



# LEADERS LEAGUE

## INTELLIGENCE REPORT & RANKINGS

# HUMAN CAPITAL & LABOR LAW

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

## RANKINGS

Labor Litigation  
Collective Bargaining  
Mobility & Expatriation

2024-'25



**KATHLEEN DENOODT**  
PARAKAR



**RICARDO FERREIRA**  
JBS



**MARIA JOÃO MAIA**  
ASTRAZENECA



**FERNANDO SOLLAK**  
TOTVS



**ANNE-LAURE THOMAS**  
L'ORÉAL

LEADERS | EXPERT INSIGHTS | DIRECTORY

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Managing Editor

**GUIDING LIGHT**

**I**t is not surprising that people feel insecure in the modern world of work; the generative AI revolution has caused many to worry about job security, social mores are changing at a rapid pace and the cost of living remains stubbornly high. Now more than ever, it's important for human-resource managers to act as a guiding light and help staff turn anxiety into optimism. Therefore, anticipating the future and rethinking the present are absolute priorities.

Most workers crave routine and dislike change, yet the AI revolution is taking place, whether they want it to or not. Training, employability, career management, recruitment, performance appraisals, data protection, psychosocial risks, accident prevention, commercial activity, working hours and even CSR are all, in one way or another, being turned upside down by this new technology.

Thanks to AI, we have arrived at an inflection point in our professional lives, and the consequences of the choices we make at such watershed moments in a career are seldom fully appreciated until further down the road, and for many the option to go back and take a different path may not exist by the time they are. It's up HR departments to bring as much clarity as possible to the factors impacting the career-choices of the staff whose wellbeing they are entrusted with, so that whatever a company's AI strategy, the individuals who drive it have a clear idea where they, too, are headed.

Given the scale of the task, it's vital for human-resource professionals to meet up with peers on a regular basis in order to exchange ideas and draw inspiration from one another. This is the best way of guaranteeing the efficiency and durability of the human capital they are charged with nurturing at all levels the company, from shop floor to c-suite.

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!

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# LEADERS 2024-'25

## **LABOR & EMPLOYMENT**

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# Creating an inclusive culture starts with concrete measures



Interview with

**ANNE-LAURE THOMAS**  
Head of Diversity, L'ORÉAL FRANCE

**"As a mother of a child with a disability myself, I benefit from L'Oréal's inclusivity policy and have ten half-days off per year for accompanying him to consultations"**

The mother of a son with a disability, Anne-Laure Thomas is a tireless ambassador for diversity and inclusion, which she enthusiastically promotes throughout the L'Oréal group, with impressive results.

**LEADERS LEAGUE:** Your work in the field of gender equality is impressive: can you tell us more?

**Anne-Laure Thomas:** We are proud to be number one in France, and 9th worldwide out of 3,950 companies, on Equileap's gender equality index. Our results are the fruit of a holistic approach to everything that hinders women's careers, starting with better support for working mums and longer parental leave.

And to avoid gendered biases of perception and self-censorship, we organized leadership-training sessions, and focused on providing extensive expatriation assistance, so that women could take advantage of this career booster, from which they were previously largely excluded, the tradition being that they were the ones to follow their spouses abroad. We set up a network of companies to help spouses of expats find jobs in the destination country, and this has produced excellent results: previously, only 7% of female L'Oréal staff took up a position abroad, today the ratio is practically 50-50!

Last but not least, we were very active in the creation of an anti-sexism scheme, supported by 270 companies and schools, which aims to alert, prevent and punish any toxic behavior towards women. This covers discriminatory comments masquerading as jokes, men talking over women and mansplaining – all of which put down and infantilize women. With careful monitoring, we have been able to restrict such behavior.

The principle is one of zero tolerance, and also relies on internal communication and measurement of our progress. From our involvement in the above anti-sexism scheme, we have seen that companies which make a commitment reducing sexism have much better scores than companies that have not worked on this issue.

On the subject of disability, more than 6% of L'Oréal staff have some form of

disability. What are you doing to accommodate the needs of these staff members?

First of all, by freeing people to speak out, and then by creating an inclusive culture. This starts with concrete measures: when people with disabilities come for a recruitment interview, we adapt the premises with the person's agreement, of course. And as soon as the person arrives, we notify social assistance and occupational medicine, to ensure that everyone is welcomed in the best possible conditions.

As a mother of a child with a disability myself, I benefit from L'Oréal's inclusivity policy and have ten half-days off per year for accompanying him to consultations. This allows me to take care of him while at the same time pursuing my career. Given the position I occupy, I know that being able to talk about it with colleagues is a source of great relief for the people in the company whose children or parents are in this situation.

Furthermore, together with Group recruiters, we regularly attend forums focusing on disability which, given that in 2024 more than 6% of our staff are recognized as disabled, underlines our commitment.

**How does L'Oréal's internal communication help cultivate this inclusive culture?**

We created the NoFilter campaign, which is displayed all over our premises. The smartphone videos feature testimonials from disabled and refugee employees of all ages, genders, physiques and sexual orientations.

The important thing is to show that anything is possible and that skills are what prevail over everything else. The people telling their story help move the needle, and we thank them: we know that speaking up is difficult, so when people do it, it's because they feel comfortable being able to do so doing so. And that's a powerful message for anyone who wants to join us. ♦

# Regularly auditing Parakar's practices gives us a competitive advantage



Interview with

**KATHLEEN DENOODT**  
General Counsel, **PARAKAR**

**"We rely on local partners to complement our expertise and regularly train our teams and clients on the subtleties of the labor laws of each country"**

Kathleen Denoodt is the general counsel at Breda-headquartered outsourced HR and payroll services multinational Parakar. She spoke to Leaders League about the challenge of navigating the various labor laws of the European countries in which the company is present, while it strives to maintain the highest levels of compliance.

**LEADERS LEAGUE:** With customers present in several European countries, how does Parakar navigate local labor laws on the way to creating value for your customers?

**Kathleen Denoodt:** With clients in several European countries and inherently local labor laws, we succeed in creating value for them through a multifaceted approach. We have in-depth expertise in the regulations of each country, allowing us to offer tailored and compliant solutions. We have centralized management but with local support to address the specifics of each market. We utilize the right technological tools to manage differences while remaining efficient and continuously monitor legal developments to adapt quickly. Furthermore, we rely on local legal partners to complement our expertise and regularly train our teams and clients on the subtleties of each country. In this way, we successfully supported the launch of a major client in several new European countries last year, finely adapting our approach to each context.

**How does your legal department navigate the complexities of international regulations and compliance?**

Our legal department navigates the complexity of international regulations and compliance by constantly staying up to date with the latest legal developments in all the countries where we operate. We have developed sharp internal expertise, complemented by a network of carefully selected local legal partners. We continuously map our compliance risks to address them proactively. We design custom processes and tools to facilitate rule compliance, such as country-specific training. We work closely with local authorities to understand their expectations. And we regularly audit our practices to verify our compliance. It is a constant challenge that requires rigor and agility, but it is also a competitive advantage that we are committed to cultivating.

**Is artificial intelligence already in use within your legal department?**

Artificial intelligence is not yet used within our legal department, but it is in other departments at Parakar. We play a supervisory role to ensure the proper use of this technology however. For example, our marketing department relies on AI to draft certain content, which we then validate from a legal perspective. We see very promising results. In the long term, we plan to experiment with AI for certain repetitive legal tasks, such as reviewing standard contracts or conducting documentary research. But we will ensure control is maintained, with experienced lawyers validating the results. AI will be a decision-making aid and a time-saver for us, not a replacement for human expertise.

**In what ways does your legal department collaborate with other departments within Parakar to ensure alignment and support business objectives effectively?**

Our legal department collaborates closely with all other departments at Parakar to ensure we effectively support the company's objectives. With sales, we negotiate client contracts. With HR, we ensure compliance with labor laws. With finance, we optimize risk management. With marketing, we validate the appropriateness of communications. With IT, we protect our data. With management, we shape strategy by integrating legal dimensions. We also train teams on legal issues.

More than just lawyers, we are heavily involved in all the company's operations. For example, we are currently leading a major cross-functional project to harmonize our standard GTCs at the European level as far as possible given the different laws per country, working together with the commercial and business development teams. It is a collaborative and pragmatic approach, and one that helps maintain Parakar's performance. ♦

# Inclusive recruitment is a top priority for AstraZeneca Portugal



Interview with

**MARIA JOÃO MAIA**  
HR and Legal Director,  
**ASTRAZENECA PORTUGAL**

**"We hold 'Walk the Talk Sessions', where the directors respond to issues raised by employees, communicating in a very transparent way what is going to change"**

Maria João Maia shares key initiatives on inclusion, diversity and impact at AstraZeneca in Portugal, highlighting efforts at inclusive recruitment and projects like those focused on staff well-being, particularly mental and physical health.

**LEADERS LEAGUE:** You recently assumed the role of HR director at AstraZeneca Portugal, which you exercise in addition to your responsibilities as legal director. Can you share the diversity and inclusion initiatives implemented?

**Maria João Maia:** AstraZeneca's inclusion and diversity policy is based on three essential pillars: inclusion, diversity and impact. In terms of inclusion, we have various speak-up and outreach moments to encourage feedback, employee groups dedicated to various topics, and we also have a "Fun Squad". These groups regularly share with management the feedback they collect from employees, and we act on this feedback.

To this end, we hold "Walk the Talk Sessions" twice a year, where the directors respond to some of the issues raised by employees, communicating in a very transparent way what is going to change and what is not, and explaining the reasoning behind these decisions.

As regards diversity, we have a significant representation of women (63%), including in leadership positions, with the proportion here rising to 65%. We monitor pay equity to ensure there is no gender pay gap, we have a maternity support room and we have implemented gender-neutral parental leave, allowing men to have the same days that women usually have. What's more, we promote awareness-raising sessions and "inclusive talks" on various topics such as LGBTQIA matters and mental health.

This year, we started raising awareness about the power of neurodiversity with educational sessions and implemented tools to help our neurodivergent colleagues thrive.

Finally, concerning the impact pillar, we choose to work with suppliers who share our values and priorities and we opt for inclusive and diverse partners.

**How to promote inclusive recruitment in the workplace?**

Inclusive recruitment is also one of our priorities. At the beginning of 2023, AstraZeneca Portugal was the first company in the pharmaceutical industry to join the Inclusive Community Forum (ICF), a group of national and multinational companies, led by NOVA SBE, which is dedicated to improving the lives of people with disabilities, focusing on education and employability.

AstraZeneca Portugal was also recently distinguished by the Portuguese Association for Diversity and Inclusion (APPDI) with its diversity seal in the recruitment, selection and people management practices category. This recognition follows on from the work we have been doing on inclusive recruitment, which includes hiring people with disabilities.

**How is AstraZeneca Portugal promoting mental health and psychological well-being among its employees, and what initiatives have been implemented?**

Mental health and psychological safety are also priorities for AstraZeneca Portugal. We created a project called Bala-nAZ focused on well-being, especially in mental and physical health. We have been working, in particular with line managers, to create healthy workplaces, identify warning signs, and establish conditions where everyone can thrive, excel and achieve their full potential – emphasizing the importance of having a healthy mind.

Furthermore, we have an in-house app, HealthMind2, that allows employees to have immediate access to internal or external psychological support. In May this year, AstraZeneca Portugal received two important awards for our efforts in this area: the Thriving at Work award from Mind Alliance and the Healthy Workplace award from the Psychologist Bar Association. ♦

# Adopting innovations comes with the challenge of equipping professionals to use them effectively in their daily work



Interview with

**RICARDO FERREIRA**

Head of Labor Law, **JBS**

**“JBS’ labor-litigation team benefits from a robust case-management system boasting advanced technology such as automation, artificial intelligence and legal analytics”**

Head of the labor law department at Brazilian food and drink company JBS since 2022, Ricardo Ferreira discusses developments in the Brazilian regulatory landscape and the impact of new labor laws on the country’s largest private employer.

**LEADERS LEAGUE:** What were the main challenges the labor law department at JBS faced in Brazil in 2024?

**Ricardo Ferreira:** The main challenges in 2024 revolved around the regulatory and jurisprudential instability in Brazil’s labor sector and the strategic management of labor litigation in what is a demanding regulatory environment.

The constant evolution of jurisprudence and conflicting interpretations of key issues, such as the applicability of the Labor Reform (Law No. 13,467/2017) to contracts signed before its enactment, required a rigorous technical stance and the adoption of differentiated legal strategies. A key milestone in this effort was a successful leading case involving JBS, which not only protected the company’s interests but also established a significant precedent in the industry.

This case debated the application of the Labor Reform to employment contracts signed before November 2017, with a potential impact on all employees hired before that date. The decision by the Superior Labor Court (TST) brought greater legal certainty by reaffirming the reform’s applicability to all contracts, ensuring uniformity and compliance with the legislation.

**Given your company’s size and workforce, how does your team approach the management of labor litigation?**

Labor litigation management at JBS is structured to address the high complexity and volume of demands, reflecting our position as Brazil’s largest private employer, with over 170,000 employees. This reality requires a strategic approach combining adequate team-sizing, technology use and innovative initiatives.

Our internal management team is organized to meet the specific needs of each business unit, ensuring agility and accuracy in case handling. A key highlight is the Business Advocacy Center (NAE), established in 2016, which selects and trains

lawyers to handle labor litigation directly. Operating in more than 10 cities, these professionals manage approximately 20% of the company’s cases. This initiative ensures greater control and efficiency while reinforcing the strategic alignment between legal practices and corporate goals. Additionally, JBS’ labor-litigation team benefits from a robust case-management system boasting advanced technology such as automation, artificial intelligence and legal analytics. These tools assist in sorting, classifying and monitoring cases, providing strategic, data-driven insights for decision-making. Legal analytics, in particular, help identify trends, predict outcomes and support legal strategies with statistical analyses, enabling proactive and risk-focused management. This combination of human expertise and technological innovation ensures excellence in handling labor demands.

**In your view, what trends are shaping the future of work and labor relations in large corporations?**

The evolution of work and associated legislation reflects society’s ongoing adaptation to cultural, economic and technological changes. One of the primary trends for the future will be the increasing integration of artificial intelligence (AI) and other advanced technology into workplaces. These tools are not intended to replace human workers but to assist them, enabling greater efficiency and quality in task execution.

However, adopting these innovations comes with the challenge of equipping professionals to use them effectively in their daily work. Investing in training and development is crucial to ensure employees understand and master these kinds of technology. Moreover, technological advancement will require new regulations to balance innovation and the protection of labor rights, fostering an environment that values both technological progress and the indispensable role of professionals. ♦

# We create incentive campaigns to encourage the hiring of those from underrepresented groups



Interview with

**FERNANDO AUGUSTO SOLLAK**  
HR Director, **TOTVS**

**“One of the major challenges in any M&A operation is team integration and managing the insecurities and expectations of the employees involved”**

Fernando Augusto Sollak discusses the challenges of people management in a company with over 10,000 employees based in different locations, in addition to TOTVS' diversity and inclusion initiatives and team-integration practices during M&A processes.

**LEADERS LEAGUE:** What are the biggest challenges in people management for a technology company as large as TOTVS?

**Fernando Augusto Sollak:** Currently, we have over 10,000 employees and are a nationwide company with units spread from the north to the south of the country, operating with a strong acquisition-driven culture. This large number of people, our wide geographic distribution, and the several acquisitions made in recent years are factors that make our people management both more challenging and enriching at the same time. When it comes to TOTVS' presence across Brazil, and even in Latin American countries, there is the challenge of understanding local legislation, labor-union relations in different regions, and adapting benefits to different cities/states, among other factors. But undoubtedly, this diversity provides us with a great opportunity for learning.

Another challenge faced by our HR team one that the entire IT industry encounters is the lack of specialized labor. To help bridge this talent gap, we invest in the professional development of our people through Universidade TOTVS, a platform offering courses and training on both soft and hard skills, as well as content tailored to the company's operational areas. In parallel, we also contribute to the broader market through the Institute of Social Opportunity (IOS in Portuguese), which we co-founded and continue to support as one of its main sponsors. The IOS is a non-profit organization offering free training for young people in socially vulnerable situations, with a focus on employability. This initiative helps prepare talent not only for TOTVS but also for the entire ecosystem, including our clients and partners.

**What initiatives has TOTVS implemented to promote diversity and inclusion in the workplace?**

We have a well-established diversity and inclusion program, aimed at fostering a

culture of respect and inclusion and raising awareness among our employees about practical policies that ensure everyone is included, and no one is left behind.

At TOTVS, we have talent pools specifically designed to recruit professionals from underrepresented groups. The *Elas na TOTVS* talent pool focuses on hiring women in the technology market, while the *Inclusão na TOTVS* pool is dedicated to people with disabilities. Both are regularly consulted by our recruitment and selection teams. We have also created incentive campaigns to encourage the hiring of minority groups, while making sure to always respect the competencies and skills required for each position.

Another initiative aimed at diversity and inclusion is the Inclusive Recruitment Guide, which outlines guidelines for both the recruitment and selection of teams and company leaders. These guidelines provide tips and recommendations to ensure that the recruitment process is conducted inclusively from start to finish, while always respecting the skills and competencies required for the role.

**TOTVS has gone through dozens of M&A processes. What are the challenges of integrating new teams during these acquisitions?**

M&A is a fundamental part of TOTVS' business strategy, and we have experienced this process numerous times. One of the major challenges is team integration and managing the insecurities and expectations of the employees involved. To overcome the challenges inherent in an acquisition, there are some best practices that can aid team-integration following M&A processes. One of these is paying special attention to communication. It is essential for both internal and external communication to be aligned and synchronized to avoid misunderstandings and speculation. Transparent and empathetic communication with employees is also key. ♦

# The arrival of generative AI has given rise to mixed feelings in the workforce



Interview with

## FLORA DONSIMONI

Executive Director,  
INSTITUT DE L'ENTREPRISE

**“In the tech sector, skills-obsolescence has gone from thirty years in the 1980s to two years and two months today, according to the OECD”**

France's *Institut de L'Enterprise* is dedicated to helping businesses make a positive contribution to society. Its executive director since 2023, Flora Donsimoni discusses the impact of artificial intelligence on the world of work.

**LEADERS LEAGUE:** Do you notice any disparities in the adoption and use of AI, depending on a company's size?

**Flora Donsimoni:** A recent study by the *Journal du Net* indicates that 58% of large and medium-sized companies are exploring AI, but only 30% have gotten round to training their staff. Indeed, there is a difference when it comes to smaller organizations, with a 2023 BPI study pointing out that only 3% of SME managers used AI on a regular basis, and 72% saw no use for it. This gap is likely to widen, and could lead to major – almost social – splits, if inequalities persist and intensify. Another figure from the government is worth highlighting: 14% of French employees are already using AI, yet 68% of them are doing so without their supervisor's knowledge. This should be of particular concern to employers regarding GDPR and intellectual property issues.

We've heard that AI could upset the employment market, with new jobs appearing while others disappear. Will AI sound the death-knell for certain professions?

The professions that are likely to be threatened by AI have already been impacted by digital technology. What has changed, however, is that the impact of generative AI is now being felt by white-collar workers. The prevailing viewpoint is that, when it comes to the short-term impact of AI in the professional domain, we need to be looking more at tasks than at jobs.

By 2035, there is a risk that 30% of working hours will be automated; in high-income countries, 33% of jobs could be replaced by AI. What needs to be taken into account, however, as the OECD stresses, is that companies prefer to upskill existing staff rather than replace them. We need to be clear-eyed: yes, the market is going to demand a workforce that knows how to use artificial intelligence, and that also possesses social and emotional skills. For

example, while AI can replace certain sales functions, it is not capable of replacing "high-flying" sales people.

**It has been proven that using AI saves time. Is this good news or bad news from the employee perspective?**

The management consultancy Roland Berger indicates a potential for 1.4 million jobs to be enhanced by adopting AI. This equates to significant time savings. Yet the arrival of generative AI has given rise to mixed feelings. The OECD states that 53% of employees using AI recognize the benefits, as AI enables them to get rid of certain tedious tasks. And at the same time, they fear that AI will lead to increased productivity demands, and they also worry about AI governance and potential discrimination in the field of human resources. Extensive social dialogue is needed to ensure all employees can benefit.

**Do you see any pitfalls in the professional world's embrace of AI?**

We need to be concerned about the ethics of AI: biases are present and discrimination is possible. Furthermore, it's vital for users to know whether they're dealing with an AI or not. However, Europe must not drag its heels and once again we fall into the familiar pattern where the United States innovates, Asia produces and Europe regulates. Europe's position on AI must not be at the expense of competitiveness. We need to be both curious and tenacious. AI should propel us forward, but this requires upstream preparation. Today, this is a major challenge for both the private and public sectors. National education systems must also take up this theme by incorporating it into teaching practices.

In the tech sector, skills-obsolescence in the absence of new training has gone from 30 years in the 1980s to two years and two months today, according to the OECD. The challenge, therefore, is to get all employees using this technology. ♦

# RANKINGS 2024-'25

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# NORTH AMERICA



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# CANADA

## 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>	Shelley-Mae Mitchell, Matthew Certosimo, Danny Kaufer
<b>Fasken</b>	David Wong, Emilie Paquin-Holmested, Shane Todd, Karen Sargeant, Brian Burkett
<b>Norton Rose Fulbright</b>	Herb Isherwood, Taryn Mackie, Patrick Galizia, Jordan Kirkness, Heather Cameron, Lindsay Mullen, Jean-Sébastien Cloutier
<b>EXCELLENT</b>	
<b>1 Hicks Morley Hamilton Stewart Storie</b>	Stephen Shamie
<b>Mathews Dinsdale &amp; Clark</b>	Loretta Bouwmeester, David Defrancesco, Keith Murray, Tara Erskine KC
<b>McCarthy Tétrault</b>	Tim Lawson, André Baril, Shana Wolch
<b>McLennan Ross</b>	Maurice Dransfeld, Tom Ross QC, Michelle Theriault
<b>2 Filion Wakely Thorup Angeletti</b>	Roy Filion QC
<b>Harris &amp; Company</b>	Eric Harris QC
<b>Roper Greyell</b>	Thomas Roper QC
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	George Avraam
<b>Bennett Jones</b>	Carl Cunningham, Susan Seller
<b>Blake, Cassels &amp; Graydon</b>	Andrea York, Birch Miller
<b>Dentons</b>	Christian Létourneau, Andy Pushalik, Arianne Bouchard
<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>	Gary Clarke, Nancy Ramalho, Patrick Essiminy
<b>RECOMMENDED</b>	
<b>Aird &amp; Berlis</b>	Michael Horvat, Lorenzo Lisi
<b>Gowling WLG</b>	Andrew Bratt, Maxwell Brunette, Josée Gervais
<b>Lenczner Slaght</b>	Matthew Sammon
<b>Torys</b>	Lisa Talbot, Jennifer Lennon, Rebecca Wise, Darryl Hiscocks



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# MEXICO

## 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, Luis Alvarez
<b>Marván, González Graf Y González Larrazolo</b>	Héctor González Graf, Nelson Guerrero, Santiago Marván
<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, Enrique García Conde, Ricardo Martínez Rojas
<b>Garrigues México</b>	Alfredo Kupfer Domínguez
<b>Natividad Abogados</b>	Tomás Natividad
<b>Santamarina y Steta</b>	Juan Carlos De la Vega, Andrés Rodríguez
<b>HIGHLY RECOMMENDED</b>	
<b>Bufete De Buen</b>	Carlos De Buen Unna
<b>Bufete Díaz Mirón &amp; Asociados</b>	Juan José Díaz, Luis Díaz
<b>Creel, García-Cuéllar, Aiza Y Enríquez</b>	Julio Alvarez, Francisco Peniche
<b>Deloitte Legal Mexico</b>	Carlos Martínez
<b>EC Rubio</b>	Ana María Becerra, Javier Canseco, Rogelio Sánchez
<b>Hogan Lovells</b>	Hugo Hernández-Ojeda, Luis Ruiz
<b>Littler Mexico</b>	León Rodríguez, Mónica Schiaffino
<b>Maillard Abogados Laborales</b>	Ary Argumedo, Alejandro Cerbon, Raúl Maillard Barquera, César Maillard Canudas, César Maillard Cárdenas, Evelyn Palma
<b>Pérez-Llorca</b>	Luis Enrique Cervantes
<b>Pizá Abogados</b>	Enrique Ballesteros, Pamela Bello, Alejandro Díaz, Susana Flores, Gabriel Pizá
<b>Von Wobeser y Sierra</b>	Javier Lizardi, Rodolfo Trampe, Rafael Vallejo

## RECOMMENDED

<b>Altamirano y Estudillo</b>	Alvaro Altamirano
<b>Chevez Ruiz Zamarripa y Cia.</b>	Mayeli Cabral
<b>DeForest Abogados</b>	Eduardo Garduño, Jaime Bustamante, Atzin Vallejo, Edgar Barreto, Edgar Esponda, Raymundo Carreño, Andres Cabrera Gomez
<b>Ferran Martinez Abogados</b>	Carlos Ferran Martinez
<b>GLZ Abogados</b>	María Alejandra Gómez, María Fernanda López, Andrew Grepe
<b>Greenberg Traurig</b>	Leslie Palma
<b>Ibañez Parkman</b>	Manuel García, Salvador Corona, Estefania Soberanes
<b>Ibarra, Del Paso y Gallego</b>	Jaime Rodriguez
<b>Jáuregui y Del Valle</b>	Fernando Martinez
<b>Mijares, Angoitia, Cortés y Fuentes</b>	Rodrigo del Valle, Claudio Jimenez
<b>Monsalvo Duclaud</b>	Luis Monsalvo Valderrama, Luis Monsalvo Álvarez, Alan Duclaud, Lidia Monsalvo, Isabel Pizarro, Andrés Cámara, Alexia Bravo Jiménez
<b>Rapa - Ruiz Ahumada Palazuelos</b>	Elvia Palazuelos
<b>Roel Abogados</b>	Jorge Enrique Roel
<b>Villar &amp; Villar Abogados</b>	María Montero

## VALUABLE PRACTICE

<b>Cannizzo</b>	Stefano Amato, Mauricio Moreno, Marco Cannizzo
<b>Cuatrecasas México</b>	Jorge García de Presno
<b>Cuesta Campos y Asociados</b>	Gerardo Valencia
<b>EY Mexico</b>	Jacqueline Alvarez, Alejandro Caro, Yeshua Gómez
<b>Galicia Abogados</b>	Octavio Cantón
<b>GarciaMingo &amp; Tejedo Abogados</b>	Juan Tejedo
<b>Goodrich Riquelme y Asociados</b>	Gustavo García Cuenca
<b>Ibañez Abogados</b>	Jose Miguel Buendia, Juan José Ibañez
<b>Ogletree Deakins Mexico</b>	Pietro Straulino-Rodríguez
<b>Sainz Abogados</b>	Alejandro Nila
<b>Santos &amp; Saucedo</b>	Enrique Santos, Mario Saucedo
<b>Vega, Guerrero &amp; Asociados</b>	Oziel Guerrero

## MONSALVO DUCLAUD: DEVOTED TO SERVING THE NEEDS OF CLIENTS



**Key Figure(s):** Alan Duclaud, Luis Monsalvo Álvarez, Lidia, Monsalvo Valderrama, Luis Monsalvo, Isabel Pizarro, Andrés Cámara and Alexia Bravo

**Established:** 2021

Alan Duclaud

**Track Record:** Known for its exceptional standards of service, Monsalvo Duclaud addresses a wide range of labor, employment and social security law issues, including litigation, appeals (amparo proceedings) and advisory services. With a wealth of experience to its name, the firm has established itself as a key player in providing expert assessments and guidance to management on labor and employment matters.

