petrochemical and publishing sectors, as well as finance and credit.

The Firm also assists top managers in the stages of contractualisation and termination of employment, including any resulting litigation.

One of the Team's strengths is the possibility to operate internationally thanks also to the various languages spoken by its lawyers, such as Italian and English of course, but also French and Spanish. As a matter of fact, this added value led to the partnership of the Firm with L&E Global, the leading international alliance of law firms for cross-border labour and employment law services with more than 1.700 professionals. Zambelli & Partners is the sole Italian Firm member of such a prestigious network.

## BUSINESS

- Agency contracts
- Anti-union conduct
- Business transfers and related trade union procedures
- Change of duties
- Collective dismissal procedures
- Company collective bargaining
- Corporate welfare plans
- Disciplinary procedures and sanctions
- Directors of companies (appointment, remuneration, revocation)
- Extraordinary redundancies fund and related procedures
- Individual dismissals
- Management of executive relationships (hiring, execution, termination)
- Non-competition agreements and other ancillary clauses
- Production reorganisation processes
- Secondment of personnel in Italy and abroad
- Special contracts (part-time, intermittent work or job on call, apprenticeship, fixed-term contracts, etc.)
- Staff leasing contracts
- Stock option plans and other types of top management incentive plans
- Temporary management
- Transfer of employees

## CONTACTS

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Anne Morel

## **POSITIONING**

BSP is an independent and truly full-service law firm based in Luxembourg. As leaders in each of the areas in which we practice, our lawyers can assist in all aspects of Luxembourg business law. We provide our clients a timely and integrated legal assistance, vital to the success of most transactions.

### **Employment, Compensations & Benefits**

Our pragmatic and result-oriented approach enables us to deliver advice to our clients active in a wide variety of industries.

We can support you on:

- Employment policies and procedures
- Employment contracts
- Employment termination and settlement agreements
- Information/consultation procedures
- Restructuring measures and transfer of undertakings
- Negotiation with employees, representatives and trade unions
- Collective bargaining agreements
- Social plans
- Schemes or alternative forms of remuneration such as share option plans, employee participation schemes
- Supplementary pension plans

Furthermore, our professionals have an extensive experience in litigation. They represent employers in court in all kinds of litigation including claims for unfair dismissal, discrimination claims, and enforcement of non-competition covenants.

BSP can also assist clients in the implementation of a whistleblowing system in compliance with the legal requirements. In particular, she offers an outsourcing reporting hotline, assistance in the investigation process and in the assessment of a misconduct or a breach as per the new legal provisions. We also advise on what additional actions should be undertaken, and how to deal with external reporting mechanisms.


## **CONTACTS**

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**LIDIA MONSALVO  
ÁLVAREZ**



**ALAN DUCLAUD  
AMPUDIA**



**LUIS MONSALVO  
VALDERRAMA**



**ISABEL PIZARRO  
GUEVARA**



**LUIS MONSALVO  
ÁLVAREZ**



**ANDRÉS CÁMARA  
PÉREZ**

## POSITIONING

Monsalvo Duclaud is a Mexican leading law firm specialized in Labor, Employment and Social Security matters.

With a seasoned team of more than 40 attorneys, Monsalvo Duclaud represents a vast majority of industry sectors and multinational employers, bringing innovative solutions to daily requirements involving its clients' most important asset: their people.

All of Monsalvo Duclaud's partners are well recognized experts in each key practice area, which translates in unique cross-functional representation in the following strategic fields:

- Labor and Employment Consultancy
- High-risk Litigation
- Union Matters
- Labor Inspections
- Social Security Contributions

Monsalvo Duclaud actively participates in negotiations with local and international authorities, for the creation of new regulations and the amendment of legal frameworks that need to adapt to the present and upcoming changes of employment and social security realities. The team holds key positions in the main employer's chambers and associations, supporting management with investments in Mexico.