**Team & Differentiation:** Driven by a client-focused ethos, Monsalvo Duclaud boasts a diverse and innovative team of highly regarded attorneys known for their exceptional advisory skills and expertise in their respective fields. Committed to diversity, professional ethics and adaptability to global demands, the firm represents an extensive range of industry sectors and multinational employers.

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

## BENEFITS, EXECUTIVE COMPENSATION & PENSION PLANS

### Best Law Firms

In each tier, the firms are ordered alphabetically

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

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

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Davis Polk &amp; Wardwell</b>	Donald Bernstein, Marshall Huebner, Damian Schaible
<b>Kirkland &amp; Ellis</b>	Edward Sassower, James Sprayregen
<b>2 Akin Gump Strauss Hauer &amp; Feld</b>	Ira Dizengoff, Philip Dublin, Abid Qureshi
<b>Latham &amp; Watkins</b>	David Hammerman, George Davis, Caroline Reckler
<b>Milbank</b>	Dennis Dunne
<b>Paul, Weiss, Rifkind, Wharton &amp; Garrison</b>	Paul Basta, Andrew Rosenberg
<b>White &amp; Case</b>	John Cunningham, Thomas Lauria
<b>EXCELLENT</b>	
<b>1 Kramer Levin Naftalis &amp; Frankel</b>	Kenneth Eckstein, Thomas Moers Mayer
<b>Wachtell, Lipton, Rosen &amp; Katz</b>	Richard Mason
<b>2 Cleary Gottlieb Steen &amp; Hamilton</b>	Richard Cooper, Sean O'Neal, Lisa Schweitzer
<b>Morrison &amp; Foerster</b>	Jennifer Marines, Lorenzo Marinuzzi
<b>Paul Hastings</b>	Luc Despins, Jayme Goldstein, Kristopher Hansen, Justin Rawlins
<b>Willkie Farr &amp; Gallagher</b>	Matthew Feldman, Rachel Strickland
<b>HIGHLY RECOMMENDED</b>	
<b>Brown Rudnick</b>	Robert Stark
<b>Debevoise &amp; Plimpton</b>	Natasha Labovitz, Sidney Levinson
<b>Jones Day</b>	Bruce Bennett
<b>Pachulski Stang Ziehl &amp; Jones</b>	Laura Davis Jones, Richard Pachulski
<b>Proskauer Rose</b>	Martin Bienenstock
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Paul Leake

## RECOMMENDED

**Gibson, Dunn & Crutcher**

David Feldman, Scott Greenberg, Jeffrey Krause, Michael Rosenthal

**Kasowitz Benson Torres**

David Rosner, Matthew Stein

**Morgan, Lewis & Bockius**

Jennifer Feldsher, Andrew Gallo, John Goodchild III

**Quinn Emanuel Urquhart & Sullivan**

Susheel Kirpalani

**Simpson Thacher & Bartlett**

Sandeep Qusba

## VALUABLE PRACTICE

**Arnold & Porter**

Michael Messersmith

**Cravath, Swaine & Moore**

George Zobitz, Paul Zumbro

**Dechert**

Allan Brilliant

**Hogan Lovells**

Christopher Donoho, Ronald Silverman, Richard Wynne

**Hughes Hubbard & Reed**

Kathryn Coleman, Christopher Kiplok

**Katten Muchin Rosenman**

Steven Reisman, Peter Siddiqui

**Mayer Brown**

Brian Trust, Matthew Wargin

**Norton Rose Fulbright**

Jason Boland, Ryan Manns, Howard Seife

**O'Melveny & Myers**

Peter Friedman, John Rapisardi

**Ropes & Gray**

Mark Bane, Gregg Galardi

**Schulte Roth & Zabel**

Adam Harris, Douglas Mintz

**Sidley Austin**

Stephen E. Hessler

**Sullivan & Cromwell**

James Bromley, Andrew Dietderich

**Vinson & Elkins**

David Meyer, Bill Wallander

# SOUTH AMERICA



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# ARGENTINA

## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Bruchou &amp; Funes de Rioja</b>	Ignacio Capurro, Ignacio Funes de Rioja, Florencia Funes de Rioja, Guillermo Perego, Eduardo Viñales
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Diego Bongiovanni, Alberto González Torres, Felipe Graham, Matías Herrero, Daniel Orlansky
<b>Beccar Varela</b>	Gaspar Aguirre, Alvaro Galli, María Eduarda Noceti
<b>Mitrani Caballero &amp; Ruiz Moreno Abogados</b>	Julio Caballero, Felicitas de Achaval, Lorenzo Gnecco, Ana Clara Gómez Casadei, Rita Payarola, Jorge Pico, Esteban Valansi
<b>Pérez Alati, Grondona, Benites &amp; Arntsen</b>	Enrique Betemps, Julio Lococo, Geraldine Moffat, Julio César Stefanoni
<b>HIGHLY RECOMMENDED</b>	
<b>Allende &amp; Brea</b>	Nicolás Grandi
<b>Bomchil</b>	Esteban Carcavallo, Edgardo Isola, Gabriel Schlosser



## RECOMMENDED

**Adrogué Marques Zabala** Javier Adrogué, José Antonio Zabala**Brons & Salas** Javier Fernández Verstegen**De Diego & Asociados** Julián De Diego**Estudio O'Farrell** Ignacio Castiglione, José Luis Zapata**Salvat, Etala, Saravi** Juan José Etala**Zang, Bergel & Viñes Abogados** Rodrigo Bustingorry, Alejandro Mao, Noelia Martins

## VALUABLE PRACTICE

**Barreiro** Pablo Nicastro, Clara Fazio, Sofía Amadeo**Del Carril, Colombres, Vayo & Zavalía Lagos** Gonzalo Vayo**Dentons Rattagan Arocena** Juan Ricardo Larrouy**DLA Piper Argentina** Alberto Rubio**Estudio Bunge – Bunge, Smith & Luchía Puig** Juan Ignacio Campenni, Carlos Nogueira**García, Perez, Boiani y Asociados** Héctor García**Lalanne Abogados** Julio Esteban Lalanne**Marin Perez Abogados** Carlos Gustavo Marin Rodríguez**MBB Abogados** Mercedes Balado Bevilacqua**Nicholson y Cano Abogados** Juan Carlos Etchebehere, Pablo Javier Venarotti**TCA Tanoira Cassagne** Pablo Mastromarino



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# BOLIVIA

## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<strong>LEADING</strong>	
1 Carrasco Firma De Abogados	Pablo Carrasco Quintana
2 Dentons Guevara & Gutiérrez	Primitivo Gutiérrez, Jaime Lora
Indacochea & Asociados	Andere Indacochea
Moreno Baldivieso	René Claure Veizaga
<strong>EXCELLENT</strong>	
1 Gumucio & Abogados	Daniel Gumucio Carrasco, Ximena Gumucio Carrasco, Karina Jordán
2 PPO	Alejandro Pemintel
Würth Bedoya Costa Du Rels Abogados	Karla Würth
<strong>HIGHLY RECOMMENDED</strong>	
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>Mallet Advogados</b>	Estêvão Mallet, Olinda Maria Moreira Alves de Oliveira Mallet, Renato Noriyuki Dote
<b>Mattos Filho</b>	Cleber Venditti da Silva, Domingos Fortunato, Érika Seddon
<b>EXCELLENT</b>	
<b>Demarest Advogados</b>	Cassia Pizzotti, Renato Canizares, Mauricio Levy Neto, Eduardo Alcantara, Stella Castro
<b>Mannrich e Vasconcelos Advogados</b>	Nelson Mannrich, Alessandra Barichello Boskovic, Roberto Aguirre Rossetti
<b>Pinheiro Neto Advogados</b>	Luís 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, Barrieu, Flesch &amp; Barreto Advogados</b>	Dario Abrahão Rabay, Viviane Rodrigues
<b>Granadeiro Guimarães Advogados</b>	Gustavo Granadeiro Guimarães, Maurício Granadeiro Guimarães, Filipe Gustavo Potzmann Pereira
<b>Peixoto &amp; Cury Advogados</b>	Antonio Carlos Aguiar, Gisela da Silva Freire, Marcel Tadeu Alves da Silva
<b>Trench Rossi Watanabe</b>	Leticia Ribeiro C. Figueiredo, Tricia Maria Sá P. Oliveira, Priscila Novis Kirchhoff
<b>Veirano Advogados</b>	José Carlos Wahle, Luiz Antonio dos Santos Junior, Luiz Guilherme Migliora
<b>RECOMMENDED</b>	
<b>CGM Advogados</b>	Patrícia Barboza, Maury Lobo
<b>Lefosse Advogados</b>	Aloizio Ribeiro Lima, Paulo Peressin
<b>Soto Frugis Advogados</b>	Eduardo Soto, Antonio Carlos Frugis, Graziela Vicari Mellis
<b>Tauli &amp; Chequer Advogados</b>	Aline Fidelis

## VALUABLE PRACTICE

1 /asbz

Rodrigo Luis Shiromoto, Bráulio Dias Lopes de Almeida

**Baraldi Mélega Advogados**

Geraldo Baraldi Junior, Antonio Carlos Vianna de Barros

**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, Maurício Pepe de Lion

**Felsberg Advogados**

Rafael Julio Borges da Silva

**Gasparini, Nogueira de Lima e Barbosa Advogados**

Ricardo Christophe da Rocha Freire, Paula Boschesi Barros, Tattiany Martins Oliveira

**SiqueiraCastro**

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

**Tenório da Veiga Advogados**

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

2 **Advocacia Maciel**

José Alberto Couto Maciel

**Cahen & Migrone Advogados Associados**

Arthur Cahen, Marcus Vinicius P. Migrone

**Chiode Minicucci Advogados**

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

**DDSA - De Luca, Derenusson, Schuthoff 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, André Prado Freitas

**Giamundo Neto Advogados**

Mariana Dias Copozoli

**Lobo de Rizzo Advogados**

Fabio Medeiros, Maurício Reis

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

Arnaldo Pipek

**Souto Correa Advogados**

Paulo Roberto Souto, Joel Henrich Gallo, Patricia Mota Alves

## NOTABLE PRACTICE

1

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

Thereza Cristina Carneiro

**FAS Advogados, in cooperation with CMS**

Luiz Eduardo Amaral de Mendonça, Maria Cibele de Oliveira Ramos Valença, Fernanda Muniz Borges

**Huck, Otranto, Camargo Advogados**

Celia Mara Peres, Isabella Mara Bodo, Guilherme Gauchat

**Mattos Engelberg Echenique Advogados**

Leonardo Santini Echenique, Alessandro Oliveira, Carla Abduch

**Mundie e Advogados**

Nadia Demoliner Lacerda

**Pessoa & Pessoa Advogados**

Valton Pessoa, Roberto Pessoa, Gustavo Galvão

2 **Azevedo Sette Advogados**

Leila Azevedo Sette

**Balera, Berbel & Mitne Advogados**

Fábio Berbel, Gisele Martins, Manuela Tucunduva

**Bosisio, Macedo Soares & Advogados**

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

**KLA Advogados**

Bruna De Cesare, Paulo Chubba

**Madrona Fialho Advogados**

Priscilla Carbone, Lucas Camargo

**Schroeder, Almeida Neto, Rocha, Martins & Mercadante Sociedade de Advogados (SA LAW)**

Boriska Rocha, João Batista Pereira Neto

**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 Machado Meyer Advogados</b>	Andrea Massei, Rodrigo Seizo Takano, Caroline Marchi
<b>Mallet Advogados</b>	Estêvão Mallet, Olinda Maria Moreira Alves de Oliveira Mallet, Renato Noriyuki Dote
<b>Matto 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>EXCELLENT</b>	
<b>Demarest Advogados</b>	Cássia Pizzotti, Renato Canizares, Mauricio Levy, Eduardo Alcantara, Stella Castro
<b>Granadeiro Guimarães Advogados</b>	Gustavo Granadeiro Guimarães, Maurício Granadeiro Guimarães, Filipe Gustavo Potzmann Pereira
<b>Pinheiro Neto Advogados</b>	Luís Antônio Ferraz Mendes, Thais Galo, Mauricio Frôes Guidi
<b>TozziniFreire Advogados</b>	Alexandre de Almeida Cardoso, Fernanda Bianco Pimentel, Gabriela Lima
<b>Veirano Advogados</b>	Luiz Antonio dos Santos Junior, Cristian Divan Baldani
<b>HIGHLY RECOMMENDED</b>	
<b>Peixoto &amp; Cury Advogados</b>	Antonio Carlos Aguiar, Gisela da Silva Freire, Marcel Tadeu Alves da Silva
<b>Souto Correa Advogados</b>	Paulo Souto, Joel Henrich Gallo, Patricia Mota Alves
<b>Soto Frugis Advogados</b>	Eduardo Soto, Antonio Carlos Frugis, Graziela Vicari
<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>BMA - Barbosa, Müssnich, Aragão</b>	Cibelle Linero, Fernanda Rochael Nasciutti
<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>Taulí &amp; Chequer Advogados</b>	Aline Fidelis
<b>2 Andrade Maia Advogados</b>	Tonia Russomano Machado, Maria Carolina Seifriz Lima, Leandro Pinto Castro
<b>/asbz</b>	Rodrigo Luis Shiromoto, Braulio 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>Martins Villac Advogados</b>	André Villac Polinesio, Carlos Eduardo Dantas Costa
<b>Moro &amp; Scalmandré Advocacia</b>	Luís Carlos Moro
<b>Paixão Côrtes e Advogados Associados</b>	Osmar Mendes Paixão Côrtes
<b>SiqueiraCastro</b>	André de Souza Santos, Francisco de Assis Brito Vaz, Otavio Pinto e Silva

## VALUABLE PRACTICE

<b>1</b>	<b>Bosisio, Macedo Soares &amp; Advogados</b>	Cristóvão Macedo Soares, João Marcos Guimarães Siqueira, José Luiz Ferreira de Souza
	<b>Chalfin, Goldberg &amp; Vainboim Advogados Associados</b>	Priscila Fichtner, Pamella Abreu, Barbara Silveira
	<b>Chiode Minicucci Advogados</b>	Daniel Domingues Chiode, Marilia Nascimento Minicucci, Antonio José de Barros Levenhagen
	<b>CMT - Carvalho, Machado e Timm Advogados</b>	Michele Heinzelmann, Martha Macedo Sittoni, Joyce Reis
	<b>FitipaldiGômara Advogados</b>	André Fittipaldi Morade, Marcelo Gomara, Ariadne Maria Portas
	<b>Gasparini, Nogueira de Lima e Barbosa Advogados</b>	Paula Boschesi Barros, Tatianny Martins Oliveira, Michelli Sacayemura
	<b>Mesquita Barros Advogados</b>	Ana Paula Paixa de Mesquita Barros, Márcia Regina Pozelli, Cassius Marcellus Zominiani
	<b>Pipek, Penteado e Paes Manso Advogados Associados</b>	Arnaldo Pipek
	<b>Rayes &amp; Fagundes Advogados Associados</b>	Paula Corina Santone
	<b>Tenório da Veiga Advogados</b>	Luiz Felipe Tenório da Veiga

<b>2</b>	<b>Advocacia Maciel</b>	José Alberto Couto Maciel
	<b>Autuori Burmann Sociedade de Advogados</b>	Maria Helena Villela Autuori
	<b>Bracks Advogados Associados</b>	Juliana Bracks
	<b>Cahen &amp; Migrone Advogados Associados</b>	Arthur Cahen, Marcus Migrone
	<b>Campos Mello Advogados</b>	Mauricio Tanabe, Marcio Meira, Juliana Nunes
	<b>Dias Carneiro Advogados</b>	André de Melo Ribeiro, Cynthia Fernandes Guidotti, Maurício Pepe de Lion
	<b>DDSA - De Luca, Derenusson, Schuthoff Advogados</b>	Leila Pigozzi Alves
	<b>FAS Advogados, in cooperation with CMS</b>	Luiz Eduardo Amaral de Mendonça, Fernanda Muniz Borges, Ana Luisa Fidelis Fernandes
	<b>Felsberg Advogados</b>	Rafael Julio Borges da Silva
	<b>Ferreira Rodrigues Sociedade de Advogados</b>	Wolnei Tadeu Ferreira
	<b>L.O. Baptista Advogados</b>	Fabio Chong de Lima
	<b>Silveiro Advogados</b>	Guilherme Guimarães, Larissa Garcia Salgado, Fernando Bosi, Fernanda Borges Daros

## NOTABLE PRACTICE

<b>1</b>	<b>Herrlein e Lopes Advogados</b>	Bruno Herrlein Correia de Melo, João Carlos Lopes Pacheco de Souza
	<b>Pessoa &amp; Pessoa Advogados Associados</b>	Valton Pessoa, Roberto Pessoa, Gustavo Galvão
	<b>Rossi, Maffini, Milman &amp; Grando Advogados (RMMG)</b>	Mônica Canellas Rossi, Benôni Canellas Rossi, Eugênio Hainzenreder Junior
	<b>Stocche Forbes Advogados</b>	Daniela Yuassa
	<b>Tocantins Advogados</b>	Bruno Tocantins
	<b>Tortoro, Madureira &amp; Ragazzi Advogados</b>	Caio Medici Madureira, Rodrigo Souza Macedo, Nestor dos Santos Saragiotto
<b>2</b>	<b>BFBM - Barroso Fontelles, Barcellos, Mendonça Advogados</b>	Paulo Henrique Figueiredo de Araújo, Tiago Correa da Silva
	<b>Caputo, Bastos e Serra Advogados</b>	Francisco Queiroz Caputo Neto, Vanessa Dumont Bonfim Santos
	<b>Mattos Engelberg Echenique Advogados</b>	Leonardo Santini Echenique, Alessandro Oliveira, Carla Abduch
	<b>VPBG - Vella Pugliese Buosi E Guidoni Advogados</b>	Marcos Renato Gelsi dos Santos, Carolina Vassilas Grigorini, Guilherme Molledo



## LARGE-SCALE LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Autuori Burmann Sociedade de Advogados</b>	Marcia Sanz Burmann, Maria Helena Villela Autuori
<b>Chalfin, Goldberg &amp; Vainboim Advogados Associados</b>	Priscila Fichtner, Pamella Abreu, Barbara Silveira, Roberta Dantas, Luciano Mariano, Marcos Fonseca
<b>SiqueiraCastro Advogados</b>	André de Souza Santos, Fabiana Galdino Cotias, Fabricio Zipperer
<b>2 Lee, Brock, Camargo Advogados</b>	Manuela Tavares, Tereza Cristina Oliveira Ribeiro, Cassia Lopes Baiardi
<b>Pipek, Penteado e Paes Manso Advogados Associados</b>	Arnaldo Pipek
<b>Urbano Vitalino Advogados</b>	Carla Ferreira, Daniella Barreto, Lorena Tavares
<b>EXCELLENT</b>	
<b>Advocacia Maciel</b>	Márcia Maria Guimarães de Sousa, Paula Maciel
<b>Mattos Engelberg Echenique Advogados</b>	Leonardo Echenique, Alessandro Oliveira, Carla Abduch
<b>Peixoto &amp; Cury Advogados</b>	Antonio Carlos Aguiar, Gisela da Silva Freire, Marcel Tadeu Alves da Silva
<b>HIGHLY RECOMMENDED</b>	
<b>Andrade Maia Advogados</b>	Tonia Russomano Machado, Daniella Barbosa Barreto, Leandro Castro
<b>Cahen &amp; Migrone Advogados Associados</b>	Arthur Cahen, Marcus Migrone
<b>Ernesto Borges Advogados</b>	Renata Gonçalves Tognini Favalli, Douglas Siqueira Artigas, Janaina Bono De Oliveira Martini, Thais Peres Alves, Jessica Cardoso Salomão
<b>Marcelo Tostes Advogados</b>	Lucio Sergio de Las Casas Junior, Armando Rocha, Harisson de Almeida
<b>Pessoa &amp; Pessoa Advogados</b>	Valton Pessoa, Roberto Pessoa, Gustavo Galvão
<b>Queiroz Cavalcanti Advocacia</b>	Anna Carolina Cabral
<b>Trigueiro Fontes Advogados</b>	Daniela Moreira Sampaio Ribeiro, Juliana Oliveira de Lima Rocha
<b>RECOMMENDED</b>	
<b>Bosisio Advogados</b>	Rodrigo Meireles Bosisio
<b>Carpena Advogados</b>	Márcio Louzada Carpena
<b>Gouvêa Vieira Advogados</b>	Maria Cristina Palhares dos Anjos Tellechea
<b>Leite, Tosto e Barros Advogados</b>	Luciana Arduin Fonseca
<b>Mascaro Nascimento Advocacia Trabalhista</b>	Marcelo Costa Mascaro Nascimento, Neuza Costa Nascimento
<b>Nelson Wilians Advogados</b>	Nelson Wilians Fratoni Rodrigues, Santiago Schunk, Cezer de Melo Pinto
<b>Pessoa Advogados</b>	Maurício Pessoa, Stella Castro
<b>Sette Câmara, Corrêa e Bastos Advogados Associados</b>	Luiz Flávio Bastos
<b>Silva Matos Advogados</b>	Rafael Alfredi de Matos, Edson Alves da Silva, Márcia Matos de Meirelles Fonseca

## LABOR: NORTH

### Best Law Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
MAPPING	
<b>André Serrão Advogados</b>	André Serrão, Thiago Campbell, Daniel Meira
<b>Brandão Ozores Advogados</b>	Luiz Felipe Brandão Ozores, Fábio Silva Andrade, Thais Vasques de Brito
<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 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>	Felipe Prata Mendes
<b>Nelson Wilians Advogados</b>	Diego Rolo Sarrazin
<b>Silveira, Athias, Soriano de Mello, Bentes, Lobato &amp; Scaff Advogados</b>	Ricardo Rabello Soriano de Mello, Juarez Rabello Soriano de Mello, 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

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
MAPPING	
<b>Coelho &amp; Dalle Advogados</b>	Kelma Collier, Felipe Viana Fragoso de Medeiros, Ítala Rafaela da Luz Ribeiro
<b>Da Fonte Advogados</b>	Simony Braga Miranda Nogueira, Henrique Caminha Loureiro, Maria Regina Chaves de Lemos
<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>Martorelli Advogados</b>	Arnaldo Barros Júnior, Geraldo Campelo da Fonseca, Arnaldo Barros Neto
<b>Mello Pimentel Advocacia</b>	Cesar Caula
<b>Pessoa &amp; Pessoa Advogados Associados</b>	Valton Pessoa, Roberto Pessoa, Gustavo Galvão
<b>Queiroz Cavalcanti Advocacia</b>	Anna Carolina Cabral
<b>Serur Advogados</b>	Bianca Dias
<b>Silva Matos Advogados</b>	Rafael Alfredi de Matos, Edson Alves da Silva, Marcia Matos de Meirelles Fonseca
<b>SiqueiraCastro Advogados</b>	Fabiana Galdino Cotias
<b>Urbano Vitalino</b>	Daniella Barrêto
<b>Valença &amp; Associados</b>	Daniel Cidrão



## LABOR: CENTER-WEST

## Best Law Firms

Firms are ordered alphabetically

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

## ABDALA ADVOGADOS: NAVIGATING COMPLEX LABOR DISPUTES IN BRASÍLIA



Key Figure(s): Fernando  
Abdala  
Established: 2010

Fernando Abdala

**Track Record:** Abdala Advogados is recognized for its deep expertise in labor law, handling complex disputes that shape the evolution of work relations in Brazil. The firm operates before the TST, STF and regional courts, with noted experience in strategic litigation, constitutional labor matters and advising unions on collective bargaining processes and representation disputes.

**Team & Differentiation:** Founded by former TST president Vantuil Abdala, the firm balances decades of institutional knowledge with a focus on current-day labor challenges. Partners Fernando Abdala, Leonardo Abdala, Ludmylla Coelho and Thiago Veloso guide the practice, which combines litigation management with preventive strategies to address both judicial disputes and labor issues.

## LABOR: SOUTHEAST

### Best Law Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>MAPPING</b>	
<b>Azevedo Sette Advogados</b>	Leila Azevedo Sette, Luanna Vieira de Lima Costa, Gustavo Magalhães Assis
<b>Boson Bastos Abreu</b>	Ricardo Boson, Gustavo Bastos
<b>Chenut Oliveira Santiago Advogados</b>	Mariana Machado Pedroso, Fernanda Assis Souza, Cintia Batista Pereira
<b>Corrêa Ferreira Advogados - CFA</b>	Marco Antonio Corrêa Ferreira, Helda Carla Andrade
<b>Lacerda Diniz Sena</b>	Anna Luiza de Magalhães Teixeira, Fabiana Diniz Alves
<b>Leucio Leonardo Advogados Associados</b>	Leucio Leonardo
<b>Machado Meyer Advogados</b>	Frederico Nogueira Feres, Fernanda Pinheiro Neves, Laisa Faria Soares
<b>MADGAV Advogados</b>	Flavio Monteiro de Andrade
<b>Manucci Advogados</b>	Ariela Ribera, Patricia Vilhena
<b>Marcelo Tostes Advogados</b>	Lúcio Las Casas, Armando Rocha, Harisson Almeida
<b>Melo Campos Advogados Associados</b>	Luciana Nunes Gouvea Botti, Alexander Cerqueira Martins, Juliana Pereira Malta
<b>Moura Tavares, Figueiredo, Moreira e Campos Advogados</b>	Marcio Henrique Rafael, Rosângela Nunes de Faria, Márcio Júnior Arlem de Lima
<b>Pessoa &amp; Pessoa Advogados</b>	Valton Pessoa, Roberto Pessoa, Gustavo Galvão
<b>Tavernard Advogados</b>	Carolina Cardoso Duarte
<b>Tostes &amp; De Paula</b>	Otavio Tostes, Guilherme Vilela de Paula
<b>TPC Advogados - Toledo, Paoliello, Perpétuo, Pessoa, Campos e Cunha Advogados</b>	Felipe Cunha Pinto Rabelo, Rafael Grassi Pinto Ferreira
<b>Vilas Boas Lopes Frattari Advogados</b>	Daniel Ribeiro
<b>Weiss Advocacia</b>	Carlos Alexandre Moreira Weiss



## LABOR: SOUTH

### Best Law Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
MAPPING	
<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, Diogo Misfeld Hoffmann
<b>Carvalho, Machado e Timm Advogados</b>	Martha Macedo Sittoni, Michele Heinzelmann Bertoletti
<b>De Paula Machado Advogados</b>	Alberto de Paula Machado, Eduardo Luiz Correia, Sibely de Oliveira Lazari
<b>Eichenberg, Lobato, Abreu &amp; Advogados Associados</b>	Luiz Afrânio Araújo, Felipe Chamorro Robleski, Gustavo Akira Sato
<b>Feijó Lopes Advogados</b>	Silvia Pellegrini Ribeiro
<b>Gaia Silva Gaede Advogados</b>	Enrico Soffiatti
<b>Guedes, Pedrassani Advogados</b>	Gianílalo Germani
<b>Martinelli Advogados</b>	Akira Valeska Fabrin, Claudio Dias De Castro, Fernando Teixeira De Oliveira
<b>Moreira Suzuki Sociedade de Advogados</b>	Noroara de Souza Moreira Gomes, Vicente Takaji, Eduardo Gabriel de Lucas
<b>Raupp Moreira Advogados</b>	Eduardo Caringi Raupp
<b>Rossi, Maffini, Milman &amp; Grando Advogados</b>	Mônica Canellas Rossi, Benôni Canellas Rossi, Eugênio Hainzenreder Junior
<b>Silveiro Advogados</b>	Guilherme Guimarães, Larissa Garcia Salgado, Fernando Bosi
<b>Souto Correa Advogados</b>	Paulo Souto, Joel Henrich Gallo, Patricia Mota Alves
<b>TozziniFreire Advogados</b>	Maurício de Carvalho Góes
<b>Veirano Advogados</b>	Luiz Antonio dos Santos Junior, Cristian Divan Baldani

## HUMAN RIGHTS

### Best Law Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
MAPPING	
<b>Hernandez Lerner &amp; Miranda Advocacia</b>	Maria Victoria Hernandez Lerner, Juliana Gomes Miranda
<b>Machado Meyer</b>	Caroline Marchi, Raphael Soré, Roberta Danelon Leonhardt
<b>Mattos Filho</b>	Juliana Ramalho
<b>MDRR Advocacia &amp; Direitos Humanos</b>	Alice Hertzog Resadori, Marina Dermamm, Maurício Roman
<b>Mudrovitsch Advogados</b>	Rodrigo Mudrovitsch
<b>PMR Advocacia</b>	Fabiano Machado da Rosa
<b>SBSA Advogados</b>	Lais Figueirêdo Lopes, Stella Camlot Reicher
<b>Silvia Souza Advocacia</b>	Silvia Souza
<b>Tozzini Freire Advogados</b>	Clara Serva, Maria Elisa Gualandi Verri, Luis Carlos Silva Faria Junior

## THIRD SECTOR

### Best Law Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Szazi, Bechara, Storto, Reicher e Figueirêdo Lopes Advogados (SBSA)</b>	Eduardo Szazi, Erika Bechara, Paula Raccanello Storto
<b>2 Mattos Filho</b>	Flavia Regina Souza Oliveira, Juliana Ramalho
<b>TozziniFreire Advogados</b>	Clara Serva, Maria Elisa Gualandi Verri, Luiz Carlos Silva Faria Junior
<b>VMCA Advogados</b>	Aline Viotto, Silas Cardoso, Marcela Mattiuzzo
<b>EXCELLENT</b>	
<b>Demarest Advogados</b>	Thereza Montoro, André Alarcon, Angela Cignachi
<b>Martinelli Advogados</b>	Cintia Eliane Meyer, Juliana Martinelli, Priscila Dalcomuni
<b>Pannunzio Trezza Donnini Advogados</b>	Eduardo Pannunzio
<b>Pinheiro Carrenho Advocacia</b>	Ana Carolina Pinheiro Carrenho, Rodrigo Nako, Raissa Cardoso
<b>PLKC Advogados</b>	Priscila Pasqualin
<b>Veirano Advogados</b>	Clarissa Yokomizo, Marcos Ludwig, Graziela Pinto Lima
<b>HIGHLY RECOMMENDED</b>	
<b>BMA - Barbosa, Müssnich, Aragão Advogados</b>	Amir Bocayuva Cunha
<b>MAB Advogados</b>	Marco Aurelio Braga, Cynthia Almeida Rosa, Maria Clara de Mello
<b>Machado Meyer Advogados</b>	Tito Amaral de Andrade
<b>Pinheiro Neto Advogados</b>	Fernando Alves Meira

## EDUCATION

### Best Law Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Demarest Advogados</b>	José Diaz, Joyl Gondim, Paula Magalhães, Julia Visconti, Douglas Mota
<b>Horta e Bachur Advogados</b>	Simone Horta Andrade, João Paulo Bachur, Mônica Tiemy Fujimoto
<b>Mattos Filho</b>	Luciana Pietro Lorenzo, Henrique Lago da Silveira
<b>EXCELLENT</b>	
<b>BMA - Barbosa, Müssnich, Aragão</b>	Amir Bocayuva Cunha
<b>KLA Advogados</b>	Mariana Cortez, Patrícia Braga
<b>Pinheiro Neto Advogados</b>	Fernando Alves Meira
<b>Veirano Advogados</b>	Graziela Pinto Lima
<b>HIGHLY RECOMMENDED</b>	
<b>Covac Advogados</b>	José Roberto Covac Júnior, Kildare Araújo Meira, Daniel Cavalcante Silva
<b>Lobo de Rizzo Advogados</b>	Rodrigo Guerra, Guilherme Menegassi
<b>Lefosse</b>	Rodrigo Junqueira
<b>Machado Meyer Advogados</b>	Tito Amaral de Andrade
<b>Madrona Fialho Advogados</b>	Luciano Fialho
<b>Mudrovitsch Advogados</b>	Rodrigo Mudrovitsch



## LABOR: ADVISORY

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 IRKO</b>	Pier Paolo Atti, Flávio Bastos, Silvia Michiko Oliveira, Sandra Gindero
<b>2 Deloitte Brasil</b>	Fernando Azar
<b>Grant Thornton</b>	Carlos Alberto Procópio da Silva Junior
<b>KPMG Brasil</b>	Janine Goulart, Marcos Ricardo
<b>PP&amp;C Auditores Independentes</b>	Andrea Copola
<b>TMF Group</b>	Gustavo Costa
<b>EXCELLENT</b>	
<b>Baker Tilly Brasil</b>	Alessandro Castro
<b>BDO Brasil</b>	Katia Abate, Santiago Luz
<b>EY Brasil</b>	Tatiana Carmona
<b>PwC Brasil</b>	Durval Portela
<b>HIGHLY RECOMMENDED</b>	
<b>Crowe Macro Auditores e Consultores</b>	Marcelo Lico, Daniel Nogueira, Thiago Santana
<b>HLB Brasil</b>	Paulo Rogério Crepaldi
<b>Mazars</b>	Valquiria Fiuza
<b>PFM Associados</b>	Paulo Fernando Melo, André Loureiro
<b>RECOMMENDED</b>	
<b>ADP Brasil</b>	Mariane Guerra, Claudio Maggieri
<b>AG Capital</b>	Douglas Barros Farah, Arnaldo Glavam Jr.
<b>BPC Partners</b>	Arnaud Bleuez, Nieldo Albuquerque
<b>Ecovis BSP</b>	Claudio Eguchi
<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>1</b> <b>Drummond Advisors</b>	Ana Gabriela Francelli, Pedro Drummond, Daniel Rangel
<b>Fragomen, Del Rey, Bernsen &amp; Loewy</b>	Diana Quintas, Gustavo Kanashiro
<b>KPMG Brasil</b>	Janine Goulart, Danielle de Santi Bibbo, Priscilla Rama
<b>2</b> <b>Deloitte Brasil</b>	Fernando Azar, Ana Letícia Godoy, Aline Vieira
<b>EY Brasil</b>	Marcelo Godinho, Tatiana da Ponte
<b>Newland Chase</b>	Daniela Lima
<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>	Carlos Alberto Procópio
<b>K2 Corporate Mobility</b>	Patricia Maria Neia Tavares
<b>Personal Tax</b>	Roberto Petry Terra Junior, Fabio Cabral
<b>PFM Associados</b>	Paulo Fernando Melo, André Loureiro, Glaucia Gomes
<b>PP&amp;C Auditores Independentes</b>	Marcus Vinicius Montanari
<b>Unique Relocation</b>	Lais Drabavicius
<b>RECOMMENDED</b>	
<b>Differânce</b>	Mariana de Oliveira Barros
<b>Global Line</b>	Andréa Fuks
<b>HR Expert</b>	Leonardo Souza
<b>Mira Global Partners</b>	Bernardo Mira



## HEADHUNTERS: ENGINEERING

### Best Recruiting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Robert Half</b>	Sarah Reynard, Marcela Esteves
<b>2 Linco</b>	Flavio Innocentini
<b>Sim Carreira</b>	Thiago Melo
<b>EXCELLENT</b>	
<b>Egon Zehnder</b>	Vinicius Francisco
<b>Exec</b>	Rodrigo Forte, Camila Marion, Ian Carvalho
<b>Heidrick &amp; Struggles</b>	Paulo Mendes, Lea Federmann
<b>Korn Ferry</b>	Gregor Fiabane
<b>Michael Page</b>	Fábio Guélere
<b>Tailor Exec</b>	Bruno da Matta Machado, Fernanda Nogueira
<b>Talenses</b>	Isis Borge
<b>HIGHLY RECOMMENDED</b>	
<b>EngSearch</b>	André Monteiro
<b>Fesa</b>	Adaildo Vieira, Karim Warrak
<b>Flow</b>	Igor Schultz
<b>Hays</b>	André Ferragut
<b>Russell Reynolds</b>	Fernando Machado, Jacques Sarfatti
<b>Spencer Stuart</b>	Karin Karay, Mariane Montana
<b>RECOMMENDED</b>	
<b>For Good</b>	Rui Furtado
<b>Fox Human Capital</b>	Filippe Apolo
<b>Petra Group</b>	Adriano Bravo
<b>RSG Brasil Headhunters</b>	Luiz Gustavo Aranha

## HR CONSULTING

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1 Korn Ferry</b>	Vinicius De Luca
<b>2 Across RH</b>	Regina Helena Azzi Camargo, Fernanda Bueno, Annie Tartari
<b>Mercer Consultoria</b> Marisabel Ribeiro, Jorge João Sobrinho	
<b>EXCELLENT</b>	
<b>Bold HRO</b>	Maria Eduarda Silveira
<b>CIA de Talentos/CIA de Experts</b>	Paula Esteves, Carla Esteves
<b>Flow Executive Finders</b>	Luiz Gustavo Mariano
<b>Lever4</b>	Filippe Apolo, William Monteath, Socrates Melo
<b>HIGHLY RECOMMENDED</b>	
<b>Bórea</b>	Mario Esequiel
<b>Crescimentum</b>	Dan Porto
<b>Fesa</b>	Carlos Guilherme Nose
<b>Mesa Corporate Governance</b>	Luiz Marcatti
<b>Movidaria Aprendizagem</b>	Leonardo Zagotta
<b>Tailor Exec</b>	Bruno da Matta Machado
<b>RECOMMENDED</b>	
<b>EXEC</b>	Mariana Villalva
<b>FRST Falconi</b>	Juliana Scarpa
<b>Kantar IBOPE Media</b>	Melissa Vogel
<b>Mereo</b>	Marconi Rocha, Ivan Cruz, Athila Machado
<b>MLEGATE</b>	Enôr Assis

# CHILE

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## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Carey</b>	Oscar Aitken, Francisco Arce, Francisca Corti
<b>Munita &amp; Olavarria</b>	Cristián Olavarria
<b>Uribe Legal</b>	Enrique Uribe Casabellas, Silvestre Lyon, Pablo Prieto, Enrique Uribe, María de los Ángeles Bittner
<b>EXCELLENT</b>	
<b>Arthur Humeres Mejia &amp; Toloza</b>	Hector Humeres
<b>Barros &amp; Errázuriz</b>	Maria Fernanda Espinosa, Juan Cristóbal Iturrate
<b>Clyde &amp; Co Chile</b>	Christian Alvarado
<b>Della Maggiore Eyzaguirre Abogados</b>	Francisco Della Maggiore, Domingo Eyzaguirre, Camila Herrera, Aníbal Zalaquett
<b>Lizama Abogados</b>	Diego Lizama Castro, Luis Lizama Portal
<b>SAFE Abogados</b>	Felipe Saéz
<b>HIGHLY RECOMMENDED</b>	
<b>1 Allende Bascuñán Abogados</b>	Andrés Garrido
<b>Aninat Abogados</b>	Rodrigo Ugarte
<b>Asesorias Pimentel Abogados</b>	Valentín Pimentel
<b>Baker McKenzie</b>	Andrés Valdés
<b>Bofill Mir Abogados</b>	Luis Alberto Cruchaga, Pablo Gutiérrez
<b>Cariola Diez Pérez-Cotapos</b>	Ignacia López, Bárbara Zlatar
<b>CMS Carey &amp; Allende</b>	Julio Frías, Constanza Yáñez
<b>DLA Piper Chile</b>	Luis Parada
<b>Doña Riveaux</b>	Santiago Doña Vial, Margarita Riveaux García-Huidobro
<b>Fontaine &amp; Cía</b>	Diego Marín
<b>Guerrero Olivos</b>	Rocío García de la Pastora
<b>Larraín Y Asociados Abogados</b>	Andrés Silva, Jorge Parro
<b>Morales &amp; Besa</b>	Valentina Morales
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uria</b>	Paulina Miranda
<b>Prieto Abogados</b>	Cristobal Raby, Christian Von Bergen
<b>Saavedra &amp; Compañía Abogados</b>	Gabriela Gerpe, Juan Pablo Saavedra
<b>2 Abdala &amp; Cía</b>	José Ignacio Arteaga Manieu
<b>ABI Abogados</b>	Eduardo Izquierdo
<b>A/C/R Legal</b>	Enzo Canales
<b>Albagli Zaliasnik</b>	Jorge Arredondo
<b>De Marchena y Urcelay Abogados</b>	José Luis de Marchena, Gonzalo Urcelay, Jorge Reyes, Josefina Riveaux
<b>Domínguez y Cía</b>	Ramón Domínguez, Francis Reyes
<b>Estudio Navarro</b>	Benjamín Costa, Juan Pablo Fernandez, Luis Navarro, Catalina Navarro
<b>Parraguez Marín &amp; del Río</b>	Rodrigo Marín
<b>Porzio Ríos García</b>	Ignacio García, Fernando Villalobos Valenzuela
<b>Provoste Matamala Abogados</b>	Pedro Matamala Souper, Matías Provoste, Raimundo Mira Gumucio

## RECOMMENDED

<b>AEM Abogados</b>	Cristian Aguayo, Rubén Soto
<b>Álamos, Álvarez &amp; Aldunate Abogados</b>	Benjamín Pumpin
<b>Barros Silva Varela &amp; Vigil</b>	Roberto Lewin
<b>Flores Acevedo Abogados</b>	Hector Figueroa, Paulo Figueroa
<b>Garrigues Chile</b>	Bárbara Vera
<b>GNP Canales Abogados Laborales</b>	Alfonso Canales
<b>Hurtado Abogados</b>	Fernando Hurtado
<b>Hurtado &amp; Bonito Abogados</b>	Mijail Bonito, José María Hurtado
<b>Jara Del Favero</b>	Felipe Ovalle, Alfred Sherman
<b>Oksenberg Abogados Litigantes</b>	Daniel Oksenberg
<b>Ovalle Consejeros Legales</b>	Juan Ready
<b>PAGBAM Schwencke</b>	Gonzalo Aravena Frontaura
<b>Palma</b>	Paz Palma
<b>Parga Montes &amp; Vasseur Laborales</b>	Jorge Montes, Sebastián Parga, Pablo Vasseur
<b>Rosso Abogados</b>	Marco Rosso
<b>Scr Abogados</b>	Constanza Contreras
<b>Torrealba &amp; Locke Abogados</b>	Maureen Locke, Cristóbal Torrealba
<b>UH&amp;C Abogados</b>	Marcelo Andrés Soto Ulloa
<b>Urenda Rencoret Orrego &amp; Dörr</b>	Alberto Rencoret

## VALUABLE PRACTICE

<b>1</b>	<b>Acu Abogados</b>	Paula María Francisca Escobar Díaz
	<b>Eyzaguirre Y Cia</b>	Rodrigo Trucco Fuenzalida, Francisca Vial Herrera
	<b>Lagos Maclean Abogados</b>	Kenneth Maclean, Silvia Morales, Pedro García
	<b>MLV Abogados</b>	Zarko Lukšić Sandoval
	<b>Pérez-Iñigo Ugarte Abogados</b>	Javier Ugarte
	<b>Sandoval Abogados</b>	Cristián Sandoval Soto
<b>2</b>	<b>Alcalde &amp; Cía</b>	Horacio Del Valle Fraga
	<b>Arteaga Gorziglia</b>	Ignacio Arteaga, Camila Torres
	<b>Cuatrecasas</b>	Raúl Fernández
	<b>Equitat</b>	Estela Otárola Sanchez, Tomás Larraín Raglanti
	<b>HD Legal</b>	Rebeca Zamora
	<b>Labbé Abogados</b>	José Tomás Labbé
	<b>Lembeye Abogados</b>	Constanza Ríos, Rony Zimerman
	<b>Marinovic &amp; Alcalde Abogados</b>	Cristóbal Muñoz
	<b>Ossandón Abogados</b>	Juan Pablo Grant
	<b>Saez &amp; Cia</b>	Gonzalo Sáez Pinochet

## CAREY: MARKET-LEADING 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 law, including corporate employment, labor litigation, union relations, and immigration and global mobility issues, supplying strategic, business-oriented solutions. Metlife Group and Motorola are clients.

**Team & Differentiation:** The labor-law practice is led by Oscar Aitken, Francisca Corti and Francisco Arce, capably supported by 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.