## BUSINESS

- Labor & Employment
- Social Security

## CONTACTS

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# INTERNATIONAL EVENTS CALENDAR 2024



**MARCH 13 2024**

MIAMI, USA

**Leaders League Cocktail during the IBA**

300 participants: leading lawyers, general counsel, CFOs, CEOs, investment bankers, arbitrators, litigation funders, and litigation support firms

**COCKTAIL | NETWORKING**

[latam-receptions.leadersleague.com](https://latam-receptions.leadersleague.com)



**MARCH 14 2024**

HYATT REGENCY HESPERIA, MADRID

**Connecting Business Leaders from Spain and Portugal**

250 participants: law firms partners, general counsel, legal directors, CEOs, investment funds, HR directors, heads of disputes, heads of corporate, managing directors and legaltech

**CONFERENCES | NETWORKING DINNER | AWARDS**

[iberian-legal-summit.com](https://iberian-legal-summit.com)



**JUNE 18 2024**

WTC CONVENTION CENTER, SÃO PAULO

**The biggest legal and financial event in the Brazilian market**

600 participants: general counsel, legal directors, CFOs, CEOs, investment banks, investments funds and managing partners

**CONFERENCES | NETWORKING DINNER | AWARDS**

[filasa.com.br](https://filasa.com.br)



**JUNE 25 2024**

INTERCONTINENTAL MIAMI, USA

**The event that brings together the best of the Corporate, Legal and Innovation worlds**

500 participants: general counsel, legal directors, compliance officers, heads of litigation, data protection officers, heads of IP, legal managers, law firms, IP directors and service providers

**CONFERENCES | NETWORKING | LEGALTECH | AWARDS | COCKTAIL**

[alliance-summit.com](https://alliance-summit.com)



## SEPTEMBER 2024

MEXICO CITY, MEXICO

Leaders League Cocktail  
during the IBA Annual Conference

400 participants: leading lawyers, general counsel, CFOs, CEOs, Investment bankers, arbitrators, litigation funders and litigation support firms

CONFERENCES | NETWORKING

[latam-receptions.leadersleague.com](https://latam-receptions.leadersleague.com)



## OCTOBER 2024

SAN ISIDRO - LIMA, PERU

Latin America's key compliance summit

More than 150 participants: law firm partners, general counsel, compliance officers and forensics experts

CONFERENCES | NETWORKING LUNCH | COCKTAIL

[compliance-summit.com](https://compliance-summit.com)



## NOVEMBER 12 2024

TIVOLI MOFARREJ, SÃO PAULO

Brazil's biggest legal awards ceremony

300 participants: law firm partners, managing partners, general counsel and legal managers

AWARDS | GALA DINNER

[brallaw.com.br](https://brallaw.com.br)



## NOVEMBER 2024

PAVILLON D'ARMENONVILLE, PARIS

The only event that brings together the whole  
Private Equity ecosystem

1,200 participants: managers, GPs, LPs, advisors, investment funds, CEOs and CFOs


CONFERENCES | NETWORKING | AWARDS | GALA DINNER

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

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**Manuel Diego Aramburú**



**Fernando Castañeda**



**Oscar Boero**



**Gustavo Ramos**



**Mauricio Cavero**

## POSITIONING

**Aramburú Castañeda Boero - abogados** is a top full-service firm with more than 20 years of experience providing high quality legal consulting services to middle-market companies in different areas of law.

We provide comprehensive and creative solutions, which not only adds value for our clients, but helps them make appropriate decisions. For this purpose, we engage in our client business and create a client-firm work team that allows us to combine their best interests with alternative legal solutions. Our goal is to be considered not only as their lawyers, but as a strategic business partner in long-lasting work relationships.

At **Aramburú Castañeda Boero - abogados** we provide legal advice on Corporate Law, M&A, Labor & Employment, Immigration, Tax, Projects & Infrastructure, Regulatory, Private Investment, Compliance, Arbitration, Data Protection and recently in Mining, among other corporate-related practices.

Specialized counselling on reorganizations, shareholders, agreements, stock trades, credit syndication, liquidation and dissolution of companies, negotiation and development of employment contracts, labor planning, risk assessment, labor cost reduction strategies, terminations, labor due diligence, occupational safety and health, collective bargaining, labor claims, Immigration, tax planning, analysis of operations with tax incidence, legal support in financing operations, tax litigation, are our main day-to-day advice.

Our professional team is highly specialized, graduated from the most prestigious universities; and most of them have obtained masters degrees in the United States, Europe and/or locally, thus our clients should expect profound knowledge of the areas of law to be dealt with, as well as integrity, commitment, initiative and capacity for analysis and creativity.

The firm is member of DRT Alliance a global network of law offices that provides clients seamless access to legal services in major business centers through the U.S, Latin America, Europe, Middle East, Asia and Africa.