## IMMIGRATION LAW

### Best Law Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)	RECOMMENDED
<b>Apparcel Uriarte Abogados</b>	Pamela Toro	
<b>Carey</b>	Oscar Aitken, Francisco Arce, Francisca Corti	
<b>Cariola Diez Pérez-Cotapos</b>	Ricardo Tisi	
<b>Doña Riveaux</b>	Santiago Doña Vial, Margarita Riveaux García-Huidobro	
<b>Hurtado &amp; Bonito Abogados</b>	Mijail Bonito, José María Hurtado	
<b>Lizama Abogados</b>	Diego Lizama Castro, Luis Lizama Portal, Esteban Palma, Osvaldo Parada	
<b>Munita &amp; Olavarria</b>	Cristián Olavarria	

# COLOMBIA

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## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Álvarez Liévano &amp; Laserna</b>	Felipe Alvarez, Carlos Barco, María Lucía Laserna, Claudia Liévano Triana
<b>Baker McKenzie</b>	Tatiana Garcés
<b>Godoy Córdoba member of Litter Global</b>	Francisco Buriticá, Carlos Hernán Godoy
<b>López &amp; Asociados</b>	Juan Pablo López, Alejandro Miguel Castellanos, Angélica Carrión, Rocío Lagos, Ana María Rubiano
<b>EXCELLENT</b>	
<b>Brigard Urrutia</b>	Catalina Santos
<b>Chapman Wilches</b>	Charles Chapman, Mirna Wilches
<b>Escandón Abogados</b>	Alberto Escandón
<b>Herrera Laboralistas</b>	Jose Roberto Herrera Vergara
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uría</b>	Carolina Porras
<b>Posse Herrera Ruiz</b>	Vicente Umaña

## HIGHLY RECOMMENDED

1 Acevedo Abogados Consultores S.a.s José Darío Acevedo

Cortés Romero & Asociados José Luis Cortés, Catalina Romero, María Victoria Romero

Dentons Cárdenas & Cárdenas Lorena Arámbula

Gamboa, García, Roldán & Co Juan Felipe Roldán, Daniel García Piñeros

Guerrero & Asociados Asesores Laborales Juan Manuel Guerrero

Holland & Knight Diego Acevedo, Camilo Cuervo

Lloreda Camacho Enrique Álvarez

Muñoz Tamayo & Asociados Joe Bonilla Galvez

Pilonieta Alvarez Abogados Laboralistas Patricia Alvarez, Eduardo Pilonieta

Quintero y Quintero Asesores Iván Quintero, Saida Quintero

Scola Abogados Nicolás Rico, Diego Felipe Valdivieso

2 Casas Pardo Suárez Abogados Juan Camilo Casas, Daniel Pardo Durana, Diego Suárez Rodriguez, Juan Camilo Rodriguez

CMS Rodríguez-Azúero Adriana Escobar

Gómez-Pinzón Mauricio Montealegre

## RECOMMENDED

Brick Abogados Boris Alfaro, Jorge Castaño

CMM Abogados Karla Sofía Escobar Arango

Contexto Legal Guillermo Villegas

Franco Murgueitio & Asociados Luis Hernando Franco Murgueitio

Garrigues Colombia Carolina Camacho Solana

Martínez Quintero Mendoza González Laguado & De La Rosa Diana Zuleta

Nidia Osorio & Co Nidia Osorio

Parra Rodríguez Abogados Alvaro Parra Gomez

Pinilla González & Prieto Lina Maria Ospina, Julian Rojas

Santiago Meza Abogados & Asesores David Martinez, Oscar Martinez

# ECUADOR

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## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)	LEADING
<b>1 Lexvalor Abogados</b>	Karla Villacís	
<b>Pérez Bustamante &amp; Ponce (PBP)</b>	Javier Salvador	
<b>2 Corralrosales</b>	Edmundo Ramos	
<b>Dentons Paz Horowitz</b>	Patricia Andrade	
<b>Jaramillo Dávila Abogados</b>	Fabian Jaramillo, Diego Jaramillo Terán	
<b>EXCELLENT</b>		
<b>Bustamante Fabara</b>	Patricia Ponce, Francisco Vacas, Juan Pablo Ramirez, Maria Belen San Andres, Vanessa Granizo, Angeles Mancheno, Javier Federico Loaiza Espinoza	
<b>Noboa, Peña &amp; Torres Abogados</b>	Patricio Peña Romero, Marcelo Torres Bejarano, Gabriel Aguirre Padilla, Maria Mantilla López	
<b>HIGHLY RECOMMENDED</b>		
<b>1 Phaslegal Abogados</b>	Daniel Hidalgo	
<b>Robalino</b>	Luis Carlos Fernandez, Diego Palacios	
<b>2 Corral Barriga</b>	Fabián Corral Burbano	
<b>Ecija GPA</b>	Francisco Dávalos, Byron Sotomayor, Juan Carlos Montenegro	
<b>Flor Bustamante Pizarro &amp; Hurtado</b>	Alfonso Becerra, José Cisneros	
<b>Heka Law Firm</b>	Daniel Fernandez Salvador	
<b>Solines &amp; Asociados</b>	Ximena Moreno, Pablo Solines	

## RECOMMENDED

<b>Apolo Abogados</b>	Oscar Erraez Blum
<b>CCB Abogados</b>	Daniela Cevallos Casals
<b>Dll Abogados</b>	Leopoldo González
<b>Puente &amp; Asociados</b>	Guillermo Córdova, Miguel Angel Puente
<b>Romero Arteta Ponce</b>	Patricia Del Pozo, Marcelo Proaño, Amparo Romero, Gustavo Romero
<b>Tobar ZVS</b>	Marta Villagómez

## VALUABLE PRACTICE

<b>Abocacia</b>	Daniel Maldonado, Gabriela Zambrano
<b>AVL Abogados</b>	Jose Luis Cuesta Ribadeneira
<b>Consulegis Abogados SA</b>	Fabrizio Peralta
<b>Durini &amp; Guerrero</b>	Juan Francisco Guerrero del Pozo, Danilo Román Fabara, Emilio Suárez Salazar
<b>Mundo Laboral</b>	Jorge Izurieta Torres, Jorge Izurieta Vásconez
<b>Nobek Asesores Legales</b>	Verónica Benalcazar, Belén Noboa
<b>Pino Elizalde Abogados</b>	Jaime Arosemena, Jorge Cedeño, Ritha Guillén Fernández
<b>Salinas Villacrés Abogados</b>	Pablo Salinas

### LEXVALOR ABOGADOS: STRATEGIC SOLUTIONS TO WORKPLACE ISSUES



Karla Villacis

Key Figure(s): Karla Villacis  
Established: 2005

**Track Record:** Lexvalor possesses one of the most distinguished labor practices in Ecuador. Furnishing strategic advice on conflict prevention in labor litigation, the firm knows how to effectively manage the needs of a high-level clientele. It 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 is praised by peers for the scope of her labor-law activities in the Ecuadorian market.

### BUSTAMANTE FABARA: WELL-ESTABLISHED LABOR PRACTICE



Francisco Vacas

Key Figure(s): Vanessa Granizo, Javier Federico Loaiza Espinoza, Angeles Mancheno, Juan Pablo Ramirez, Patricia Ponce, Maria Belen San Andres, Francisco Vacas  
Established: 1956

**Track Record:** The labor team regularly advises several national and multinational companies in the due diligence process of assessing labor risks in operations such as mergers and acquisitions and spinoffs. It also specializes in the preparation of legal documentation for ensuring compliance with local legislation and provides prevention-focused strategies designed to avoid individual and collective litigation.

**Team & Differentiation:** Bustamante Fabara's outstanding labor department houses 17 legal experts specializing in social security, industrial safety, special labor regimes, labor litigation and personnel selection. Clients are drawn from the healthcare, tourism, technology and agriculture sectors, and include Unicel S.A., SGF Global, Homecenter, Abbott Laboratorios del Ecuador and Orionoil ER.

### NOBOA, PEÑA & TORRES ABOGADOS: FOCUSED ON THE CLIENT'S EVERY NEED



Patricio Peña

Key Figure(s): Gabriel Aguirre Padilla, María Mantilla López, Patricio Peña Romero, Marcelo Torres B.  
Established: 2001

**Track Record:** The firm is recognized nationally and internationally for providing first-class levels of quality and service. The labor team participates in major multi-jurisdictional transactions with a high degree of sophistication and complexity. Moreover, the team has extensive experience dealing with foreign and international banks as well as multilateral institutions, investment funds and investment banking clients.

**Team & Differentiation:** Noboa, Peña & Torres Abogados appreciates that crafting a thorough plan of action is key to successful outcomes, an approach which provides a solid foundation for engaging in sophisticated transactions. The experience of Patricio Peña has helped the firm consolidate its position in the Ecuadorian commercial market, supporting major clients in the banking, industry, agro-industrial and retail sectors.

# PERU

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## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Rodrigo Elías &amp; Medrano Abogados</b>	José Balta, Mario Pasco, Ernesto Cárdenas
<b>Vinatea &amp; Toyama</b>	Magaly Alarcon, Roberto Matallana, Renato Mejía, Eduardo Mercado, Herbert Prelle, Alfredo Salvador, Jorge Toyama, Luis Vinatea
<b>EXCELLENT</b>	
<b>1 Philippi Prietocarrizosa Ferrero Du &amp; Uría</b>	César González, Lidia Vilchez
<b>Rebaza, Alcázar &amp; De Las Casas</b>	Omar Díaz, María Haydee Zegarra
<b>Rubio Leguía Normand</b>	Víctor Ferro, Armando Gutiérrez, Sandro Núñez
<b>2 CMS Grau</b>	Cecilia Vargas
<b>Estudio Muñiz</b>	Ricardo Herrera, César Puntriano, María Florez, Ricardo Vilchez, Boris Sebastiani
<b>EY Peru</b>	José Ignacio Castro, Mauro Ugaz, Valeria Galindo, Miguel Rubio, Mauricio Matos
<b>Miranda &amp; Amado</b>	Carlos Cadillo, Eric Castro
<b>HIGHLY RECOMMENDED</b>	
<b>Benites Vargas &amp; Ugaz Abogados</b>	Jorge Acevedo, Carla Benedetti
<b>Damma Legal Advisors</b>	Germán Lora
<b>DLA Piper Perú</b>	Cecilia Guzmán-Barrón
<b>Estudio Carlos Blancas Bustamante Abogados</b>	Carlos Blancas Bustamante
<b>Estudio Echecopar - Member of Baker McKenzie International</b>	Luis Miguel Almendariz, Mónica Pizarro
<b>Estudio Olaechea</b>	Lucianna Polar
<b>Gálvez &amp; Dolorier Abogados</b>	Javier Dolorier
<b>GSA Legal</b>	Jaime Durand, Macarena Morales, Alberto Varillas

## RECOMMENDED

<b>+Laboral</b>	Cintia Santivañez, Claudia Seminario
<b>Aramburú Castañeda Boero</b>	Oscar Boero
<b>Cornejo &amp; Calderon Boutique Laboral</b>	Cecilia Calderón, Carlos Cornejo
<b>CPB Abogados</b>	Mario Pinatte
<b>Estudio Llona &amp; Bustamante Abogados</b>	Carlos Herbozo
<b>Garrigues</b>	Franco Muschi
<b>Hernández &amp; Cia Abogados</b>	Diego Castillo
<b>Laos, Aguilar, Limas &amp; Asociados</b>	Nancy Laos, Rocío Cecilia Limas
<b>Osterling Abogados</b>	Ary Alcántara, Joyce Cieza
<b>Payet, Rey, Cauvi, Pérez Abogados</b>	Cristina Oviedo
<b>PwC Peru</b>	Percy Alache
<b>Robles Ibazeta Consultores</b>	Karen Celestino, Daniel Robles
<b>Tsuboyama &amp; Nicolini Abogados</b>	Duilio Nicolini, Liliana Tsuboyama
<b>Vega &amp; Abogados</b>	José Manuel Guerra

## VALUABLE PRACTICE

<b>BBGS Saco-Vertiz &amp; Landerer Abogados (Perú)</b>	Glenda Cano, Diego Torres
<b>Belaunde, Carrillo &amp; De los Ríos Abogados</b>	Joaquín de los Ríos
<b>Bueno Lercari Consultores</b>	Clarisa Siles, Elizabeth Cáceres, Kametsa Romero
<b>Compliance Laboral</b>	Tino Vargas
<b>Cuatrecasas</b>	Iván Blume
<b>De Las Casas Asesores Laborales</b>	Orlando De Las Casas, Eveling Torres Meza, Alvaro Olivera, Laura Torres, Gustavo Quispe
<b>Dentons</b>	Pamela Duffy
<b>DS Casahierro Abogados</b>	José Carlos Velarde
<b>León e Iparraguirre Abogados</b>	Mariana Rodríguez
<b>RGC Abogados</b>	Germán Ramirez Gastón
<b>Rodríguez Angobaldo Abogados</b>	César Abanto
<b>Salazar &amp; Zuñiga Abogados</b>	Luis Delgado
<b>Santiváñez Abogados</b>	Maria Teresa Capella, Elizene Vásquez de Velasco
<b>Valderrama Abogados</b>	Erick Valderrama
<b>Vargas Pareja Abogados &amp; Consultores</b>	Eddy Ramirez, Max Carbajal, Sergio Barboza
<b>Viera Abogados</b>	Rafael Viera Arévalo, Adriana Chamorro, Alexandra Ravello



## Analysis

**CORNEJO & CALDERON BOUTIQUE LABORAL:  
FLUENT IN LABOR MATTERS**

Carlos Cornejo

**Key Figure(s):**  
Carlos Cornejo  
and Cecilia Calderon

**Established:** 2016

**Track Record:** Premier boutique specializing in labor law, social security and immigration. The team provides guidance on various corporate and contentious labor issues, with a particular focus on labor consultancy, collective relationships, procedural advice, audits, occupational health and safety, migration services and corporate training.

**Team & Differentiation:** Carlos Cornejo brings over 25 years' experience in advising both national and international companies on individual and collective labor, social security and immigration issues. He has significant expertise in overseeing judicial processes. A 15-year veteran of the Peruvian legal market, Cecilia Calderon specializes in labor consultancy.

**ROBLES IBAZETA CONSULTORES:  
COMPREHENSIVE LABOR ADVISORY**

Daniel Robles

**Key Figure(s):** Daniel Robles  
and Karen Celestino

**Established:** 2009

**Track Record:** The firm offers proactive business advice on labor matters. Its services include daily consultations, strategic recruitment planning, audits and guidance on helping clients adapt to new labor-law requirements. While clients span various sectors, the firm has had the most significant impact addressing the needs of those in the industrial, digital platform and retail sectors.

**Team & Differentiation:** Daniel Robles has extensive expertise in labor law, occupational risk prevention, corporate law, administrative law and occupational health and safety. His experience includes providing legal counsel on labor matters specific to the aquaculture sector. Karen Celestino is a prominent figure in labor dispute prevention and litigation.

**ARAMBURÚ CASTAÑEDA BOERO ABOGADOS:  
EXPERT LABOR AND EMPLOYMENT SOLUTIONS**

Oscar Boero

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

**Track Record:** Aramburú Castañeda Boero specializes in corporate law, offering comprehensive, creative and innovative guidance, particularly in labor-law matters. Strong suits include the negotiation and development of employment contracts, labor planning, labor audits and collective bargaining, as well as litigation at both the administrative and judicial level.

**Team & Differentiation:** The team is dedicated to fulfilling the legal labor requirements of clients across a diverse range of business sectors. It is led by Oscar Boero Echevarría, an expert in labor law, labor litigation, immigration and regulatory law, who has a strong focus on the telecoms industry. The firm prioritizes the use of cutting-edge technology in the cases it handles, providing clients with innovative options.

**DE LAS CASAS ASESORES LABORALES:  
HIGHLY ACCOMPLISHED LEGAL SERVICES**

Orlando De Las Casas

**Key Figure(s):**  
Orlando De las Casas,  
Alvaro Olivera, Gustavo  
Quispe, Eveling Torres,  
Laura Torres

**Established:** 2024

**Track Record:** De Las Casas Asesores Laborales is a consulting firm which specializes in various aspects of labor law, such as labor counseling in occupational health and safety, collective relations, social security, new technologies, judicial proceedings, inspection procedures and public regime. It is particularly experienced in port-sector matters.

**Team & Differentiation:** The firm, under the leadership of experienced founding-partner Orlando De Las Casas, backed by a team of first-class professionals, provides specialist services carefully calibrated to the needs of each client. Clients include DP World Peru SRL, Interseguro Compañía de Seguros S.A., Trabajos Marítimo, Molitalia S.A. and La Positiva Seguros y Reaseguros S.A.A.

## 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.



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# URUGUAY

## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Ferrere</b>	Alberto Baroffio, Nelson Larrañaga, Verónica Raffo
<b>EXCELLENT</b>	
<b>1 Arcia Storace Fuentes Medina Abogados</b>	Carolina Sarrocamb Dolores Storace, Ignacio Zubillaga
<b>Brum Costa Abogados</b>	Nicolás Gómez, Gustavor Gauthier
<b>Pérez del Castillo</b>	Matías Pérez del Castillo
<b>Posadas</b>	Alejandro Castello, Mariana Fernandez, Gonzalo Gari
<b>2 Castellán Abogados</b>	Mariana Casella
<b>Dentons Jiménez De Aréchaga</b>	Diego Viana
<b>Hughes &amp; Hughes</b>	María Durán, Enrique Radmilovich
<b>HIGHLY RECOMMENDED</b>	
<b>Bragard</b>	Mercedes Nin
<b>Bergstein Abogados</b>	Rodrigo Felló, Mariana Pisón, Maite Urrecheagua
<b>RECOMMENDED</b>	
<b>Blanco &amp; Etcheverry</b>	Juan Carlos Blanco
<b>Estudio Pérez Tabó</b>	Fernando Pérez Tabó
<b>Foderé</b>	Carolina Deletrain
<b>Legalmind Abogados</b>	María Laura Escudero
<b>Rueda Abadi Pereira</b>	Alejandra Pirez

# EUROPE



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# AUSTRIA

## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<strong>LEADING</strong>	
<b>CMS Reich-Rohrwig-Hainz</b>	Bernhard Hainz, Andrea Potz, Jens Winter, Christoph Wolf
<b>Wolf Theiss</b>	Ralf Peschek, Matthias Unterrieder
<strong>EXCELLENT</strong>	
<b>1 Baker McKenzie</b>	Philipp Maier
<b>Burgstaller &amp; Preyer</b>	Gerald Burgstaller, Birgit Vogt-Majarek, Helmut Preyer
<b>Schoenherr</b>	Stefan Kühteubl
<b>2 Binder Grösswang</b>	Horst Lukanec, Angelika Pallwein-Prettner
<b>E+H</b>	Jana Eichmeyer
<b>Gahleitner</b>	Sieglinde Gahleitner, Susanne Kappel, Verena Kreiner
<b>Gerlach</b>	Roland Gerlach
<b>Haider Obereder Pilz</b>	Michael Haider, Alois Obereder
<strong>HIGHLY RECOMMENDED</strong>	
<b>Dorda</b>	Thomas Angermair
<b>Engelbrecht</b>	Helmut Engelbrecht, Maria Schedle
<b>Eversheds Sutherland</b>	Silva Palzer
<b>Fellner Wratzfeld</b>	Kurt Wratzfeld
<b>HALO Arbeitsrecht</b>	Natalie Hahn, Sophie Loidolt
<b>Knell</b>	Alexandra Knell
<b>Körber-Risak</b>	Katharina Körber-Risak
<b>Littler</b>	Markus Löschner
<b>MOSA</b>	Judith Morgenstern, Remo Sacherer
<b>Taylor Wessing</b>	Karolin Andréewitch-Wallner, Wolfgang Kapek
<b>Zeiler</b>	Hans Georg Laimer
<strong>RECOMMENDED</strong>	
<b>BVP Hügel</b>	Paul Pfeifenberger
<b>Celar Senoner Weber-Wilfert</b>	Michael Celar
<b>Greindl &amp; Köck</b>	Stefan Koeck
<b>Herbst Kinsky</b>	Anna Dienshuber
<b>Kinner Korenjak LAW</b>	Wolfgang Kinner, Ingrid Korenjak
<b>KWR Karasek Wietrzyk</b>	Anna Mertinz
<b>Dr. Michael Leitner</b>	Michael Leitner
<b>Prchal Anwaltsbüro</b>	Robert Prchal
<b>Saxinger</b>	Roland Heinrich, Bettina Poglies-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>Van Olmen &amp; Wynant</b>	Nicolas Simon, Chris Van Olmen, Vincent Vuylsteke
<b>EXCELLENT</b>	
<b>Claeys &amp; Engels</b>	Bart Adriaens, Chris Engels
<b>Eubelius</b>	Liesbet Vandenplas
<b>Fieldfisher</b>	Stefan Nerinckx
<b>Monard Law</b>	Bert Theeywes
<b>Reliance</b>	Edward Carlier
<b>Sotra</b>	Olivier Rijckaert
<b>HIGHLY RECOMMENDED</b>	
<b>1 A&amp;O Shearman</b>	Christian Bayart, Inge Vanderreken
<b>Andersen in Belgium</b>	Yussra Andaloussi, Leila Mstoian
<b>Del Law</b>	Christophe Delmarcelle
<b>Laurius</b>	Damien Stas de Richelle
<b>Liedekerke</b>	Paul Geerebaert
<b>Lydian</b>	Kato Aerts
<b>Stibbe</b>	Jérôme Aubertin
<b>Schoups</b>	Sofie Bontinck
<b>Strelia</b>	Stefanie Tack
<b>Van Cutsem Wittamer Marnef</b>	Pierre Beyens, Tanguy Gillain, Bertrand Wittamer
<b>Younity</b>	Jean-Philippe Cordier
<b>2 Altius</b>	Sven Demeulemeester
<b>Bird &amp; Bird</b>	Pieter De Koster
<b>Bofidi</b>	Christophe Piette
<b>CMS</b>	Sophie Berg, Gaël Chuffart
<b>Freshfields</b>	Satya Staes Polet
<b>John - John Law</b>	Daan De Backer
<b>Jones Day</b>	Chantal Biernaux, Sara Vanderstaeten
<b>Kwint</b>	Maarten Simon
<b>Linklaters</b>	Nele Van Kerrebroeck, Luc Vanaverbeke
<b>Storme Law</b>	Marc DeBoel
<b>Taquet, Clesse &amp; Van Eeckhoutte</b>	Dominique Claes
<b>Tetra Law</b>	Sylvie Lacombe

## Analysis

### DEL LAW: HR LEGAL EXCELLENCE THAT DELIVERS RESULTS



Christophe Delmarcelle

Key Figure(s):  
Christophe Delmarcelle  
Established: 2008

**Track Record:** Del Law has established itself as a prominent force in labor law, specializing in complex collective dismissals and discrimination cases. The firm's pragmatic approach and tailored solutions have earned it the trust of diverse multinational clients. Currently engaged in precedent-setting litigation, Del Law continues to shape labor-law jurisprudence thanks to its strategic expertise.

**Team & Differentiation:** Led by Christophe Delmarcelle, Del Law's team of six attorneys combines international law firm experience with boutique-level dedication in human resource management. The firm's unique position is enhanced by Delmarcelle's role as a judge at the Brussels Labor Court, providing the firm with invaluable insight on both cross-border and domestic employment matters.

### SOTRA: SUPERIOR EMPLOYMENT-LAW SOLUTIONS



Marian Dewaersegger

Key Figure(s):  
Marian Dewaersegger  
Established: 2014

**Track Record:** Sotra boasts an outstanding track record in strategic labor law litigation. The practice delivers comprehensive employment solutions on everything from contractual matters to sophisticated workforce-planning and compensation structures. Its proactive approach has proven particularly effective when handling complex judicial and administrative labor disputes involving major international corporations.

**Team & Differentiation:** The firm's labor-law specialists excel at representing clients during critical interactions with labor authorities and employment tribunals. Its expertise shines in corporate restructuring and business transfers, with a sharp focus on implementing evolving regulatory frameworks. The practice maintains a results-driven approach while ensuring compliance with the latest legal developments.

### ANDERSEN IN BELGIUM: ELITE TAX AND LEGAL POWERHOUSE



Leila Mstoian

Key Figure(s):  
Leila Mstoian  
Established: 2019

**Track Record:** Andersen's labor law department demonstrates outstanding expertise in managing complex collective redundancy procedures and conducting comprehensive due diligence for corporate transactions and restructurings. The practice delivers strategic employment law counsel and excels in dispute resolution, consistently securing favorable outcomes for multinational corporations.

**Team & Differentiation:** The firm is home to dedicated labor law specialists who excel in high-stakes negotiations with labor authorities and in employment tribunal litigation. The team provides comprehensive guidance on regulatory compliance during corporate restructurings and M&A transactions, while maintaining recognized expertise in handling sensitive workplace harassment cases and social relations matters.

### VAN OLMEN & WYNANT: BRUSSELS EMPLOYMENT-LAW LEADERS



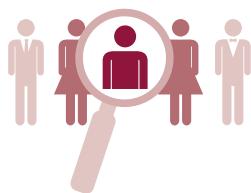
Nicolas Simon

Key Figure(s):  
Nicolas Simon  
Established: 1993

**Track Record:** Van Olmen & Wynant's Labor Law practice ranks among Belgium's premier employment departments, serving major telecom operators, utility providers and public transport companies. The team excels in high-stakes litigation, particularly for Belgium's top employers. Its expertise spans whistleblowing procedures and corporate sustainability reporting.

**Team & Differentiation:** The practice distinguishes itself with its four employment law PhD holders, a feat unmatched in Belgium. The team maintains strong academic connections and leads L&E Global's EU Working Group. Under Chris Van Olmen's leadership, the firm delivers cutting-edge expertise in both civil service and private employment law. Its knowledge-management system, enhanced by AI tools, ensures consistent excellence in legal service delivery.

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# 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, Sandro Ratkovic, Morten Ulrich
<b>Kromann Reumert</b>	Marianne Granhøj, Jens Lund Mosbek
<b>Norrbom Vinding</b>	Yvonne Frederiksen, Christian K. Clasen, Jørgen Vinding
<b>EXCELLENT</b>	
<b>1 Gorrisen Federspiel</b>	Jacob Sand
<b>Labora Legal</b>	Jeppe Hoyer Jørgensen, Tina Reissmann, Signe Renée West
<b>2 Accura Advokatpartnerselskab</b>	Nicolai Hesgaard, Morten Langer
<b>Bruun &amp; Hjejle</b>	Elise Ross-Hansen, Flemming Strømme Martinussen
<b>Horten</b>	Thomas Christian Thune, Erik Wendelboe Christiansen, Louise Letman
<b>Plesner</b>	Tina Brøgger Sørensen, Lise Høy Falsner
<b>HIGHLY RECOMMENDED</b>	
<b>DLA Piper Denmark</b>	Nina Wedsted
<b>IUNO</b>	Anders Etgen Reitz, Søren Hessellund Klausen
<b>Lund Elmer Sandager</b>	Julie Flindt Rasmussen, Michael Møller Nielsen
<b>Mazanti-Andersen</b>	Mette Gahrn-Jensen, Susanne Ingemann
<b>Poul Schmith</b>	Jonas Blegvad Jensen, Marianne Lage
<b>Sirius Advokater</b>	Pernille Backhausen, Benjamin Lundström
<b>RECOMMENDED</b>	
<b>Bird &amp; Bird</b>	Søren Narv Pedersen
<b>Clemens</b>	Tommy Angermair, Mette Neve
<b>Elmann</b>	Henrik Græsdal
<b>Lundgrens</b>	Anne Marie Abrahamson, Marie Louise Aagaard
<b>Magnusson</b>	Tom Stener Froberg
<b>Njord Law Firm</b>	Miriam Michaelsen
<b>Skaa Reipurth &amp; Partnere</b>	Jonas Enkegaard



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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, Suvi Knaapila, Petteri Uoti
<b>Roschier</b>	Anu Waaralinnan
<b>EXCELLENT</b>	
<b>Bird &amp; Bird</b>	Teea Kemppinen, Maisa Nikkola
<b>Borenius</b>	Jani Syrjänen
<b>Hannes Snellman</b>	Anders Bygglin, Johanna Haltia-Tapio
<b>Merilampi Attorneys</b>	Heidi Hiltunen, Jussi Koivu
<b>HIGHLY RECOMMENDED</b>	
<b>Dottir Attorneys</b>	Samuel Kääriäinen
<b>Eversheds Sutherland</b>	Timo Jarmas
<b>Krogerus</b>	Carola Möller
<b>Lexia Attorneys</b>	Tomi Korpiola, Kari Koskinen
<b>Lieke Attorneys</b>	Marja Norrena
<b>Magnusson</b>	Tomi Merenheimo, Anu Vuori
<b>Waselius</b>	Jouni Kautto, Antonina Paasikivi, Jan Waselius

# 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>	Virginie Audet, Franck Blin, Chloé Bouchez, Éliane Chateauvieux, Pierre-Alexis Dumont, Nelly Pourtier, Marion Robert, Emeric Sorel, Loïc Touranchet, Lucie Vincens, Mathias Joste
<b>ærige</b>	C. Bres, N. Czernichow, J. d'Alman, S. Gal, T. Godey, H. Guyot, T. Humbert, B. Nicolini, S.-A. Papafilippou, H.-B. Pouillaude, S. Sadaoui, V. Martin-Bozzi
<b>Alscio</b>	David Calvayrac, Jean-Sébastien Capisano, Mohamed Materi, Jérémie Spinelli, Louis Van Gaver
<b>August Debouzy</b>	Emmanuelle Barbara, Marie-Hélène Bensadoun, Virginie Devos, Philippe Durand, Fabienne Haas, Catherine Le Manchec, Éric Manca, Anaïs Qureshi
<b>Bredin Prat</b>	Paul-Henri Antonmattei, Cyril Gaillard, Pascale Lagesse, Laetitia Tombarello
<b>Capstan Avocats</b>	Team of partners
<b>Factorhy Avocats</b>	Grégory Chastagnol, Benjamin Desaint, Quentin Frisoni, Laurent Gamet, Leslie Nicolaï, Victor Roisin, Alexandre Roumieu, Uriel Sansy
<b>Flichy Grangé Avocats</b>	Florence Bacquet, Jeannie Crédoz-Rosier, Stéphanie Dumas, Joël Grangé, Stéphanie Guedes da Costa, Olivier Kress, Charlotte Michaud, Caroline Scherrmann, Camille Ventejou, Cyprien Pialoux
<b>Orrick</b>	Emmanuel Bénard, Nadège Owen
<b>Vivant Avocats</b>	Bertrand Castex, Caroline Merle, Antoine Vivant, Corinne Baron-Charbonnier
<b>EXCELLENT</b>	
<b>1 Barthélémy Avocats</b>	Emmanuel Andréo, Laurent Gervais, Emmanuel Guénot, Hugues Lapalus, Véronique Lavallart, Olivier Romieu, Sophie Binder
<b>Coblence Avocats</b>	Laurent Guardelli, Myrtille Lapuelle
<b>De Pardieu Brocas Maffei</b>	Philippe Rozec
<b>DLA Piper</b>	Philippe Danesi, Bijan E. Eghbal, Marine Gicquel, Jérôme Halphen
<b>Edgar Avocats</b>	Guillaume Brédon, Angélique Eyrignoux, Aurélie Roche
<b>Eunomie Avocats</b>	Jérôme Daniel, Nathalie Dauxerre, Emeric Lemoine, Thomas Lestavel, Lionel Sebille
<b>Fidere Avocats</b>	A. Gonçalves, G.de Raincourt, M.-C. Pottecher, Ch. Frouin, N. Chenevoy, L. Richard, L. Bensoussan, V. Roche
<b>Freshfields</b>	Gwen Senlanne, Christel Cacioppo
<b>Fromont Briens</b>	Ludovic Genty, Sophie Pélicier-Loevenbruck
<b>Karman Associés</b>	Romain Chiss, Florence Froment-Meurice, Erwan Jaglin

<b>Littler France</b>	Christine Aranda, Julie Béot-Rabiot, Jean Martial Buisson, Vivia Correia, Jacques de Tonquedec, Guillaume Desmoulin, Camille-Antoine Donzel, Coralie Jamois, Laura Jousselin, Barbara Mollet, Olivier Thibaud
<b>MGG Legal</b>	Marijke Granier-Guillemarre, Loïc Héron
<b>Vaughan Avocats</b>	Bruno Courtine, Aude Serres van Gaver
<b>Voltaire Avocats</b>	David Guillouet, Louise Peugny, Olivia Guilhot
<b>2 Chassany Watrelot &amp; Associés</b>	P. Chassany, L. Cohen, É. Graujeman, H. Guillot, S. Poncet, J. Watrelot
<b>Clifford Chance</b>	François Farmine
<b>Ftms Avocats</b>	Olivier Angotti, Sabrina Kemel, Jean Néret, Isabelle Pontal
<b>Gide Loyrette Nouel</b>	David Jonin, Anne Le Quinquis, Guillaume Navarro, Benjamin Krief
<b>Hogan Lovells</b>	Marion Guertault, Thierry Meillat
<b>Lusis Avocats</b>	Hortense Gebel, Adeline Larvaron, Frédéric Leclercq, Mikaël Pelan, Hélène Said, Gaia Sanchez, François Vergne
<b>Ogletree Deakins</b>	Alexandre Abitbol, Jean-Marc Albiol, Stéphane Bloch, Karin Dulac, Cécile Martin, Nicolas Peixoto
<b>Racine</b>	Frédéric Broud, Carla Di Fazio-Perrin, Philippe Rogez, Sarah Usunier, Guillaume Thuleau, Amanda Galvan
<b>UGGC Avocats</b>	Jennifer Carrel, Sophie Uettwiller
<b>3 A&amp;O Shearman</b>	Claire Toumieux, Olivier Picquerey
<b>Advant Altana</b>	Mickaël d'Allende, Pierre Lubet
<b>Baker McKenzie</b>	Denise Broussel, Éléonore d'Anthony, Nadège Dallais, Gilles Jolivet, Jérémie Paubel, Olivier Vasset
<b>Franklin</b>	Myriam de Gaudusson
<b>Jeantet</b>	Nicolas Mancret, Laetitia Ternisien
<b>Latham &amp; Watkins</b>	Matthias Rubner
<b>Linklaters</b>	Géric Clomes, Lionel Vuidard
<b>PRK &amp; Associés</b>	Franck Dremaux, Lionel Herscovici, Stéphanie Kubler, Émilie Tournier
<b>Raphaël Avocats</b>	Isabelle Ayache-Revah, Marion Ayadi
<b>HIGHLY RECOMMENDED</b>	
<b>1 Aguera Avocats</b>	Danièle Chanal, Édith Collomb-Lefevre, Laure Mazon, Audrey Nigon
<b>Ayache</b>	Caroline André-Hesse, Justine Coret
<b>Bersay</b>	Nathalie Cerqueira, Anne-Lise Puget
<b>Bird &amp; Bird</b>	Nathalie Devernay, Benjaminie Fiedler
<b>Charles Russell Speechlys</b>	Kim Campion
<b>Cohen &amp; Gresser</b>	Angéline Duffour
<b>Cornet Vincent Ségurel</b>	Hélène de Saint Germain, Caroline Henot, Anne-Sophie Le Fur, François-Xavier Michel, Anne Pitault, Isabelle Savier-Pluyette
<b>Deloitte Société d'Avocats</b>	Malik Douaoui, Éric Guillemet, Mathias Jourdan, Stéphanie Norève, Guillemette Peyre
<b>Delsol Avocats</b>	Delphine Bretagnolle, Brice Briel, Anna Milleret-Godet, Philippe Pacotte
<b>Dentons</b>	Julie Caussade, Katell Déniel-Allioux, Frédérique Meslay-Caloni
<b>Dupuy Avocats</b>	Stéphanie de la Lande, Florence du Gardier, Pierre Safar
<b>Eversheds Sutherland</b>	Déborah Attali, Manon Lamotte
<b>Fidal</b>	Stéphane Béal, Aymeric Hamon, Grégory Olczak-Godefert, Lorraine Raimbert, Monique Figueiredo
<b>Hoche Avocats</b>	Frédérique Cassereau, Soazig Préteseille
<b>Hughes Hubbard &amp; Reed</b>	Isabelle Benisty
<b>Kersus</b>	Xavier Clavel, Florence Richard
<b>Lpa-Cgr Avocats</b>	Karine Bézille, Sandra Hundsdörfer, Sophie Marinier
<b>McDermott Will &amp; Emery</b>	Jilali Maazouz



<b>Melville Avocats</b>	Pierre Warin
<b>Osborne Clarke</b>	Maxime Pigeon, Jérôme Scapoli
<b>SCA Avocats Associés</b>	Georges Toumanoff
<b>Sutra Corre &amp; Associés</b>	Michèle Corre, Alain Sutra, Romain Sutra
<b>Taylor Wessing</b>	Markus Asshoff, Claudia Jonath
<b>Veil Jourde</b>	Pauline Larroque-Daran
<b>Yards</b>	Christine Hillig-Poudevigne
<b>2 Achache-Valluet-Arilla &amp; Associés</b>	Florence Achache, Delphine Cazenave, Carole Helmer
<b>Addleshaw Goddard</b>	François Alambret, Anna-Christina Chaves
<b>Aklea</b>	Sophie Greder, Sidonie Lacroix-Girard
<b>Amar Legal</b>	Sophie Amar, Anne Grenaud
<b>Arago</b>	Frédéric Navarro
<b>Argo</b>	Mickaël Valette
<b>Arsis Avocats</b>	Gladys Laferrière, Alexandre Lamy
<b>Ashurst</b>	Muriel Pariente
<b>AStocki Avocats</b>	Alexandra Stocki
<b>BCLP</b>	Marion Brière Ségal, Claire Fougea
<b>Bctg Avocats</b>	Sabine de Paillerets-Matignon, Mei Zhang
<b>Bg2v</b>	Marie Content, Guillaume de Saint Sernin
<b>Bignon Lebray</b>	Marie-Charlotte Diriart, Antoine Benoit, Jérémie Boublil
<b>Caravage Avocats</b>	Laura Bertrand, Pierre Brégou
<b>CastaldiPartners</b>	Élisabeth Biget, Sarah Barutti
<b>Daher Avocats</b>	Hélène Daher
<b>Daem Partners</b>	Isabelle Mathieu, Charles Mathieu, Florentin Facon
<b>De Gaulle Fleurance</b>	Déborah David, Alexis Tresca
<b>Dechert</b>	Thibault Meiers, Philippe Thomas
<b>DS Avocats</b>	Gwladys Beauchet, Frédéric Godard-Auguste, Patricia Jeannin
<b>DTMV Avocats</b>	Marie-Laure Tarragano, Lin Nin, Magali Thorne
<b>EY Société d'Avocats</b>	Anne-Élisabeth Combes, Roselyn Sands
<b>Fieldfisher</b>	Laurence Dumure Lambert, Julia Mohamed
<b>Joffe &amp; Associés</b>	Blaise Deltombe, Géraldine Lepeytre
<b>Key Lawyers</b>	Anna-Christina Chaves
<b>La Garanderie Avocats</b>	Guy Alfosea, Saskia Henninger, Bertrand Merville, Stéphanie Serror
<b>Marvell Avocats</b>	Olivia Colmet-Daâge
<b>Morgan Lewis</b>	Charles Dauthier, Sabine Smith-Vidal
<b>NMCG Avocats</b>	Sonia Abodja, Arnaud Blanc de La Naulte
<b>Nomos</b>	Virginie Delestre, Romain Pietri
<b>Paetzold Avocats</b>	Fabien Créchet, Stephan Paetzold, Andreas Paetzold, Florian Paetzold, Marine Saphy
<b>Patchwork Avocats</b>	Céline Bruneau, Laurent Moreuil, Stéphanie Ropars, Lionel Kohn
<b>Paul Hastings</b>	Stéphane Henry, Alexandre Ruiz
<b>Poulain &amp; Associés</b>	Pascale Sylvain-Poulain
<b>PwC Société d'Avocats</b>	Bernard Borrely, Aurélie Cluzel d'Andlau, Corinne Guyot Chavanon

<b>Ségur Avocats</b>	Florence Achir, Brigitte Pelletier
<b>Sekri Valentin Zerrouk</b>	Émilie Meridjen, Thibaud Perrin
<b>Sesame Avocats</b>	Sophie Bury, Mathieu Combarous, Sébastien Ducamp, Barbara Hart, Héloïse de la Chesnais
<b>Simon Associés</b>	Nicolas Billon, Hubert de Frémont, David Marais
<b>Squire Patton Boggs</b>	Pauline Pierce
<b>Steering Legal</b>	Gwenaëlle Artur
<b>Stephenson Harwood</b>	Isabelle Dauzat
<b>Teilen Avocats</b>	Helyett Le Nabour, Gwenaëlle Teissédre
<b>Tnda</b>	Nicolas Durand-Gasselin, Martine Rivereau-Trzmiel, Guillaume Verdier
<b>Winston &amp; Strawn</b>	Sophie Dechaumet, Virgile Puyau

## RECOMMENDED

<b>1 Act Legal</b>	Rosine de Matos
<b>Advocacy 4</b>	Karine Cohen
<b>Ascent Avocats</b>	Marie-Hélène Fournier, Joséphine Imbert, Antoine Sappin
<b>Bardavid Tourneur</b>	Élisa Bardavid, Jean-François Tourneur
<b>BDO Avocats</b>	Séverine Aubert, Xavier Bontoux, Émilie Ducorps-Prouvost, Frédéric Fayan-Roux, Nicolas Latournerie
<b>BMH Avocats</b>	Isabelle le Coq, Aymeric Le Goff
<b>Cabinet Finalteri</b>	Anne-Gaëlle Finalteri
<b>Chaintrier Avocats</b>	Aymeric d'Alençon, Montaine Guesdon-Vennerie
<b>Chammas &amp; Marcheteau</b>	Coline Bied-Charreton, Caroline Canavese
<b>Cloix Mendès-Gil</b>	Léa Duhamel
<b>CPC &amp; Associés</b>	Jean-Yves Connesson, Jérémie Delattre
<b>D'Alverny Avocats</b>	Célia Dufour, Anne-Lise Robert
<b>Desfilis</b>	Marion Kahn-Guerra, Frédéric Mandel, Émilie de Goys
<b>EBL Lexington</b>	Karine Clolus-Dupont, Isabelle Schwab, Sophie Meslet
<b>Harlay Avocats</b>	Frédérique David, Mehdi Caussanel-Haji
<b>Herald Avocats</b>	Guillaume Roland
<b>Jones Day</b>	Emmanuelle Rivez-Dumont
<b>King &amp; Spalding</b>	Alice Mony
<b>KPMG Avocats</b>	Albane Églinger, Olivier Masi
<b>L&amp;KA Avocats</b>	Ève Labalte
<b>Majj Avocats</b>	Julien Boucaud-Maitre, Juliette Pouyet, Mathieu Raio de San Lazaro, Anne de Gabory
<b>Majorelle Avocats</b>	Clarisde Delaitre, Jean-Charles Moriceau, Olivier Motte
<b>Mermoz Avocats</b>	Catherine Nahmias-Ferrandini
<b>Ollyns</b>	Anne-Laurence Faroux
<b>PBA Legal</b>	Romain Aupoix, Pascal Bathmanabane, Jean-François Tréton
<b>PDGB</b>	Denis Agranier, Patricia Gomez-Talimi, Ioanna Voska
<b>Petrel &amp; Associés</b>	Pascal Petrel
<b>Qivive Avocats</b>	Émilie Wider
<b>Rödl &amp; Partner</b>	Céline Kammerer, Tiphaine Puzin
<b>Redlink</b>	Diane Buisson, Deborah Fallik Maynard, Benjamin Louzier
<b>Reinhart Marville Torre</b>	Catherine Broussot-Morin



<b>Scotto Partners</b>	Bertrand Thibaut
<b>Simmons &amp; Simmons</b>	Laurence Renard
<b>Skadden</b>	Philippe Després
<b>Squadra Avocats</b>	Morgane Mondolfo
<b>Valther</b>	Valérie Dubaile
<b>Versant Avocats</b>	Maxime Aunos, Émilie Dutrain
<b>Vivien &amp; Associés</b>	Joëlle Hannelais, Marie-Émilie Rousseau-Brunel
<b>Voxlaw</b>	Antonio Sardinha Marques
<b>2 Abari</b>	Guillaume Cœurdevey, Rudy Jourdan
<b>Alerion Avocats</b>	Jean-Christophe Brun, Jacques Perotto
<b>Aramis</b>	Frédéric Milcamps
<b>BL &amp; Associés</b>	Anne-Laure Bénet, Sophie Bourguignon, Delphine Derumez, Aurore Guido-Deaibes
<b>Calix Société d'Avocats</b>	Emmanuel Noirot
<b>CS Avocats Associés</b>	Mathieu Bonardi, Cédric Garnier, Cédric Séguin
<b>Deprez Guignot Associés</b>	Laurent Carrié
<b>Desanlis</b>	Jean-Philippe Desanlis, Anne Lemarchand
<b>Ekipe Avocats</b>	Kevin Bouleau, Philippe Chemla
<b>Eole Avocats</b>	Olivier Bach, Christèle Morand, Aliette Pennaneac'h Selosse, Dorothée Rey, Éric Trimolet
<b>FTPA Avocats</b>	Laure Calice, Lorelei Gannat
<b>Galion Avocats</b>	Lionel Paraire
<b>Ggv Avocats</b>	Markus Erkert, Bénédicte Querenet-Hahn
<b>Gowling WLG</b>	Gaëlle Le Breton
<b>Gramond &amp; Associés</b>	Mélanie Labossais-Gramond
<b>Hertslet Wolfer &amp; Heintz</b>	Céline Darreau, Pascal Gastebois
<b>Klein - Wenner</b>	Uwe Augustin, Patrick Berjaud, Valérie Orsini-Morgado
<b>Kopper Legal</b>	Thomas Fernandez Boni
<b>Lamy Lexel</b>	Béatrice Chaine, Isabelle Jaulin
<b>Latournerie Wolfrom Avocats</b>	Amélie d'Heilly, Sarah-Jane Mirou
<b>Lerins</b>	Johann Sultan
<b>LMT Avocats</b>	Thierry Cheymol
<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
<b>Orva Avocats</b>	François Vaccaro
<b>Péchenard &amp; Associés</b>	Emmanuelle Sapène
<b>Pinsent Masons</b>	Valérie Blandeau
<b>Reed Smith</b>	Séverine Martel
<b>Ressource Avocats</b>	Laurent Beljean, Laurence Mure-Ravaud
<b>Richelieu Avocats</b>	Jean-Oudard de Préville, Benoît Gruau
<b>Sea Avocats</b>	Nicolas Sauvage

<b>Solucial Avocats</b>	Caroline Barbe, Diane Dubruel-Motte, Louis Vaneecloo
<b>Stas &amp; Associés</b>	Vincent Champetier
<b>Teitgen &amp; Viottolo</b>	Agnès Viottolo
<b>Wan Avocats</b>	Nathalie Attias, Isabelle Wekstein
<b>Weizmann Borzakian</b>	Jérôme Borzakian, Yohanna Weizmann
<b>White &amp; Case</b>	Alexandre Jaurett
<b>Willway Avocats</b>	Éric Pouliquen
<b>Wire Avocats</b>	Frédéric Calinaud

### VALUABLE PRACTICE

<b>5QB Avocats</b>	Arnaud Legrand
<b>Agonlex</b>	Pascal Guinot
<b>Alterlex</b>	Catherine Léger, Irène Ngando, Élodie Ory
<b>ASW Avocats</b>	Murielle Asser, Aurélie Schreiber, Stéphanie Westendorp
<b>Berrylaw</b>	Étienne Pujol
<b>BKP &amp; Associés</b>	Nicolas Perrault, Clément Raingeard
<b>Bollet &amp; Associés</b>	Thibault Pinatel
<b>Delcade</b>	Ophélie Lazaro, Charlotte O'Leary, Frédérique Sallée, Brice Wartel
<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>Norma Avocats</b>	Sandrine Deroubaix, Julie Lamadon, Claire Mathurin, Florent Millot
<b>Oren Avocats</b>	Mathieu Hugueville, Jean-Jacques Fournier, Lucie Querol
<b>Qualiens</b>	Joëlle Muchada
<b>Sérafine Poyer</b>	Sérafine Poyer
<b>Siléas</b>	Emmanuelle Destaillats
<b>Soulier Avocats</b>	Olivia Heilpern, Lydie Bontemps-Helmy
<b>Woog &amp; Associés</b>	Marie-Véronique Lumeau
<b>Ydès</b>	Team of partners

### FLICHY GRANGÉ AVOCATS: SURE BET FOR EMPLOYMENT MATTERS



Joël Grangé

Key Figure(s):  
Joël Grangé  
Established: 1999

**Track Record:** Flichy Grangé Avocats supported the 14,000-employee ISS group during the takeover of its activities. It acted for Bouygues Telecom in concluding an exclusivity agreement for the acquisition of La Poste Telecom. The firm also assisted the Mahle Group with a collective transition project involving its Hambach-based French subsidiary.

**Team & Differentiation:** The firm, which maintains a genuine culture of innovation, favors simplicity and flexibility when tackling downsizing and site-closure issues. Able to provide top-tier analysis via industrial strategies and figures, the team is much more than a specialist employment law consultancy, and draws on the complementary know-how of its various other departments.

### FROMONT BRIENS: LABOR-LAW FIRM OF REFERENCE



Ludovic Genty

Key Figure(s):  
Ludovic Genty and Sophie Pélicier-Loevenbruck  
Established: 1993

**Track Record:** In the past year, the firm worked on a voluntary redundancy plan and a divestment operation in the banking sector, as well as restructuring operations in the tourism, sports and industrial sectors. The partners also managed individual negotiations in a dispute concerning workplace harassment. Clients include CAC 40 and SBF 120 companies, international groups and public institutions.

**Team & Differentiation:** At the forefront of employment law for over three decades and ISO 9001 certified, Fromont Briens is a trusted partner and advisor to its clients, offering them 360-degree support. Ludovic Genty and Sophie Pélicier-Loevenbruck are key contacts for labor and employment issues.