## BUSINESS

- Arbitration
- Compliance
- Corporate, Commercial and M&A
- Data Protection
- Labor and Employment
- Immigration
- Mining
- Tax
- Projects & Infrastructure
- Regulatory

## CONTACTS

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**Tino Vargas  
Raschio**



**Valentina López  
Rodríguez**



**Franz Valdivia  
Alejos**



**Katherine Flores**

## POSITIONING

Compliance Laboral S.A.C. is a boutique legal firm specialized in the labor area, founded to share with society all the experience gained in the years of labor legal practice.

Compliance Laboral is led by Tino Vargas Raschio, Managing Partner of Compliance Laboral, a specialist in Labor issues and Corporate Labor Compliance.

His experience of more than 10 years is complemented by two lines of action: Collective Bargaining and Occupational Health and Safety Management Systems. He can understand the needs of the client to offer a solution grounded in the real corporate context. He is a senior contractual adviser and a member of Boards and Committees. In addition, he works as an in-house legal trainer for different companies and is the author of legal articles in Thomson Reuters, Gaceta Jurídica, Gaceta Laboral.

Likewise, the Compliance Laboral team is made up of a young staff of lawyers, who have an extensive experience in labor matters and have ideas associated with today's world:

- Franz Valdivia Alejos
- Valentina López Rodríguez
- Katherine Flores Zamudio

Working together with professionals specialized in Individual Labor Law, Collective Labor Law, Labor Procedure, Immigration, Safety and Health at Work, and Social Security, guarantee the commitment to provide quality advice on all kinds of matters related to these areas of practice.

The service provided in Compliance Laboral require a close relationship with the client, trust, and total transparency to share and take care of the data provided.

Compliance Laboral work under the objective of being a strategic partner that listens to the client's needs and provides solutions that are adjusted to the right extent and the context of each company individually, without neglecting the employee, the most importantly human being, within any organizational relationship.

We are here to support our clients, because we are more than legal.

## BUSINESS

- Hiring and Dismissals
- Collective bargaining, prevention, and resolution of labor disputes.
- Human Resources Consulting
- Corporate reorganizations and productive decentralization
- Immigration processes.
- Solution of judicial and arbitral controversies
- Administrative Procedures
- Safety and Health at Work
- Implementation of Remuneration Policy
- Training

## CONTACTS

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**Carlos Cornejo  
Vargas**



**Cintia Santiváñez  
Núñez**



**Claudia Seminario  
Gómez**



**Cecilia Calderón  
Paredes**

## POSITIONING

We offer high-quality legal services specialized in Labor Law, Social Security and Immigration Matters, with a vision based on efficiency and personalized attention to prevent labor contingencies.

The members of our Firm are top-level lawyers with extensive experience advising national and foreign private companies, as well as public sector institutions.

Among our services are:

- Advice for hiring of national and foreign workers, and outsourced personnel.
- Advice for the design of compensation systems, and for the organization of working times.
- Advice for the design of termination procedures.
- Advice for the improvement of Labor relationships and to prevent labor disputes and manage collective bargaining.
- Advice for the design of procedural strategies, both in judicial and administrative settings, including the sponsorship before Judicial and Administrative Authorities.
- Advice for compliance with labor obligations, through Audit procedures aimed to identify non-fulfillment and to execute corrective measures.
- Advice for compliance with legal obligations regarding Safety and Health at Work.
- Advice for compliance with legal obligations regarding Social Security.
- Advice for Immigration matters, regarding obtaining adequate migratory status for foreigners.
- Virtual and face-to-face training on Labor matters, such as mandatory issues (sexual harassment in the workplace and Health and Safety matters) and others aimed to improve labor relations with good labor practices.

## BUSINESS

- Labor consultancy
- Collective bargaining and Labor relations
- Administrative and Judicial procedural sponsorship
- Labor Audit
- Safety and Health at Work
- Social Security (in health and in pensions) consultancy
- Immigration services
- Training in labor matters

## CONTACTS

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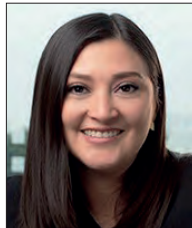


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**Daniel Robles  
Ibazeta**



**Dayan Ibazeta  
Castelo**



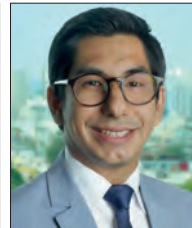
**Karen Celestino  
Licera**



**Alonso Tarazona**



**Amy Oyarse  
Muñoz**



**Dennis Pérez**



**Lucero Villalobos**

## POSITIONING

We are a Law Firm with more than 22 years of experience in different areas and industries that have allowed our firm to consolidate in the Peruvian market, making a difference from the particularity of the services we provide, offering comprehensive solutions regarding the legal matters of our clients with personalized attention and high-quality standards.