## COLLECTIVE BARGAINING

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Actance Avocats</b>	Virginie Audet, Franck Blin, Chloé Bouchez, Éliane Chateauvieux, Pierre-Alexis Dumont, Nelly Pourtier, Marion Robert, Emeric Sorel, Loïc Touranchet, Lucie Vincens, Mathias Joste
<b>ærigé</b>	C. Bres, N. Czernichow, J. d'Aleman, S. Gal, T. Godey, H. Guyot, T. Humbert, B. Nicolini, S.-A. Papafilippou, H.-B. Pouillaude, S. Sadaoui, V. Martin-Bozzi
<b>August Debouzy</b>	Emmanuelle Barbara, Marie-Hélène Bensadoun, Virginie Devos, Philippe Durand, Fabienne Haas, Catherine Le Manchec, Éric Manca, Anais Qureshi
<b>Barthélémy Avocats</b>	Damien Chenu, Laurent Gervais, Yannick Libéri, Philippe Pataux, Mélanie Souterau, Sophie Binder
<b>Bredin Prat</b>	Paul-Henri Antonmattei, Cyril Gaillard, Pascale Lagesse, Laetitia Tombarello
<b>Capstan Avocats</b>	Team of partners
<b>Factorhy Avocats</b>	Grégory Chastagnol, Benjamin Desaint, Quentin Frisoni, Laurent Gamet, Leslie Nicolai, Victor Roisin, Alexandre Roumieu, Uriel Sansy
<b>Fidal</b>	Stéphane Béal, Sylvain Niel, Monique Figueiredo
<b>Flichy Grangé Avocats</b>	Aurélie Cormier Le Goff, Jeannie Crédoz-Rosier, Nabila Fauché-El Aougri, Joël Grangé, Stéphanie Guedes da Costa, Charlotte Michaud, Franck Morel, Stéphane Flichy
<b>Littler France</b>	C. Aranda, J. Béot-Rabiot, J. Martial Buisson, V. Correia, J. de Tonquedec, G. Desmoulin, C.-A. Donzel, C. Jamois, L. Jousselin, B. Mollet, O. Thibaud
<b>Vivant Avocats</b>	Bertrand Castex, Caroline Merle, Antoine Vivant, Corinne Baron-Charbonnier
<b>EXCELLENT</b>	
<b>1 Alscio</b>	David Calvayrac, Jean-Sébastien Capisano, Mohamed Materi, Jérémie Spinelli, Louis Van Gaver
<b>Chassany Watrelot &amp; Associés</b>	Philippe Chassany, Xavier de Jerphanion, Yves Merle
<b>Cms Francis Lefebvre Avocats</b>	Team of partners
<b>Coblence Avocats</b>	Laurent Guardelli, Myrtille Lapuelle
<b>De Pardieu Brocas Maffei</b>	Philippe Rozec
<b>DLA Piper</b>	Philippe Danesi, Bijan E. Eghbal, Marine Gicquel, Jérôme Halphen
<b>Edgar Avocats</b>	Guillaume Brédon, Angélique Eyrignoux, Aurélie Roche
<b>Fromont Briens</b>	Team of partners
<b>Jeantet</b>	Nicolas Mancret, Laetitia Ternisien
<b>Karman Associés</b>	Romain Chiss, Florence Froment-Meurice, Erwan Jaglin
<b>Lusis Avocats</b>	H. Gebel, A. Larvaron, F. Leclercq, M. Pelan, H. Said, G. Sanchez, F. Vergne
<b>MGG Legal</b>	Marijke Granier-Guillemarre, Loïc Héron
<b>Orrick</b>	Emmanuel Bénard, Nadège Owen
<b>UGGC Avocats</b>	Jennifer Carrel, Sophie Uettwiller
<b>Voltaire Avocats</b>	Olivia Guilhot, David Guillouet, Louise Peugny
<b>2 Eunomie Avocats</b>	Jérôme Daniel, Nathalie Dauxerre, Thomas Lestavel, Lionel Sébille, Émeric Lemoine
<b>Fidere Avocats</b>	A. Gonçalves, G. de Raincourt, M.-C. Pottecher, Ch. Frouin, N. Chenevoy, L. Richard, L. Bensoussan, V. Roche
<b>Ftms Avocats</b>	Olivier Angotti, Sabrina Kemel, Jean Néret, Isabelle Pontal
<b>Latham &amp; Watkins</b>	Matthias Rubner
<b>Lpa-Cgr Avocats</b>	Karine Bézille, Sandra Hundsdörfer, Sophie Marinier
<b>Ogletree Deakins</b>	Alexandre Abitbol, Jean-Marc Albiol, Stéphane Bloch, Karin Dulac, Cécile Martin, Nicolas Peixoto
<b>Vaughan Avocats</b>	P. Carrillo, B. Courtine, L. Dubet, B. Ottaviani, F. Perruchot, A. Serres van Gaver, P. van Deth
<b>3 Aguera Avocats</b>	Philippe de la Brosse, Laure Mazon, Olivia Montmeterme, Danièle Chanal, Yann Boisadam
<b>Advant Altana</b>	Mickaël d'Allende, Pierre Lubet
<b>Baker McKenzie</b>	Denise Broussal, Éléonore d'Anthonay, Nadège Dallais, Gilles Jolivet, Jérémie Paubel, Olivier Vasset
<b>Bersay</b>	Nathalie Cerqueira, Anne-Lise Puget
<b>Franklin</b>	Myriam de Gaudusson
<b>Gide Loyrette Nouel</b>	David Jonin, Anne Le Quinquis, Guillaume Navarro, Benjamin Krief
<b>HDV Avocats</b>	Michel Morand
<b>Hogan Lovells</b>	Marion Guertault, Thierry Meillat
<b>NMCG Avocats</b>	Sonia Abodja, Arnaud Blanc de La Naulte, Claire Peroux, Valérie Reynaud
<b>Osborne Clarke</b>	Maxime Pigeon, Jérôme Scapoli
<b>PRK &amp; Associés</b>	Franck Dremaux, Lionel Herscovici, Stéphanie Kubler

<b>Racine</b>	Frédéric Broud, Carla Di Fazio-Perrin, Philippe Rogez, Sarah Usunier, Guillaume Thuleau, Amanda Galvan
<b>Raphaël Avocats</b>	Isabelle Ayache-Revah, Marion Ayadi
<b>Squire Patton Boggs</b>	Pauline Pierce
<b>Sutra Corre &amp; Associés</b>	Michèle Corre, Alain Sutra, Romain Sutra
<b>HIGHLY RECOMMENDED</b>	
<b>1 A&amp;O Shearman</b>	Claire Toumieux, Olivier Picquerey
<b>Ayache</b>	Caroline André-Hesse
<b>Bird &amp; Bird</b>	Nathalie Devernay, Benjamin Fiedler
<b>Caravage Avocats</b>	Laura Bertrand, Pierre Brégou
<b>Clifford Chance</b>	François Farmine
<b>Cohen &amp; Gresser</b>	Angéline Duffour
<b>Cornet Vincent Ségurel</b>	Caroline Henot, Anne-Sophie Le Fur, François-Xavier Michel, Anne Pitault, Isabelle Savier-Pluyette
<b>Daem Partners</b>	Isabelle Mathieu, Charles Mathieu, Florentin Facon
<b>Dechert</b>	Philippe Thomas
<b>Delsol Avocats</b>	Delphine Bretagnolle, Brice Briel, Anna Milleret-Godet, Philippe Pacotte
<b>Dupuy Avocats</b>	Stéphanie de la Lande, Florence du Gardier, Pierre Safar
<b>Eversheds Sutherland</b>	Déborah Attali, Manon Lamotte
<b>Fieldfisher</b>	Laurence Dumure Lambert, Julia Mohamed
<b>Freshfields Bruckhaus Deringer</b>	Gwen Senlanne, Christel Cacioppo
<b>Kersus</b>	Xavier Clavel, Jacques Dubourg, Florence Richard
<b>La Garanderie Avocats</b>	Guy Alfosea, Saskia Henninger, Bertrand Merville, Stéphanie Serror, Justine Godey
<b>Linklaters</b>	Géric Clomes, Lionel Vuidard
<b>Morgan Lewis</b>	Charles Dauthier, Sabine Smith-Vidal
<b>Veil Jourde</b>	Pauline Larroque-Daran
<b>2 BCLP</b>	Marion Brière Ségala, Claire Fougea
<b>BCTG Avocats</b>	Sabine de Paillerets-Matignon, Mei Zhang
<b>BMH Avocats</b>	Isabelle le Coq, Aymeric Le Goff, Anne-Marie Sénéchal-L'Homme
<b>Charles Russell Speechlys</b>	Kim Campion
<b>D'Alverny Avocats</b>	Célia Dufour, Anne-Lise Robert
<b>Daher Avocats</b>	Hélène Daher
<b>Dentons</b>	Julie Caussade, Katell Déniel-Allioux, Frédérique Meslay-Caloni
<b>Harlay Avocats</b>	Frédérique David, Mehdi Caussanel-Haji
<b>Hoche Avocats</b>	Frédérique Cassereau, Soazig Préteseille
<b>Key Lawyers</b>	Anna-Christina Chaves
<b>McDermott Will &amp; Emery</b>	Jilali Maazouz
<b>Melville Avocats</b>	Pierre Warin
<b>PwC Société d'Avocats</b>	Bernard Borrey, Aurélie Cluzel d'Andlau, Corinne Guyot Chavanon
<b>Ségur Avocats</b>	Florence Achir, Brigitte Pelletier
<b>Taylor Wessing</b>	Markus Asshoff, Claudia Jonath
<b>Vivien &amp; Associés</b>	Joëlle Hannelais, Marie-Émilie Rousseau-Brunel
<b>Winston &amp; Strawn</b>	Sophie Dechaumet, Virgile Puyau
<b>3 Argo</b>	Mickaël Valette
<b>Arsis Avocats</b>	Gladys Laferrière, Alexandre Lamy
<b>AStocki Avocats</b>	Alexandra Stocki
<b>BFPL Avocats</b>	François Berbinau, Charlotte Hammelrath
<b>Biard Bouscatel &amp; Associés</b>	Philippe Biard, Claire Bouscatel, Marie Taverne
<b>Bignon Lebray</b>	Marie-Charlotte Diriart, Antoine Benoit, Jérémie Boublil
<b>BL &amp; Associés</b>	Anne-Laure Bénét, Sophie Bourguignon, Delphine Derumez, Aurore Guido-Deaibes
<b>Cloix Mendès-Gil</b>	Léa Duhamel
<b>De Gaulle Fleurance</b>	Déborah David, Alexis Tresca
<b>Deprez Guignot Associés</b>	Laurent Carrié
<b>Desanlis</b>	Jean-Philippe Desanlis, Anne Lemarchand
<b>DS Avocats</b>	Patricia Jeannin
<b>Galion Avocats</b>	Lionel Paraire



<b>GGV Avocats</b>	Markus Erkert, Bénédicte Querenet-Hahn
<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, Sarah Chihi
<b>Lmt Avocats</b>	Thierry Cheymol
<b>Nomos</b>	Virginie Delestre, Romain Pietri
<b>Numa Avocats</b>	Raphaëlle Busser, Jean-Philippe Passanante
<b>Obbo Avocats</b>	Ludovic Blanc
<b>Paetzold Avocats</b>	Fabien Créchet, Stephan Paetzold, Andreas Paetzold, Florian Paetzold, Marine Saphy
<b>Paul Hastings</b>	Stéphane Henry, Alexandre Ruiz
<b>PDGB</b>	Denis Agranier, Patricia Gomez-Talimi, Ioanna Voska
<b>Petrel &amp; Associés</b>	Pascal Petrel
<b>Rödl &amp; Partner</b>	Céline Kammerer, Tiphaine Puzin
<b>Sea Avocats</b>	Nicolas Sauvage
<b>Sesame Avocats</b>	Sophie Bury, Mathieu Combarous, Sébastien Ducamp, Barbara Hart, Héloïse de la Chesnais
<b>Simmons &amp; Simmons</b>	Laurence Renard
<b>Simon Associés</b>	Nicolas Billon, Hubert de Frémont
<b>Skadden</b>	Philippe Després
<b>TNDA</b>	Nicolas Durand-Gasselin, Guillaume Verdier
<b>Yards</b>	Christine Hillig-Poudevigne

### RECOMMENDED

<b>1 Abeille &amp; Associés</b>	Jean-Baptiste Bado, Juliette Ferre, Denis Ferre, Laura Tetti
<b>Amar Legal</b>	Sophie Amar, Anne Grenaud
<b>Arago</b>	Frédéric Navarro
<b>Ascent Avocats</b>	Marie-Hélène Fournier, Joséphine Imbert, Antoine Sappin
<b>Berrylaw</b>	Étienne Pujol
<b>Bg2v</b>	Marie Content, Guillaume de Saint Sernin, Nicolas Le Rossignol, Léa Dubrul
<b>Calix Société d'Avocats</b>	Emmanuel Noirot
<b>Chaintrier Avocats</b>	Aymeric d'Alençon, Montaine Guesdon-Vennerie
<b>Chammas &amp; Marcheteau</b>	Coline Bied-Charreton, Caroline Canavese
<b>CPC &amp; Associés</b>	Jérémie Delattre
<b>DDLC</b>	Marie-Cécile de la Chapelle, Karen Durand-Hakim
<b>DTMV Avocats</b>	Marie-Laure Tarragano
<b>Eole Avocats</b>	Olivier Bach, Christèle Morand, Aliette Pennaneac'h Selosse, Dorothée Rey, Éric Trimollet
<b>EPP Rechtsanwälte Avocats</b>	Emil Epp, Sophie Gossmann
<b>Equipage</b>	Jérôme Chomel de Varagnes, Françoise Mepillat, Hélène Presle-Lejeune
<b>EY Société d'Avocats</b>	Anne-Élisabeth Combes
<b>Herald Avocats</b>	Guillaume Roland
<b>Hertslet Wolfer &amp; Heintz</b>	Céline Darreau, Pascal Gastebois
<b>Jones Day</b>	Emmanuelle Rivez-Domont
<b>King &amp; Spalding</b>	Alice Mony
<b>Lamy Lexel</b>	Beatrice Chaine, Isabelle Jaulin
<b>Maji Avocats</b>	Julien Boucaud-Maître, Juliette Pouyet, Mathieu Raio de San Lazaro, Anne de Gabory
<b>Orva Avocats</b>	François Vaccaro
<b>Patchwork Avocats</b>	Céline Bruneau, Laurent Moreuil, Stéphanie Ropars
<b>Qivive Avocats</b>	Émilie Wider
<b>Redlink</b>	Diane Buisson, Deborah Fallik Maynard, Benjamin Louzier
<b>Reinhart Marville Torre</b>	Catherine Brousset-Morin
<b>Sekri Valentin Zerrouk</b>	Émilie Meridjen, Thibaud Perrin
<b>Squadra Avocats</b>	Morgane Mondolfo
<b>Stephenson Harwood</b>	Isabelle Dauzat
<b>Teitgen &amp; Viottolo</b>	Agnès Viottolo
<b>Versant Avocats</b>	Maxime Aunos, Émilie Dutrain
<b>Willway Avocats</b>	Éric Pouliquen
<b>Wire Avocats</b>	Frédéric Calinaud

<b>2</b>	<b>Abari</b>	Guillaume Cœurdevey, Rudy Jourdan
	<b>ACD Avocats</b>	Team of partners
	<b>Achache-Valluet-Arilla &amp; Associés</b>	Florence Achache, Delphine Cazenave, Carole Helmer
	<b>Act Legal</b>	Rosine de Matos
	<b>Addleshaw Goddard</b>	François Alambret, Anna-Christina Chaves
	<b>Advocacy 4</b>	Karine Cohen
	<b>Alerion Avocats</b>	Jean-Christophe Brun, Jacques Perotto
	<b>Ashurst</b>	Muriel Pariente
	<b>ASW Avocats</b>	Murielle Asser, Aurélie Schreiber, Stéphanie Westendorp
	<b>BDO Avocats</b>	Séverine Aubert, Xavier Bontoux, Émilie Ducorps-Prouvost, Frédéric Fayan-Roux, Nicolas Latournerie
	<b>Bianca Avocats</b>	Laura Chicheportiche Kantorowicz, Benjamin Kantorowicz
	<b>CastaldiPartners</b>	Élisabeth Biget, Sarah Barutti
	<b>Challenges Avocats</b>	Tiphaine Auzière
	<b>Chapter Avocats</b>	Team of partners
	<b>CS Avocats Associés</b>	Mathieu Bonardi, Cédric Garnier, Cédric Séguin
	<b>Delcade</b>	Ophélie Lazaro, Charlotte O'Leary, Frédérique Sallée, Brice Wartel
	<b>Dillenschneider Favaro Associés</b>	Françoise Favaro
	<b>DJS Avocats</b>	Camille Smadja
	<b>Dtmv Avocats</b>	Marie-Laure Tarragano
	<b>EBL Lexington</b>	Karine Clolus-Dupont, Isabelle Schwab, Sophie Meslet
	<b>Eixamp Avocats</b>	Arnaud Marguet
	<b>Ekipe Avocats</b>	Kevin Bouleau, Philippe Chemla
	<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>	Patricia Aubry, Albane Églinger, Jean-Albert Fuhrer, Olivier Masi
	<b>L&amp;KA Avocats</b>	Ève Labalte
	<b>Lamartine Conseil</b>	Jérôme Cochet, Charlotte Moreau
	<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 Miguérès
	<b>ML&amp;A</b>	Michel Laval
	<b>Norma Avocats</b>	Sandrine Deroubaix, Julie Lamadon, Claire Mathurin, Florent Millot
	<b>Novia Avocats</b>	Lydia Hamoudi, Clément Salines
	<b>Ollyns</b>	Anne-Laurence Faroux
	<b>Opleo Avocats</b>	Sandrine Gardel
	<b>Orme Avocats</b>	Karine Hollmann-Agard
	<b>PBA Legal</b>	Romain Aupoix, Pascal Bathmanabane, Jean-François Tréton
	<b>Pinsent Masons</b>	Valérie Blandeau
	<b>Piotraut Giné Avocats</b>	Pierre Audiguier
	<b>Qualiens</b>	Joëlle Muchada
	<b>Reed Smith</b>	Séverine Martel
	<b>Ressource Avocats</b>	Laurent Beljean, Laurence Mure-Ravaud
	<b>Richelieu Avocats</b>	Jean-Oudard de Préville, Benoît Gruau
	<b>SCA Avocats Associés</b>	Georges Toumanoff
	<b>Scotto Partners</b>	Bertrand Thibaut
	<b>Solucial Avocats</b>	Caroline Barbe, Diane Dubruel-Motte, Louis Vaneecloo
	<b>Soulié Coste-Floret</b>	Jean-Marie Coste-Floret, Valérie Le Bras
	<b>Squair</b>	Thomas Berthillier, Sandra Chapart, Benoît Dehaene, Julia Peyre
	<b>Stas &amp; Associés</b>	Vincent Champetier



<b>Steering Legal</b>	Gwenaëlle Artur
<b>Teilen Avocats</b>	Helyett Le Nabour, Gwenaëlle Teissèdre
<b>Valther</b>	Valérie Dubaile
<b>Verdun Verniole Avocats</b>	Marie-Chrystel Pican, Franck Verdun
<b>Voxlaw</b>	Antonio Sardinha Marques
<b>Woog &amp; Associés</b>	Marie-Véronique Lumeau
<b>Ydès</b>	Team of partners
<b>VALUABLE PRACTICE</b>	
<b>28 Octobre</b>	Didier Médecin
<b>5qb Avocats</b>	Karen Berdugo, Cédric Herbin
<b>Agonlex</b>	Pascal Guinot
<b>Alterlex</b>	Catherine Léger, Irène Ngando, Élodie Ory
<b>Arg Avocats</b>	Arnaud Gris
<b>Believe Avocats</b>	Julia Zein
<b>BKP &amp; Associés</b>	Nicolas Perrault, Clément Rainguard
<b>Cabinet Finalteri</b>	Anne-Gaëlle Finalteri
<b>Cabinet Zaks</b>	Stéphanie Zaks
<b>Catoire Avocat</b>	Cyrille Catoire
<b>Dairia Avocats</b>	Sofiane Coly, Loïc Guitton
<b>Desfilis</b>	Frédéric Mandel
<b>Farthouat Avocats</b>	Christophe Llorca
<b>HD Avocats</b>	Laurent Houarner
<b>Kalliopé</b>	Florence Coussau
<b>Latournerie Wolfrom Avocats</b>	Amélie d'Heilly, Sarah-Jane Mirou
<b>Legal Workshop</b>	Benoît Dubourdieu
<b>LexCase</b>	Florence Drapier Faure
<b>Marici Avocats</b>	Élise Mialhe
<b>Meridian Avocats</b>	Marie-Christine Le
<b>Oren Avocats</b>	Charlotte Peillon, Lucie Querol, Mathieu Hugueville
<b>Ox Avocats</b>	Sophie Bara, Nicolas Serre
<b>Parthema</b>	Antoine Gontier, Stéphane Jegou, Jasmine Le Dortz, Sébastien Miara
<b>Péchenard &amp; Associés</b>	Emmanuelle Sapène
<b>Sagan Avocats</b>	Alexandra Sabbe-Ferri
<b>Siléas</b>	Emmanuelle Destaillats
<b>Skdb Associés</b>	Stéphanie Kaloff
<b>TGS France Avocats</b>	Philippe Lamour, Nicolas Sanchez, Christelle Verdier
<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 Chmelewsky
<b>Yours</b>	Ariane de Quatrebarbes, Sane Renaudineau
<b>ZR Avocats</b>	Muguette Zirah

### MIGUERES MOULIN: HIGH DEGREE OF COLLECTIVE-BARGAINING EXPERTISE



Key Figure(s): Luc Miguérès  
Established: 2010

Luc Miguérès

**Track Record:** Miguérès Moulin is regularly sought out for the superior quality of its collective bargaining and restructuring expertise, in addition to its 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, Miguérès Moulin confidently handles thorny labor-relations matters on behalf of large French companies and multinationals. Co-founder Luc Miguérès 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>	Malik Douaoui, Éric Guillemet, Mathias Jourdan, Stéphanie Norève, Guillemette Peyre
<b>EY Société d'Avocats</b>	Emmanuel Morisson-Couderc
<b>EXCELLENT</b>	
<b>Actance Avocats</b>	Virginie Audet, Franck Blin, Chloé Bouchez, Eliane Chateauvieux, Pierre-Alexis Dumont, Nelly Pourtier, Marion Robert, Emeric Sorel, Loïc Touranchet, Lucie Vincens, Mathias Joste
<b>Almenide Avocats</b>	Romain Loire, Céline Rang, Sébastien Rodriguez
<b>Alscio</b>	David Calvayrac, Jean-Sébastien Capisano, Mohamed Materi, Jérémie Spinelli, Louis Van Gaver
<b>CMS Francis Lefebvre Avocats</b>	Team of partners
<b>Fidal</b>	Christine Pellissier, Monique Figueiredo
<b>Flichy Grangé Avocats</b>	Stéphanie Dumas, Olivier Kress, Caroline Scherrmann, Camille Ventejou, Stéphanie Guedes da Costa
<b>Global Tax Network</b>	Pascal Banchereau, Élisabeth Toffaloni
<b>KPMG Avocats</b>	Ann Atchade, Estelle Cupillard, Alain Loehr
<b>Lpa-Cgr Avocats</b>	Karine Bézille, Sandra Hundsdörfer, Sophie Marinier
<b>MGG Legal</b>	Alexandra Frelat, Marijke Granier-Guillemarre
<b>Vialto</b>	Marie-Claire Delpin, Olivier Dussarat, Stéphane Garlot, Rozenn Hamelet, Arzhvaël Le Fur, Isabelle Mathé-Ramos
<b>HIGHLY RECOMMENDED</b>	
<b>1 Aster</b>	Laurent Chevalier
<b>August Debouzy</b>	Emmanuelle Barbara, Virginie Devos
<b>Bredin Prat</b>	Paul-Henri Antonmattei, Cyril Gaillard, Pascale Lagesse
<b>Eunomie Avocats</b>	Jérôme Daniel, Nathalie Dauxerre, Thomas Lestavel, Lionel Sébille, Émeric Lemoine
<b>Galahad</b>	Stéphanie Le Men Tenailleau, Nicolas Pregliasco
<b>Huetax</b>	Céline Huet, Dounia Ouchallal Tal
<b>Majorelle Avocats</b>	Clarisse Delaitre, Jean-Charles Moriceau, Olivier Motte
<b>Opleo Avocats</b>	Pierre-Olivier Bernard, Sandrine Gardel
<b>Reed Smith</b>	Séverine Martel
<b>Vaughan Avocats</b>	Cécile Cottin-Dusart
<b>2 ærige</b>	C. Bres, N. Czernichow, J. d'Aleman, S. Gal, T. Godey, H. Guyot, T. Humbert, B. Nicolini, S.-A. Papafilippou, H.-B. Pouillaude, S. Sadaoui, V. Martin-Bozzi
<b>Aklea</b>	Sophie Greder, Sidonie Lacroix-Girard
<b>Ashurst</b>	Muriel Pariente
<b>Astaé Avocats</b>	Susana Lopes dos Santos, Philippe Ravisy
<b>Barthélémy Avocats</b>	Sophie Binder, Matthieu Lebas, Séverine Artières
<b>Capstan Avocats</b>	Team of partners
<b>Chassany Watrelot &amp; Associés</b>	Mohamed Oulkhouri
<b>De Pardieu Brocas Maffei</b>	Philippe Rozec
<b>EPP Rechtsanwälte Avocats</b>	Aurélia Heim, Anne-Lise Lamy
<b>Fidere Avocats</b>	A. Gonçalves, G.de Raincourt, M.-C. Pottecher, Ch. Frouin, N. Chenevoy, L. Richard, L. Bensoussan, V. Roche
<b>Fromont Briens</b>	Team of partners
<b>GGV Avocats</b>	Markus Erkert, Bénédicte Querenet-Hahn
<b>Haywood Wise</b>	Haywood Martin Wise



FRANCE

<b>Lce Avocats</b>	Jacques Saint-Jalmes
<b>LMT Avocats</b>	Thierry Cheymol
<b>McDermott Will &amp; Emery</b>	Jilali Maazouz
<b>MSE Avocats</b>	Camille Morel d'Arleux, Suzanne Seran, Florence Deck
<b>Nomos</b>	Virginie Delestre, Romain Pietri
<b>Numa Avocats</b>	Raphaëlle Busser, Jean-Philippe Passanante
<b>Orrick</b>	Emmanuel Bénard
<b>PDBG</b>	Ioanna Voska
<b>Qivive Avocats</b>	Bérénice Alish, Émilie Wider
<b>Racine</b>	Frédéric Broud, Carla Di Fazio-Perrin, Philippe Rogez, Sarah Usunier, Guillaume Thuleau, Amanda Galvan
<b>Raphaël Avocats</b>	Isabelle Ayache-Revah, Marion Ayadi
<b>Rödl &amp; Partner</b>	Céline Kammerer, Tiphaine Puzin
<b>Taylor Wessing</b>	Markus Asshoff, Claudia Jonath
<b>UGGC Avocats</b>	Sophie Uettwiller