In Robles Ibazeta Consultores we offer a vast advice in the different areas of law, in which we have experts in the field and a solid, transparent, and outstanding work team within the Peruvian market.

**Corporate:** We provide comprehensive advice to our local and foreign clients in all corporate and contractual aspects, including the analysis and implementation of the most suitable corporate structures for the development of businesses, projects, operations, and investments, regardless of the industry in which they operate. We advise our clients on all types of corporate agreements, such as capital increases and reductions, corporate reorganizations (including mergers, spin-offs, and simple reorganizations), dissolution and liquidation processes, and others related to the proper corporate development of companies.

**Labor:** The labor area has specialists in Labor Law and Social Security. We provide preventive business advice on labor matters. We maintain a strategic vision of labor relations where we know that beyond the conventional approach of bipartite and tripartite care of the labor relationship (union), our clients grow if there is harmony, motivation, commitment, and a good working environment. Aspects that we provide through our training plans that perfectly complement our labor compliance practice, and that make the difference in our daily consulting. Our activities range from the absolute of daily consultations, strategic planning of recruitment, including the hiring of foreign personnel and administrative procedures with the National Superintendence of Labor Inspection - SUNAFIL. In addition, the team has experience in administrative procedures and court cases.

**Consumer Protection, Unfair Competition and Intellectual Property:** The purpose of our advisory services is to support companies in their commercial projects by reviewing compliance with Peruvian regulations in this area. In that sense, our service consists of reviewing the pieces and texts to be used in advertising campaigns, elaborating and/or reviewing the conditions of the services and/or products to be offered, as well as evaluating the distinctive signs to be used. Our experience covers different areas related to the tourism sector, insurance, payment gateways, retail, among others. Our team also provides comprehensive advice in the analysis of cases, the development of legal strategies to be followed for the benefit of our clients and the constant defense of the companies in our charge in all administrative and judicial processes that may arise in this field.

**Tax Law:** We stand out for the clarity of our services and for making changes for the economic savings of our clients through the execution of our tax optimization service, which will be achieved through a business tax advice to increase results and not losses. Our mission is to provide comprehensive advice on tax matters with a value proposition that ranges from the proper administration of taxes, tax planning, tax compliance, tax returns, monthly consulting, audits, campaigns such as beneficial ownership and transfer pricing, tax audits and others.

**Fintech:** Our staff of lawyers specialized in New Technologies Law, Banking and Finance Law and other branches of law that interact with Fintech requirements, are professionals with extensive experience in providing advice to companies in the digital sector and Startups, so that they can achieve a development based on technology and the continuity of their operations, in compliance with the current regulatory framework. We stand out in the market for being one of the pioneers in providing advice in the Fintech sector on issues such as financial services regulation, complex transactions, payment systems, blockchain and cryptocurrencies, as well as data privacy and cybersecurity, for which we have a high level of legal expertise.

**Public Procurement:** We provide advice in the review of bidding documents and additional documents, preparation of consultations and observations before public entities, preparation of accreditation forms, preparation of technical proposals, advice in the preparation of files and review of technical documents to evaluate compliance with requirements, response to bids, negotiation of contracts in compliance with legal specifications within the scope of the applicable law.

## BUSINESS

- Corporate Law
- Labor Law
- Consumer Protection, Unfair Competition and Intellectual Property
- Tax Law
- Fintech
- Public Procurement

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**Silvia Bauza**

## POSITIONING

Allen & Overy opened the Madrid office in 1991, at a time when the sophistication of the Spanish market, which reflected a simultaneous growth in the country's economy, required a quality focus, with national excellence and international reach.

Over the last 31 years, Allen & Overy has become one of Spain's leading legal practices, providing high quality and innovative advice to steer complex transactions to a successful conclusion.

Based in Madrid, our lawyers have both international experience and an in-depth knowledge of the local market. We can leverage the resources and skills of a highly integrated worldwide network. Our office is led by 18 top-tier partners, each of whom has an exceptional track record of success and achievement across a range of industry sectors, supported by a dedicated team of experienced lawyers.

Our clients are our top priority and they include financial institutions, public entities, high profile Spanish companies and international corporations with interests in Spain and beyond.