### RECOMMENDED

<b>28 Octobre</b>	Didier Médecin
<b>A&amp;O Shearman</b>	Claire Toumieux, Olivier Picquerey
<b>Abari</b>	Guillaume Cœurdevey, Rudy Jourdan
<b>Achache Valluet Arilla &amp; Associés</b>	Florence Achache, Delphine Cazeneuve, Carole Helmer
<b>Advant Altana</b>	Mickaël d'Allende, Pierre Lubet
<b>Agonlex</b>	Pascal Guinot
<b>Alerion Avocats</b>	Jean-Christophe Brun, Jacques Perotto
<b>Alva Avocats</b>	Sonia Blondeau, Jean de Calbiac, Alexandre de Louvigny, Stéphanie Druelles
<b>Amar Legal</b>	Sophie Amar
<b>ARG Avocats</b>	Arnaud Gris
<b>Ayache</b>	Caroline André-Hesse, Justine Coret
<b>BCTG Avocats</b>	Sabine de Paillerets-Matignon, Méi Zhang
<b>BDO Avocats</b>	S. Aubert, X. Bontoux, É. Ducorps-Prouvost, F. Fayen-Roux, N. Latournerie
<b>Bird &amp; Bird</b>	Nathalie Devernay
<b>CastaldiPartners</b>	Élisabeth Biget, Sarah Barutti
<b>Chaintrier Avocats</b>	Aymeric d'Alençon, Montaine Guesdon-Vennerie
<b>Charles Russell Speechlys</b>	Kim Campion
<b>Clifford Chance</b>	Éric Davoudet, François Farmine

<b>Cohen &amp; Gresser</b>	Angéline Duffour
<b>Cornet Vincent Ségurel</b>	Isabelle Savier-Pluyette
<b>D'Alverny Avocats</b>	Célia Dufour
<b>Dechert</b>	Philippe Thomas
<b>Dentons</b>	Julie Caussade, Katell Déniel-Allioux, Frédérique Meslay-Caloni
<b>DS Avocats</b>	Frédéric Godard-Auguste, Patricia Jeannin
<b>Eversheds Sutherland</b>	Déborah Attali, Manon Lamotte
<b>Exilae</b>	Grégoire Hervet
<b>Franklin</b>	Myriam de Gaudusson
<b>Galion Avocats</b>	Lionel Paraire
<b>Gide Loyrette Nouel</b>	David Jonin, Anne Le Quinquis, Guillaume Navarro, Benjamin Krief
<b>Gowling WLG</b>	Gaëlle Le Breton
<b>Harlay Avocats</b>	Frédérique David, Mehdi Caussanel-Haji
<b>Hoche Avocats</b>	Frédérique Cassereau, Soazig Préteseille
<b>Hertslet Wolfer &amp; Heintz</b>	Céline Darreau, Pascal Gastebois
<b>Jeantet</b>	Nicolas Mancret
<b>Kersus</b>	Xavier Clavel, Florence Richard, Jacques Dubourg
<b>La Garanderie Avocats</b>	Justine Godey
<b>Lerins</b>	Johann Sultan
<b>Littler France</b>	Guillaume Desmoulin, Laura Jousselin, Barbara Mollet
<b>Maij Avocats</b>	Julien Boucaud-Maître, Juliette Pouyet, Mathieu Raio de San Lazaro, Anne de Gabory
<b>Morgan Lewis</b>	Charles Dauthier, Sabine Smith-Vidal
<b>Ogletree Deakins</b>	Jean-Marc Albiol, Cécile Martin
<b>Paetzold Avocats</b>	Fabien Créchet, Stephan Paetzold, Andreas Paetzold, Florian Paetzold, Marine Saphy
<b>Simmons &amp; Simmons</b>	Laurence Renard
<b>Simon Associés</b>	Ludovic Roche
<b>Solucial Avocats</b>	Caroline Barbe
<b>Sophie Reichman</b>	Sophie Reichman
<b>Squire Patton Boggs</b>	Pauline Pierce
<b>Versant Avocats</b>	Maxime Aunos, Émilie Dutrain
<b>Willington Avocats</b>	Joanna Farah
<b>Winston &amp; Strawn</b>	Sophie Dechaumet, Virgile Puyau

# 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>Kliemt.Arbeitsrecht</b>	Burkard Göpfert, Michael Kliemt, Henrik Lüthge, Kara Preedy, Barbara Reinhard, Oliver Vollständt
<b>Seitz</b>	Kathrin Bürger, Christina Kamppeter, Hannah Krings, Stefan Seitz, Wolfgang Lipinski
<b>EXCELLENT</b>	
<b>Bird &amp; Bird</b>	Barbara Geck, Thomas Hey, Catharina Klumpp, Martin Nebeling, Ralph Panzer
<b>Freshfields</b>	Klaus-Stefan Hohenstatt, Thomas Müller-Bonanni, Ulrich Sittard
<b>Gleiss Lutz</b>	Christian Arnold, Martin Diller, Steffen Krieger, Doris-Maria Schuster
<b>Luther</b>	Axel Braun, Robert von Steinau-Steinrück
<b>Noerr</b>	Andreas Butz
<b>Pusch Wahlig Workplace Law</b>	Georg Annuss, Jochen Keilich, Tobias Pusch, Thomas Wahlig
<b>HIGHLY RECOMMENDED</b>	
<b>1 A&amp;O Shearman</b>	Markulf Behrendt, Thomas Ubber
<b>Littler</b>	Frauke Biester-Junker, Thomas Griebe
<b>2 Baker McKenzie</b>	Lisa-Marie Niklas, Christian Reichel, Alexander Wolff
<b>EPP Rechtsanwälte Avocats</b>	Sophie Gossmann, Aimée Levitre, Jörg Luft, Ulrich Martin
<b>GÖRG</b>	Pia Pracht, Marcus Richter
<b>Küttner</b>	Thomas Niklas, Tim Wissmann
<b>Hangarter Legal</b>	Daniela Hangarter, Julian Leicht
<b>Qivive</b>	Anne Brion, Bérénice Alisch, Christophe Kühl, Emilie Wider
<b>RSM Ebner Stolz</b>	Eva Einfeldt, Hanno Rädlein
<b>Taylor Wessing</b>	Oliver Bertram, Marc André Gimmy

## RECOMMENDED

<b>1</b>	<b>Altenburg</b>	Stephan Altenburg, Nicolas Roggel, Axel Schmädicke
	<b>Arqis</b>	Tobias Neufeld, Andrea Panzer-Heemeier
	<b>Avocado</b>	Thomas Dick, Eric Kessler, Norbert Windeln
	<b>DLA Piper</b>	Jens Kirchner, Hans-Peter Löw*, Henriette Norda
	<b>Eversheds Sutherland</b>	Frank Achilles
	<b>Greenfort</b>	Mark Lembke, Jens-Wilhelm Oberwinter
	<b>Heuking</b>	Regina Glaser, Andreas Walle, Astrid Wellhöner
	<b>Justem</b>	Caroline Bitsch
	<b>Linklaters</b>	Matthew Devey, René Döring, Timon Grau
	<b>Maat</b>	Dominik Jochums, André Schiepel
	<b>Orka</b>	Guido Matthey
	<b>Osborne Clarke</b>	David Plitt
	<b>Schramm Meyer Kuhnke</b>	Michael Kuhnke, Matthias Lodemann, Holger Meyer, Nils Schramm, Nina Tholuck
	<b>Schweibert Lessmann</b>	Ulrike Schweibert
	<b>Watson Farley &amp; Williams</b>	Nikolaus Krienke, Andreas Wiegrefe
<b>2</b>	<b>Act Legal</b>	Thomas Block
	<b>ADVANT Beiten</b>	Markus Künzel
	<b>Bluedex</b>	Christian Bitsch, Michael Fausel
	<b>Dentons</b>	Philipp Byers, Markus Diepold, Sascha Grosjean
	<b>Fuhlrott</b>	Michael Fuhlrott
	<b>Hengeler Mueller</b>	Hendrik Bockenheimer, Christian Hoefs
	<b>Heussen</b>	Ralf Busch, Claudine Gemeiner, Philip Herbst, Michael Ketterl, Helge Röstermundt
	<b>Hogan Lovells</b>	Ingrid Ohmann-Sauer, Eckard Schwarz
	<b>Kanzlei Rösen</b>	Peter Rösen
	<b>Mayer Brown</b>	Guido Zeppenfeld
	<b>Oppenhoff</b>	Jörn Kuhn, Alexander Willemsen
	<b>T/S/C</b>	Susanne Clemenz, Johannes Schipp
	<b>Zirngibl</b>	Michel Attenberger, Jens Kaspers, Jan Küpperfahrenberg, Barbara Putzhammer

\* Senior 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 its native language in the target foreign market. The team has long-term relationships with clients from the luxury goods, food, automotive and a wide range of other industries. ARaymond, FISA and Heetch are clients.

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

### QIVIVE: LEGAL HUB FOR GERMAN AND FRENCH MATTERS



Christophe Kühl

Key Figure(s): Bérénice Alisch, Edith Aupetit, Anne Brion, Gordan Deger, Jeanne Faymonville, Béatrice-Anne Kintzinger, Christophe Kühl 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 and legal experts who have studied in Germany and France, 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 operate as a legal hub for companies and investors with subsidiaries or projects 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>	
<b>BonelliErede</b>	Marcello Giustiniani
<b>Toffoletto De Luca Tamajo</b>	Franco Toffoletto, Raffaele De Luca Tamajo
<b>Trifirò &amp; Partners</b>	Giacinto Favalli, Salvatore Trifirò, Anna Maria Corna
<b>Zambelli &amp; Partners</b>	Angelo Zambelli, Barbara Grasselli, Alberto Testi
<b>EXCELLENT</b>	
<b>1 Chiomenti</b>	Emanuele Barberis, Annalisa Reale
<b>Failla &amp; Partners</b>	Luca Failla
<b>Gianni &amp; Origoni</b>	Alessandra Ferroni, Saverio Schiavone
<b>Ichino Brugnatelli e Associati</b>	Pietro Ichino, Guglielmo Burragato, Margherita Covi
<b>Legance</b>	Alberto Maggi
<b>2 ADVANT Nctm</b>	Michele Bignami, Roberta Russo
<b>Lablaw</b>	Francesco Rotondi
<b>Maresca, Morrico, Boccia &amp; Associati</b>	Arturo Maresca
<b>HIGHLY RECOMMENDED</b>	
<b>Aldocalza</b>	Aldo Calza
<b>Baker McKenzie</b>	Massimiliano Biolchini
<b>Daverio &amp; Florio Studio Legale</b>	Fabrizio Daverio, Salvatore Florio
<b>Dentons</b>	Davide Boffi
<b>DLA Piper</b>	Giampiero Falasca
<b>Elexia Avvocati e Commercialisti</b>	Gianluca Crespi
<b>Ferrario Provenzali Nicodemi &amp; Partners</b>	Roberto Ferrario, Paolo Provenzali, Andrea Nicodemi
<b>Gatti Pavesi Bianchi Ludovici</b>	Paola Tradati, Nicola Bonante
<b>Hogan Lovells</b>	Vittorio Moresco
<b>LCA Studio Legale</b>	Giuseppe Bologna, Ranieri Romani
<b>Marazza &amp; Associati</b>	Marco Marazza, Domenico De Feo
<b>Morpurgo e Associati</b>	Claudio Morpurgo, Anna Menicatti
<b>Orsingher Ortu</b>	Alessandro De Palma, Luca Garramone
<b>Scorcelli &amp; Partners</b>	Renato Scorcelli, Sara Huge

## RECOMMENDED

<b>Bird &amp; Bird</b>	Amedeo Rampolla
<b>CBA</b>	Gianvito Riccio
<b>De Berti Jacchia Franchini Forlani</b>	Guido Callegari, Gaspare Roma
<b>De Luca &amp; Partners</b>	Vittorio De Luca
<b>DL-Law Avvocati Giuslavoristi</b>	Alberto De Luca, Enrico De Luca, Stefania Raviele, Valentino Biasi
<b>Eversheds Sutherland</b>	Marcello Floris, Valentina Pomares
<b>Lexcellent</b>	Giulietta Bergamaschi, Giovanni Battista Benvenuto, Stefano Piras, Marco Sartori
<b>Littler</b>	Carlo Majer, Edgardo Ratti
<b>Norton Rose Fulbright</b>	Attilio Pavone
<b>Nunziante Magrone</b>	Giuseppe Cucurachi
<b>Pavia e Ansaldi</b>	Enrico Del Guerra
<b>PedersoliGattai</b>	Francesco Simoneschi, Lorenzo Cairo
<b>Pirola Pennuto Zei &amp; Associati</b>	Roberta Di Vieto
<b>Portolano Cavallo</b>	Andrea Gangemi
<b>Simmons &amp; Simmons</b>	Davide Sportelli
<b>Stanchi Studio Legale</b>	Andrea Stanchi
<b>Studio Legale Associato Beccaria e Capurro</b>	Filippo Capurro
<b>Watson Farley Williams</b>	Giuseppe Bulgarini d'Elci

## VALUABLE PRACTICE

<b>CastaldiPartners</b>	Sarah Barutti, Elisabeth Biget
<b>Fava e Associati</b>	Gabriele Fava
<b>Franzosi Dal Negro Setti</b>	Paola Poliani
<b>K&amp;L Gates</b>	Roberto Poddà
<b>Lettieri &amp; Tanca</b>	Mattia Lettieri, Francesco Tanca
<b>QLT Law &amp; Tax</b>	Andrea Patrizi
<b>Studio Grande Stevens</b>	Filippo Disertori
<b>Studio Legale Cartella-Manzoni</b>	Carlo Manzoni
<b>Tonucci &amp; Partners</b>	Cristina Mazzamauro
<b>Ughi &amp; Nunziante</b>	Federico Torzo

## ZAMBELLI & PARTNERS: STRONG EMPLOYMENT-LAW TRACK RECORD



Angelo Zambelli

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

**Track Record:** Zambelli & Partners is renowned for its expertise in handling complex employment matters, including restructuring, collective redundancies and high-stakes litigation. With a strong focus on sectors such as banking, finance, luxury goods, technology and pharmaceuticals, the firm excels at managing delicate industrial relations and union negotiations, making it a trusted advisor to Italian companies and multinationals.

**Team & Differentiation:** Milan-based Angelo Zambelli, the firm's managing partner, has over three decades of experience in restructuring, industrial relations and litigation. Founding partner Barbara Grasselli specializes in crisis management and agency relationships, while Alberto Testi, also a founding partner, is renowned for his expertise in employment litigation and trade-union matters.

## CASTALDIPARTNERS: CROSS-BORDER LABOR LAW EXPERTISE



Sarah Barutti

**Key Figure(s):** Sarah Barutti and Elisabeth Biget  
**Established:** 1996

**Track Record:** CastaldiPartners is a multidisciplinary law firm with a strong international footprint, recognized for its strategic approach to labor and employment law. With deep expertise in cross-border matters, particularly between Italy and France, the firm advises multinational corporations, large enterprises and SMEs on complex workforce challenges, delivering innovative solutions tailored to evolving labor dynamics.

## ORSINGER ORTU: STRATEGIC LABOR LAW SOLUTIONS



Alessandro De Palma

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

**Track Record:** Orsinger Ortu's labor practice continues to cement its reputation for providing comprehensive assistance on a wide range of employment matters, including reorganizations, layoffs, collective redundancies and trade-union negotiations. In 2024, the firm advised on workforce restructuring matters in the healthcare and technology sectors, in addition to assisting clients with the implementation of new labor policies.

**Team & Differentiation:** Alessandro De Palma leads the labor-law practice, offering the full range of assistance on labor and employment law cases, including litigation and advisory work. Luca Garramone specializes in social security and trade union matters, providing strategic guidance on collective bargaining agreements and labor disputes. Clients include members of the banking & finance, healthcare, food & drink and tech sectors.

**Team & Differentiation:** Sarah Barutti (Milan) leads the labor-law practice with a focus on D&I certifications, cross-border employment and workforce integration in M&A transactions. Elisabeth Biget (Paris) specializes in French labor-law and international workforce management for multinational clients who, in the main, are drawn from the manufacturing, technology, luxury goods, retail, energy, infrastructure and construction sectors.

## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<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>Zambelli &amp; Partners</b>	Angelo Zambelli, Barbara Grasselli, Alberto Testi
<b>EXCELLENT</b>	
<b>Aldocalza</b>	Aldo Calza
<b>BonelliErede</b>	Marcello Giustiniani
<b>Gatti Pavesi Bianchi Ludovici</b>	Paola Tradati, Nicola Bonante
<b>Ichino Brugnatelli 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>HIGHLY RECOMMENDED</b>	
<b>ADVANT Nctm</b>	Roberta Russo, Michele Bignami
<b>CBA</b>	Gianvito Riccio
<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>Lexcellent</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>De Berti Jacchia Franchini Forlani</b>	Guido Callegari, Gaspare Roma
<b>De Luca &amp; Partners</b>	Vittorio De Luca
<b>DL-Law Avvocati Giuslavoristi</b>	Alberto De Luca, Enrico De Luca, Stefania Raviele, Valentino Biasi
<b>Eversheds Sutherland</b>	Marcello Floris
<b>Fava e Associati</b>	Gabriele Fava
<b>Franzosi Dal Negro Setti</b>	Paola Poliani
<b>Hogan Lovells</b>	Vittorio Moresco
<b>Lettieri &amp; Tanca</b>	Mattia Lettieri, Francesco Tanca
<b>Pavia e Ansaldi</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>	Giovannina Ventura
<b>Carnelutti</b>	Giulia Busin
<b>K&amp;L Gates</b>	Roberto Podda
<b>Littler</b>	Carlo Majer, Edgardo Ratti
<b>QLT Law &amp; Tax</b>	Andrea Patrizi
<b>Studio Grande Stevens</b>	Filippo Disertori

## PAYROLL SERVICES & HR CONSULTANCY

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

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

# LUXEMBOURG

DR

## 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>	Lorraine Chéry, Jean-Luc Putz, Philippe Schmit
<b>Baker McKenzie</b>	Sabrina Bodson, Annie Elfassi
<b>BSP</b>	Harmonie Méraud, Anne Morel
<b>Thewes &amp; Reuter</b>	Anne Charton, Pierre Reuter
<b>EXCELLENT</b>	
<b>Adam &amp; Bleser</b>	Romain Adam
<b>Bonn &amp; Schmitt</b>	Alain Grosjean
<b>Castegnaro</b>	Guy Castegnaro
<b>Dsm Avocats À La Cour</b>	Mario Di Stefano
<b>Kleyr Grasso</b>	Christian Jungers
<b>Luxlex</b>	Benoît Maréchal
<b>HIGHLY RECOMMENDED</b>	
<b>A&amp;O Shearman</b>	Gilles Dall'Agnol, Maurice Macchi, André Marc
<b>Brucher, Thieltgen &amp; Partners</b>	Marie Bena
<b>Clifford Chance</b>	Albert Moro
<b>Luther</b>	Raphael Schindler
<b>MC Avocats</b>	Sabrina Martin
<b>Molitor</b>	François Cautaerts
<b>Ogier</b>	Audrey Bertolotti, Hélène Arvis
<b>Schiltz &amp; Schiltz</b>	Anne Ferry
<b>Unalome Legal</b>	Marielle Stevenot

### BSP: LEGAL EXCELLENCE BEYOND BORDERS



Key Figure(s): Anne Morel  
Established: 1994

Anne Morel

**Track Record:** BSP demonstrates exceptional expertise in Luxembourg labor law, delivering innovative solutions to complex employment issues. The firm's proven track record encompasses successful dispute resolution, strategic negotiations and comprehensive guidance on cross-border employment issues during corporate restructurings and transfers. Its litigation success rate and settlement achievements underscore BSP's market-leading position.

**Team & Differentiation:** BSP's labor law practice distinguishes itself through proactive client engagement and innovative service delivery. The team provides customized in-house training programs and maintains dedicated hotlines for real-time HR support. Its strategic advisory capabilities and forward-thinking approach to employment challenges position the firm as a premier choice for multinational corporations seeking Luxembourg counsel.



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# NORWAY

## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>1</b> <b>Advokatfirmaet Haavind</b>	Lars Kokkvold, Gaute Krokann, Pål Kvernaas
<b>Advokatfirmaet Hjort</b>	Anne Marie Due, Lars Fr. Styren, Jens Kristian Johansen
<b>Arntzen De Besche</b>	Håvard Sandnes, Knut-Marius Sture
<b>Wiersholm</b>	Eli Aasheim, Jan Fougnier, Christel Søreide
<b>2</b> <b>BAHR</b>	Tor Olav Carlsen, Tarjei Thorkildsen
<b>Thommessen</b>	Tron Dalheim, Trond Hatland, Stein Kimsås-Otterbeck
<b>EXCELLENT</b>	
<b>Advokatfirmaet Schjødt</b>	Martin Jetlund
<b>Advokatfirmaet Selmer</b>	André Istad Johansen, Hans Jørgen Bender
<b>Simonsen Vogt Wiig</b>	Per Chr. Eriksen, Lill Egeland, Trine-Lise Fromreide, Thomas Talén
<b>Wikborg Rein</b>	Christian Backe, Fredrik Gisholt, Jan L. Backer, Simen Lium
<b>HIGHLY RECOMMENDED</b>	
<b>CMS Kluge</b>	Nina Gundersen Sandnes, Johan Krabbe-Knudsen, Marco Lilli, Anders Stenbrenden
<b>Homble Olsby Advokatfirma</b>	Trond Erik Kvalsnes, Trond Erik Solheim, Runar Homble, Ole Kristian Olsby
<b>Kvale Advokatfirma</b>	Monica Gjerde Sperre, Nicolay Skarning, Jan-Erik Sverre
<b>RECOMMENDED</b>	
<b>1</b> <b>Advokatfirmaet Føyen</b>	Preben Haugmoen Mo, Marianne Klausen
<b>Dla Piper Norway</b>	Per Benonis, Rajvinder Singh Bains
<b>SANDS</b>	Henning M. Heitmann
<b>2</b> <b>Advokatfirmaet Grette</b>	Hege Grønsberg Abrahamsen
<b>Brækhus Advokatfirma</b>	Christian Engelstad, Eirin Simonsen
<b>Bull &amp; Co Advokatfirma</b>	Kåre Bjørlo, Jørgen Burdal, Anette Mellbye
<b>Deloitte Advokatfirma</b>	Bjørn Ofstad
<b>Helmr</b>	Nils Helmer Storeng
<b>Ræder Bing</b>	Siri Falch-Olsen, Ragnhild J. Nakling

# 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</b>	Dominika Dorre-Kolasa, Łukasz Kuczkowski, Bartłomiej Raczkowski
<b>Wardynski &amp; Partners</b>	Szymon Kubiak
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Michał Lisawa, Piotr Rawski
<b>CMS</b>	Katarzyna Dulewicz
<b>Dentons</b>	Aleksandra Minkowicz-Flanek
<b>DLA Piper</b>	Agnieszka Lechman-Filipiak
<b>Domanski Zakrzewski Palinka</b>	Bogusław Kapłon, Agata Mierzwa
<b>Wojewódka I Wspólnicy</b>	Alicja Pawelec, Marcin Wojewódka
<b>Zawirska Ruszczyk</b>	Grzegorz Ruszczyk, Patrycja Zawirska
<b>HIGHLY RECOMMENDED</b>	
<b>1 A.Sobczyk i Współpracownicy</b>	Arkadiusz Sobczyk
<b>CDZ Chajec and Partners</b>	Ewa Don-Siemion
<b>Eversheds Sutherland</b>	Ewa Łachowska-Brol
<b>Greenberg Traurig Nowakowska-Zimoch Wysokinski</b>	Anna Hałaś-Krawczyk
<b>2 Bird &amp; Bird</b>	Karolina Stawicka
<b>Baran Książek Bigaj</b>	Daniel Ksiązek
<b>Clifford Chance</b>	Tomasz Derda
<b>Drzewiecki, Tomaszek i Wspólnicy</b>	Waldemar Gujski, Dawid Jakub Zdebiak
<b>Sadkowski I Wspólnicy</b>	Marzena Łabędź
<b>Soltysiński Kawecki &amp; Szczęzak</b>	Agnieszka Fedor
<b>Squire Patton Boggs Świecicki Krzesniak</b>	Małgorzata Grzelak
<b>Wolf Theiss</b>	Peter Daszkowski
<b>RECOMMENDED</b>	
<b>Bww Banasik Wozniak I Wspólnicy</b>	Aleksandra Woźniak
<b>Ey Law</b>	Zuzanna Zakrzewska
<b>Gide Loyrette Nouel</b>	Pawel Grześkowiak
<b>Hogan Lovells</b>	Agnieszka Szczodra-Hajduk
<b>Linklaters</b>	Monika Krzyszkowska-Dąbrowska
<b>Noerr</b>	Jarosław Karlikowski, Katarzyna Zwierz-Wilkocka
<b>Olesinski &amp; Wspólnicy</b>	Lucyna Brayshaw, Anna Chrobot
<b>PCS Littler</b>	Łukasz Chruściel, Sławomir Paruch
<b>Penteris</b>	Agnieszka Pytlas
<b>Wiewiórski Legal</b>	Marek Maciej Wiewiórski, Magdalena Szeptycka
<b>Wiercinski, Kwieciński, Baehr</b>	Wioleta Polak



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# PORTUGAL

## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>DLA Piper ABBC</b>	João Guedes, Benjamim Mendes
<b>Morais Leitão, Galvão Teles, Soares Da Silva &amp; Associados</b>	Luis Miguel Monteiro, Pedro Pardal Goulão, Helena Tapp Barroso
<b>PLMJ</b>	Tiago Cortes, Nuno Ferreira Morgado, José Pedro Anacoreta, Nuno Guedes Vaz
<b>SRS Legal</b>	César Sá Esteves, Mariana Caldeira Sarávia, Ana Luísa Beirão
<b>EXCELLENT</b>	
<b>Abreu Advogados</b>	Patrícia Perestrelo, Carmo Sousa Machado
<b>CMS Portugal</b>	Susana Afonso, João Paulo Gomes, Sofia Mateus
<b>Cuatrecasas</b>	Inês Pinheiro, Rui Vaz Pereira
<b>Uriá Menéndez</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</b>	Inês Reis
<b>Sérvulo &amp; Associados</b>	Rita Canas da Silva
<b>VdA</b>	Manuel Cavaleiro Brandão
<b>RECOMMENDED</b>	
<b>Antas da Cunha ECJA</b>	Pedro da Quitéria Faria
<b>Bas - Sociedade De Advogados</b>	Pedro Madeira de Brito, Dália Cardadeiro, Alexandra Mota, Tânia Silva, Nuno Vieira
<b>Cerejeira Namora, Marinho Falcão</b>	Nuno Cerejeira Namora
<b>DCM Littler</b>	David Carvalho Martins
<b>Miranda</b>	Paula Caldeira Dutschmann, Diogo Leote Nobre
<b>Pra - Raposo, Sá Miranda &amp; Associados</b>	Joana de Sá, Helena Braga Marques, Célia Sá Miranda, Joana Pires, Maria Brandão
<b>Telles</b>	Gonçalo Pinto Ferreira
<b>VALUABLE PRACTICE</b>	
<b>Andersen</b>	José Mota Soares
<b>Eversheds Sutherland Fcb</b>	Inês Albuquerque e Castro
<b>Gama Glória</b>	Elisa Summaville
<b>Lopes &amp; Barata Associados</b>	Catarina Correia Soares
<b>SPS</b>	Manuel Gibert Prates, Bárbara Ribeiro Damas

### SRS LEGAL: DRIVING INNOVATION AND EXCELLENCE



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

Established: 1992

Mariana Caldeira de Sarávia

**Track Record:** SRS Legal advises on banking, insurance and aviation matters. Recent highlights include advising Barraqueiro Group on human-resource strategy, assisting companies with ACT labor inspections and managing the labor aspects of Liberty's merger with Generali, including harmonizing agreements, benefits and remote work policies. The firm added 35 clients and handled 135 matters in the course of the past year.