As a global elite practice, Allen & Overy is at the cutting edge of international legal and commercial insights. Our teams are able to offer our clients the support and advice needed to succeed in the changing national and global markets.

### **Employment**

Allen & Overy Spain's labour and employment department stands out for its extensive experience in the practice of labour and social security law, both in its collective and individual aspects. In particular, our team of labour lawyers provides and develops solutions on any legal issues in the labour, Social Security and Occupational Risk Prevention fields, in matters ranging from the analysis and interpretation of the applicable labour and Human Resources regulations, to the negotiation and implementation of termination and internal flexibility measures, workforce restructuring, collective suspension of employment contracts, collective bargaining, inspection proceedings and all types of litigation before the labour courts, among others.

## BUSINESS

- Antitrust and European Law
- Banking/Finance
- Capital Markets
- Corporate / M&A
- Employment
- Litigation and Arbitration
- Public Law
- Tax
- Restructuring & Insolvency

## OFFICES

### **SPAIN**

- Madrid

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**Jacobo Martínez Pérez -  
Espinosa**

## POSITIONING

As a global top 15 law practice, Eversheds Sutherland provides legal advice and solutions to a global client base ranging from small and mid-sized businesses to the largest multinationals.

Our teams of lawyers around the world operate seamlessly to deliver the legal know-how and strategic alignment that clients need from their advisors to help further their business interests. Clients describe us as creative and well-versed in cutting edge legal work – we listen well in order to understand how and where we can be most effective and add the greatest value.

We shape our advice to the unique circumstances and challenges of each project, and ensure the right people are in the right places to offer insight and certainty – from the day-to-day to the most complex, multijurisdictional matters.

What unites us is our commitment to service excellence through a solution-oriented approach. We know our clients' businesses, the industries and markets they operate in, and we know that great relationships yield the best outcomes.

We provide advice on practically all employment law issues, both on a strategic and consultancy basis and in relation to procedural matters.

We offer a flexible service that is tailored to our clients' needs and that always complies with our fundamental goal: to provide practical solutions in the field of Human Resources.

We have extensive experience in providing services in relation to all kinds of matters and clients: ordinary and special employees, senior management, small and medium-sized public and private businesses, leading multinationals in various sectors, foundations and associations, and the major trade unions at both regional and national level.

Our services, include the following areas: Human resources consulting, Negotiations and disputes, Social security, Senior Management.

## BUSINESS

- Commercial & IT
- Competition, EU & trade
- Construction & engineering
- Consulting
- Corporate and M&A
- Corporate counsel program
- Corporate crime / white collar crime & investigations
- Employment law
- Energy & infrastructure
- Entity management
- Finance, financial services regulation & investment products
- Insurance
- Intellectual property
- Litigation & dispute management
- Pensions, benefits & executive compensation
- Real estate and planning
- Tax

## CONTACTS

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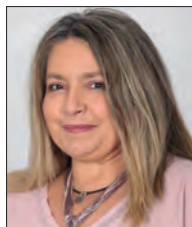
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**Jacobo Martínez Pérez - Espinosa**



**Yolanda Guitiérrez**

## POSITIONING

At Eversheds Sutherland, we provide advice on nearly all issues that arise in relation to employment law, including both strategic advice and consultancy and also litigation. As regards the consultancy field, our services include the definition and implementation of remuneration schemes, the design of human resources strategies and talent development and management. Variable remuneration schemes, long-term incentives, directors' pay, job classification models and salary structures, flexible remuneration, career development, performance appraisals, succession planning, identifying potential, senior executive development, international mobility are just some of the policies which the department designs and implements.

## BUSINESS

- Commercial & IT
- Competition, EU & trade
- Construction & engineering
- Consulting
- Corporate and M&A
- Corporate counsel program
- Corporate crime / white collar crime & investigations
- Employment law
- Energy & infrastructure
- Entity management
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Ignacio del Fraile López



Carlos de la Torre

## POSITIONING

At Gómez-Acebo & Pombo we combine excellence in legal practice with a belief that we have held throughout our history: value is born from people and for people, the inspiration and drive to improve every day.

We are a committed team that solves your legal challenges and understands business law as a space where criteria and innovation come together to make your goals possible.

## EMPLOYMENT

The personal treatment and specialized care that we provide in each case creates an atmosphere of trust not only with our client, but also with employee representatives in individual and collective negotiations.

One of the aspects that our clients most value is precisely the immediacy and dedication with which we deal with their matters, especially our ability to respond, in an agile, efficient and, above all, eminently practical manner.

We offer expert advice on both national and international matters, backed by a proven track record with top-level clients.

## BUSINESS

- Accounting
- Banking and Finance
- Capital Markets
- Competition and European Union
- Corporate and Commercial
- Corporate Compliance
- Corporate Governance
- White Collar crime
- Employment
- Environment
- Insolvency
- Intellectual Property and Technology
- Litigation and Arbitration
- Mergers and acquisitions
- Public Law and regulatory
- Real Estate
- Restructuring
- Tax
- Town Planning
- Project Finance

## OFFICES

- Barcelona
- Brussels
- Lisbon
- London
- Madrid
- New York
- Valencia
- Vigo

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Andreas Casutt



Catherine Grun Meyer



Nicolas Kuonen



Valerie Meyer Bahar



Thomas Sprecher

### POSITIONING

Niederer Kraft Frey is a Swiss law firm with an international approach. We offer integrated advice across the whole spectrum of corporate, finance and business law. We have a long track record of dealing effectively with complex challenges by combining legal excellence with commercial focus. Over decades, Niederer Kraft Frey has worked on the most significant and demanding matters in the Swiss market. This is the foundation of our distinct market knowledge, legal expertise and our capacity for innovative thought.

We are an international team of more than 140 lawyers of whom 47 are partners. The focus of Niederer Kraft Frey is the business of our clients.

#### Employment

With broad and deep expertise and a commercially pragmatic approach, our employment law group has a strong track record of advising international and domestic clients across all industries on a wide range of contentious and non-contentious employment law matters.

We advise publicly listed and private companies, financial institutions, executive employees and directors on all aspects of employment law from recruitment and contract negotiation to termination, including related fiscal, compensation, health & safety, pension and social insurance law matters. We also advise on data protection, on the employment issues arising in corporate transactions and in the context of internal investigations. We partner with our clients to find pragmatic, effective solutions which take into account the commercial context in which they operate.

We integrate the expertise of specialists from other practices across the firm, including in particular our Corporate/M&A, Technology, Tax and Dispute Resolution teams, to provide innovative, tailored and effective advice to our clients.

### BUSINESS

- Antitrust/Competition
- Banking, Finance & Regulatory
- Capital Markets
- Commercial
- Compliance
- Corporate/M&A
- Dispute Resolution
- ESG
- Employment
- Intellectual Property
- Investigations & Enforcement, White Collar Crime
- Private Clients
- Real Estate
- Sports
- Tax
- Technology



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**Fernando Posada**



**Pablo Verde**



**Alfonso Rodríguez**



**Adrián Gutiérrez**

## POSITIONING

Baker Tilly Uruguay trading as Baker Tilly is a member of the global network of Baker Tilly International, the members of which are separate and independent legal entities.

Baker Tilly Uruguay provides auditing, accounting outsourcing, business solutions, tax and legal services, as well as consulting on central bank regulations.

From our Legal Department of Baker Tilly we provide tailored advice for each client, enhancing our technical knowledge with a global vision of each issue, counting with outstanding professional experience and academic support, in addition to the support of a multidisciplinary team. Through a staff of highly specialized professionals, services are provided in both the contentious and corporate areas in the following areas:

- Civil law
- Family and inheritance law
- Economic criminal law
- Corporate Law
- Legal-tax advice
- Commercial and Corporate Law
- Public Law and Economic Regulation
- Public Contracting
- Immigration law and residence
- Labor Law
- Advice and assistance in public tender

We have more than 30 years of experience in advising and implementing solutions for individuals and companies in Uruguay. Our country offers a wide variety of types of tax residency (Tax Holiday, for example) for individuals and companies, as well as a modern platform of tax incentives and corporate instruments such as free trade zones. We have a team with vast experience in each of these areas.

## BUSINESS

- Corporate Law
- Mergers & Acquisitions
- Labor & Employment
- Civil & Commercial Litigation
- Family law
- Immigration
- Dispute Resolution
- Criminal Law
- White Collar

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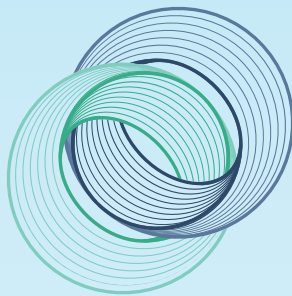
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