**Team & Differentiation:** Led by Mariana Caldeira de Sarávia and Ana Luísa Beirão, SRS Legal's employment team specializes in corporate restructuring, HR due diligence, litigation, collective bargaining and social security, with dedicated experts in each area. The firm is in the vanguard of AI, knowledge management and leadership development innovation and cultivates client engagement through webinars, videocasts and its 'Legal Shots' updates.

# 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>	
<b>Ceca Magán Abogados</b>	Enrique Ceca, Juan Polaino, Luis Pérez Juste, Jorge Sarazá
<b>Garrigues</b>	Adriano Gómez, Rosa Zarza
<b>Sagardoy Abogados</b>	Martin Godino, Román Gil, María Jesús Herrera, Raquel Muñiz
<b>Uria Menéndez</b>	Mario Barros, Raul Boo, Juan Reyes, Sergio Ponce
<b>EXCELLENT</b>	
<b>Abdón Pedrajas Littler</b>	Sonia Cortés, Ivan López García de la Riva, Inés Molero Navarro, Antonio Pedrajas, Alfonso Pedrajas
<b>Baker McKenzie</b>	Fermin Guardiola, David Díaz, José Prieto, Mireia Sabaté
<b>BDO Abogados</b>	Montse Rodríguez, Ignacio Sampere
<b>Cuatrecasas</b>	Juan Bonilla, Rubén Agote, Jordi Puigbó, Francisco Conde, Ignacio Jabato, Rubén Doctor, Jorge Aranaz, Lara Vivas
<b>DLA Piper</b>	Paz de la Iglesia, Pilar Menor
<b>Everfive Abogados</b>	Pablo Bernal, Santiago Carrero, Rita Fernández-Figares, José Luis Díez, Álvaro García
<b>Pérez-Llorca</b>	Luis E. Fernández Pallarés, Daniel Cifuentes, Iván Gayarre, Isabel Moya, Manel Hernández
<b>HIGHLY RECOMMENDED</b>	
<b>Addleshaw Goddard</b>	Carlos Gil-Iglesias
<b>CMS Albiñana &amp; Suárez de Lezo</b>	César Navarro
<b>Eversheds Sutherland</b>	Jacobo Martínez
<b>Gómez-Acebo &amp; Pombo</b>	Ignacio del Fraile, Carlos de la Torre, Borja González, Lourdes Escassi, Juan Antonio de Lanza
<b>Hogan Lovells</b>	Luis Enrique De La Villa
<b>Labormatters Abogados</b>	Alfredo Aspra Rodríguez, Jaime Silva, Sergio Juárez, Pedro Alonso, Puy Abril, Gonzalo Nuñez
<b>Roca Junyent</b>	Albert Rodríguez, María Rosa Rodríguez, Alberto Novoa, María José Sánchez, Albert Martínez
<b>Simmons &amp; Simmons</b>	Eduardo Peñacoba, Juan Calvente
<b>RECOMMENDED</b>	
<b>Andersen</b>	Victoria Caldevilla Carrillo
<b>Deloitte Legal</b>	Fernando Bazán, Fernando Linaza, Xavier Pallarés
<b>Ecija</b>	Carlos Martínez Cebrián, Raul Rojas, Fernando Vizcaino
<b>Freshfields</b>	Raquel Flórez
<b>Ontier</b>	Javier Aurelio Rodríguez
<b>Ramon y Cajal Abogados</b>	Glòria Raich
<b>RCD</b>	Dídac Ripollès, Cristina Samaranch
<b>Zurbarán Abogados</b>	Miguel Cuellar 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, Juan Polaino, Luis Pérez Juste, Jorge Sarazá
<b>Garrigues</b>	Adriano Gómez, Rosa Zarza
<b>Sagardoy Abogados</b>	Martin Godino, Román Gil, María Jesús Herrera, Raquel Muñiz
<b>Uría Menéndez</b>	Mario Barros, Raul Boo, Juan Reyes, Sergio Ponce
<b>EXCELLENT</b>	
<b>Abdón Pedrajas Littler</b>	Sonia Cortés, Ivan López García de la Riva, Inés Molero Navarro, Antonio Pedrajas, Alfonso Pedrajas
<b>Addleshaw Goddard</b>	Carlos Gil
<b>Baker McKenzie</b>	Fermin Guardiola, David Díaz, José Prieto, Mireia Sabaté
<b>BDO Abogados</b>	Montse Rodríguez, Ignacio Sampere
<b>Cuatrecasas</b>	Juan Bonilla, Jordi Puigbó, Rubén Agote, Rubén Doctor, Ignacio Jabato, Jorge Aranaz, Lara Vivas
<b>DLA Piper</b>	Paz de la Iglesia, Pilar Menor
<b>Everfive Abogados</b>	Pablo Bernal, Santiago Carrero, Rita Fernández-Figares, José Luis Díez, Álvaro García
<b>Eversheds Sutherland</b>	Jacobo Martínez
<b>Gómez-Acebo &amp; Pombo</b>	Ignacio del Fraile, Carlos de la Torre, Borja González, Lourdes Escassi, Juan Antonio de Lanza
<b>Pérez-Llorca</b>	Luis E. Fernández Pallarés, Daniel Cifuentes, Iván Gayarre, Isabel Moya, Manel Hernández
<b>HIGHLY RECOMMENDED</b>	
<b>CMS Albiñana &amp; Suárez de Lezo</b>	César Navarro
<b>Deloitte Legal</b>	Fernando Bazán, Fernando Linaza, Xavier Pallarés
<b>Hogan Lovells</b>	Luis Enrique De La Villa
<b>Labormatters Abogados</b>	Alfredo Aspra Rodríguez, Jaime Silva, Sergio Juárez, Pedro Alonso, Puy Abril, Gonzalo Nuñez
<b>Simmons &amp; Simmons</b>	Eduardo Peñacoba, Juan Calvente
<b>Squire Patton Boggs</b>	Ignacio Regojo
<b>RECOMMENDED</b>	
<b>AGM</b>	Jonathan Gil, María Royo
<b>Andersen</b>	Victoria Caldevilla Carrillo
<b>Araoz &amp; Rueda</b>	Alfonso Suárez
<b>Broseta Abogados</b>	Marta Calabuig, Enrique Micolau, Alberto Irizar
<b>Ecija</b>	Carlos Martinez Cebrian, Raul Rojas, Fernando Vizcaino
<b>Freshfields</b>	Raquel Flórez
<b>Lener</b>	Carmen Galán
<b>Linklaters</b>	Moira Guitart
<b>Maio Legal</b>	Marta Cámara, Alejandro Gil, Alfonso Martínez Escribano, Ángela Toro
<b>Ontier</b>	Javier Aurelio Rodríguez
<b>Ramon y Cajal Abogados</b>	Glòria Raich
<b>RCD</b>	Dídac Ripollès, Cristina Samaranch
<b>Roca &amp; Junyent</b>	Albert Rodríguez, María Rosa Rodríguez, Alberto Novoa, María José Sánchez, Albert Martínez
<b>Sánchez Butrón Abogados</b>	Manoli Gómez García, Luis Monzó Diez, Beatriz Penalva Botella
<b>Zurbarán Abogados</b>	Miguel Cuéllar Portero



## Analysis

**A&O SHEARMAN:  
TECHNICAL EXCELLENCE**

Silvia Bauzá

Key Figure(s): Silvia Bauzá  
Established: 2024

**Track Record:** A&O Shearman advises clients such as Volvo Renault Trucks and Volvo Financial Services on a wide range of employment matters relating to Spain and Portugal. The team has supported Capgemini in high-stakes litigation and collective procedures and assisted JTI with collective bargaining agreements and equality plan implementation.

**Team & Differentiation:** Following the 2024 Allen & Overy-Shearman & Sterling merger, the firm became one of the largest globally, with 4,000 lawyers and 800 partners in 48 offices across 29 countries. Led by Silvia Bauzá, the Madrid team specializes in corporate restructuring, complex litigation, executive employment, human-resource policy, compliance and multi-jurisdictional litigation.

**GÓMEZ-ACEBO & POMBO: TAILOR-MADE SOLUTIONS**

Ignacio del Fraile

Key Figure(s): Ignacio del Fraile, Carlos de la Torre, Pablo Santos, Juan Antonio Lanzas, Lourdes Escassi and Borja González

Established: 1971

**Track Record:** GA\_P provides comprehensive labor and social security law advice to multinationals like Nike, Amazon, Acciona, UPS and Prénatal Retail Group Spain. The firm handles restructuring procedures across various sectors and likewise manages complex litigation. It advised Amazon on salary audits and contributions across 22 sites involving 25,000 employees, in addition to managing collective disputes and labor inspections.

**EVERSHEDS SUTHERLAND:  
TOP ADVISOR FOR MAJOR TRANSACTIONS**

Jacobo Martínez Pérez-Espínosa

Key Figure(s): Jacobo Martínez Pérez-Espínosa  
Established: 2009

**Track Record:** The firm advised Johnson Controls-Hitachi on a collective dismissal affecting 100 workers, resolving structural challenges that made previous ERTE measures insufficient and securing union approval from over 80% of the workforce. It also supported Microsoft in the implementation of remuneration plans and Bridgestone on a temporary lay-off in Madrid.

**Team & Differentiation:** Led by Jacobo Martínez, Eversheds Sutherland Spain's 12-lawyer employment team is renowned for advising large companies on HR and restructuring. Specializing in complex employment-law issues, the team handles remuneration systems, workforce restructuring, collective negotiations and litigation. It also offers an exclusive platform for HR managers designed to foster communication and networking.

**Team & Differentiation:** Led by Ignacio del Fraile, head of labor for Spain and Portugal, GA\_P provides service with a personal touch and client-tailored solutions. The only Spanish member of the Employment Law Alliance (ELA), it operates nine offices, including five in Spain (Barcelona, Bilbao, Madrid, Valencia and Vigo), and has over 300 lawyers advising on Spanish and Portuguese business law.

**LEGAL HEADHUNTERS**

## Best Recruitment Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Altum Advisors</b>	Fernando Castillo, Pedro Herráiz, Sancho Peña
<b>Signium</b>	Ignacio Bao
<b>EXCELLENT</b>	
<b>F&amp;B Consultores</b>	Paula Fuentes Bueso
<b>Iuristalent</b>	Mila González, Javier Moreno Meyerhoff
<b>Michael Page</b>	Maria Chavero, Marta Pinto
<b>SSQ</b>	Dr. Alejandro Kress
<b>Talengo</b>	José Ignacio Jimenez, Mayte Martinez
<b>HIGHLY RECOMMENDED</b>	
<b>Boyden Spain</b>	Luis Diaz-Obregón, Miguel-Angel Zuil
<b>Colding Advisors</b>	Javier Collilla Barreiro, Luis del Castillo Golding
<b>Hays</b>	Irene Arroyo Rodriguez, Laura Pereira Campello
<b>LHH</b>	José Muñoz-Seca Nardiz
<b>Linking Legal</b>	Xavier Miravalls
<b>Look4Legal</b>	María Burgos, Marta del Coto
<b>Morgan Phillips</b>	Fernando Guijarro, Alfredo Santos
<b>Robert Walters</b>	Víctor Monreal
<b>Wyser</b>	Marta Sanz
<b>RECOMMENDED</b>	
<b>Esame PBS</b>	Carlos Gómez-Poza
<b>Harry Hope España</b>	Daniel Grobas
<b>Lobb Executive Search</b>	Mónica Lobato Gil
<b>Page Executive</b>	Guillermo Marçet Gomez
<b>Transearch</b>	Carlos Cortés



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# SWEDEN

## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>Advokatfirman Cederquist</b>	Robert Stromberg
<b>Advokatfirman Vinge</b>	Fredrik Dahl, Emelie Svensäter Jerntorp, Yohanna Öhrnegård
<b>Mannheimer Swartling</b>	Henric Diefke, Anders Nordström
<b>EXCELLENT</b>	
<b>DLA Piper</b>	Björn Rustare, Johan Zetterström
<b>Elmzell Advokatbyrå</b>	Jenny Hellberg, Petter Wenehult
<b>Roschier</b>	Jenny Welander Wadström
<b>Setterwalls Advokatbyrå</b>	Åsa Erlandsson, Henrik Kjellander
<b>HIGHLY RECOMMENDED</b>	
<b>Advokatfirman Lindahl</b>	Cecilia Kindgren-Bengtsson, Anders Leijon
<b>Advokatfirman Schjødt</b>	Sandra Nilsson, Johan Hörnberg
<b>Baker McKenzie</b>	Margarita Kozlov, Ida Cederborg
<b>Bird &amp; Bird</b>	Katarina Åhlberg
<b>Morris Law</b>	Martin Vildhede, Roger Wier
<b>TM &amp; Partners</b>	Anna Jerndorf
<b>RECOMMENDED</b>	
<b>CMS Wistrand</b>	Jakob Bernander, Jörgen Larsson
<b>Delphi</b>	Magnus Berterud, Fredrik Nordlöf
<b>Eversheds Sutherland</b>	Torbjörn Lindmark, Per Westman
<b>EY Law</b>	Paula Hogéus
<b>Hellström Law</b>	Anna Fernqvist Svensson, Mats Hellström, Erika Juvander Heveus, Johan Karlman
<b>Magnusson</b>	Magdalena Berg
<b>MAQS Advokatbyrå</b>	Lars Lövgren, Marie Marklund, Mats Nilsson



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# SWITZERLAND

## LABOR ADVISORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

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

# 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>	Ruth Bloch-Riemer, Aurélie Conrad Hari, Thomas Stoltz, Laura Widmer
<b>Blesi &amp; Papa</b>	Alfred Blesi, René Hirsiger, Roberta Papa
<b>Niederer Kraft Frey</b>	Andreas Casutt, Catherine Grun Meyer, Nicolas Kuonen, Valerie Meyer Bahar
<b>Schellenberg Wittmer</b>	Vincent Carron, Michael Hess
<b>Walder Wyss</b>	Rayan Houdrouge, Davide Jermini, Philippe Nordmann, Olivier Sigg, Irène Suter-Sieber, Simone Wetzstein
<b>EXCELLENT</b>	
<b>1 CMS von Erlach Partners</b>	Christian Gersbach
<b>Lenz &amp; Staehelin</b>	Dominique Müller, Matthias Oertle, Sara Rousselle-Ruffieux, Daniel Tunik
<b>Pestalozzi</b>	Martin Mueller, Christian Roos
<b>Vischer</b>	Anela Lucic, Marc Ph. Prinz, Gérald Virieux
<b>2 Bratschi</b>	Sandra De Vito Bieri, Angela Hensch
<b>Kellerhals Carrard</b>	Urs Marti, Christoph Zimmerli
<b>MLL Legal</b>	Thomas Kälin
<b>Staiger Attorneys At Law</b>	Philipp Haymann
<b>Streiff Von Kaenel</b>	Romina Carcagni Roesler, Adrian von Kaenel
<b>Valfor</b>	Stéphanie Fuld
<b>HIGHLY RECOMMENDED</b>	
<b>1 Baker McKenzie</b>	Peter Reinert
<b>Burkhardt</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>	Gregor Bühler, Balz Gross, Andreas Müller, Gabrielle Nater-Bass
<b>Humbert Heinzen Hischier</b>	Roger Hischier, Denis Humbert
<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>	Martina Aepli, Michèle Stutz
<b>PBM</b>	Pedro Ribeiro
<b>Wenger Plattner</b>	Roland Bachmann, Yannick Hostettler, Cristina Solo de Zaldívar
<b>2 BMG Avocats</b>	Frédéric Gabus, Manuel Isler
<b>DHA Avocats</b>	Boris Heinzer
<b>Lelex Attorneys at Law</b>	André Lerch
<b>Resolution Legal Partners</b>	Françoise Martin Antipas
<b>Thouvenin Rechtsanwälte</b>	Thomas Loher
<b>Troillet Meier Raetzo</b>	Anne Meier, Anne Troillet
<b>Waeber Avocats</b>	Christian Bruchez, Giuseppe Donatiello

# UNITED KINGDOM

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## LABOR: REPRESENTATION OF EMPLOYERS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>A&amp;O Shearman</b>	Sarah Henchoz, Karen Seward, Robbie Sinclair, Vicky Wickremaratne
<b>Baker McKenzie</b>	Carl Richards, Monica Kurnatowska
<b>Herbert Smith Freehills</b>	Tim Leaver, Andrew Taggart
<b>Lewis Silkin</b>	Michael Burd, James Davies, Toni Lorenzo, Richard Miskella
<b>Mishcon de Reya</b>	Joanna Blackburn, Daniel Naftalin
<b>Simmons &amp; Simmons</b>	Andrea Finn, Daniel Ornstein, Laurence Renard, Julian Taylor
<b>EXCELLENT</b>	
<b>1 DAC Beachcroft</b>	Georgina Rowley, Khurram Shamsee, David Sims
<b>Linklaters</b>	Alexandra Beidas, Nicola Rabson
<b>2 Clifford Chance</b>	Alistair Woodland
<b>Eversheds Sutherland</b>	Paul Fontes, Diane Gilhooley
<b>Gqlittler</b>	Paul Quain, Raoul Parekh, Sophie Vanhegan
<b>Travers Smith</b>	Tim Gilbert, Siân Keall, Ed Mills
<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>Clyde &amp; Co</b>	Robert Hill
<b>CMS</b>	Catherine Taylor, Alison Woods
<b>Dechert</b>	Jason Butwick, Charles Wynn-Evans
<b>DLA Piper</b>	Tim Marshall
<b>Farrer &amp; Co</b>	Rachel Lewis, David Smellie
<b>Fox Williams</b>	Joanna Chatterton
<b>Freshfields</b>	Kathleen Healy
<b>Macfarlanes</b>	Seán Lavin, Hayley Robinson
<b>Squire Patton Boggs</b>	Caroline Noblet
<b>Stephenson Harwood</b>	Anne Pritam, Paul Reeves
<b>Taylor Wessing</b>	Paul Callaghan, Sean Nesbitt

### RECOMMENDED

<b>Charles Russell Speechlys</b>	Trevor Bettany
<b>Deloitte Legal</b>	Andrew Howard, Kathryn Dooks, Andrew Lilley
<b>Hogan Lovells</b>	Edward Bowyer, Stefan Martin
<b>Mayer Brown</b>	Christopher Fisher
<b>Morgan, Lewis &amp; Bockius</b>	Matthew Howse
<b>Osborne Clarke</b>	David Cubitt, Victoria Parry
<b>Pinsent Masons</b>	Edward Goodwyn
<b>Reed Smith</b>	Robin Jeffcott
<b>RPC</b>	Patrick Brodie
<b>Slaughter and May</b>	Charles Cameron

### VALUABLE PRACTICE

<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

**LABOR: REPRESENTATION OF 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>	Merrill April, Beth Hale, Clare Murray
<b>Farrer &amp; Co</b>	Anna Birtwistle, Kathleen Heycock, Eleanor Rowswell, David Smellie
<b>Lewis Silkin</b>	Nicholas Hadaway, Toni Lorenzo, Richard Miskella
<b>Mishcon de Reya</b>	Joanna Blackburn, Jennifer Millins, Daniel Naftalin
<b>Withers</b>	Elaine Aarons, Meriel Schindler
<b>EXCELLENT</b>	
<b>1 Doyle Clayton</b>	Peter De Maria
<b>Fox Williams</b>	Joanna Chatterton, Jane Mann
<b>Keystone Law</b>	Paul Daniels, Alistair French, Clive Howard
<b>Kingsley Napley</b>	Corinne Aldridge
<b>2 Bird &amp; Bird</b>	Tim Spillane
<b>Charles Russell Speechlys</b>	Trevor Bettany
<b>Edwin Coe</b>	Linky Trott
<b>Fox &amp; Partners</b>	Ivor Adair, Caroline Field
<b>Harbottle &amp; Lewis</b>	Yvonne Gallagher, Howard Hymanson
<b>Penningtons Manches Cooper</b>	Paul Mander
<b>Russell-Cooke</b>	Anthony Sakrouge
<b>Winckworth Sherwood</b>	Andrew Yule
<b>HIGHLY RECOMMENDED</b>	
<b>1 Bates Wells</b>	Lucy McLynn, Paul Jennings
<b>Bellevue Law</b>	Florence Brocklesby
<b>Didlaw</b>	Karen Jackson, Anita Vadgama
<b>Leigh Day</b>	Nigel Mackay, Emma Satyamurti
<b>Rahman Lowe Solicitors</b>	Jahad Rahman
<b>2 BDB Pitmans</b>	Jesper Christensen
<b>Cole Khan Solicitors</b>	Emilie Cole, Shazia Khan
<b>Irwin Mitchell</b>	Shah Qureshi
<b>Kervin &amp; Barnes</b>	Gareth Kervin
<b>Payne Hicks Beach</b>	Peter McRoberts
<b>Stephenson Harwood</b>	Paul Reeves
<b>Stewart's Law</b>	Joseph Lappin
<b>Wedlake Bell</b>	William Granger
<b>Worden Richmond</b>	Catherine Richmond, Alexandra Worden

## RESTRUCTURING & INSOLVENCY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
<b>LEADING</b>	
<b>A&amp;O Shearman</b>	Katrina Buckley, Kevin Heverin, Stephen Mathews
<b>Akin</b>	James Roome, Barry Russell, James Terry
<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, Richard Bussell, Rebecca Jarvis, Nick Le Masurier
<b>Weil, Gotshal &amp; Manges</b>	Neil Devaney, Andrew Wilkinson
<b>EXCELLENT</b>	
<b>Freshfields Bruckhaus Deringer</b>	Ken Baird, Richard Tett
<b>Milbank</b>	Yushan Ng
<b>Slaughter and May</b>	Ian Johnson
<b>White &amp; Case</b>	Christian Pilkington
<b>HIGHLY RECOMMENDED</b>	
<b>Ashurst</b>	Giles Boothman
<b>Hogan Lovells</b>	Tom Astle
<b>Mayer Brown</b>	Michael Fiddy, Amy Jacks, Devi Shah
<b>Sidley Austin</b>	Jifree Cader, Mark Knight
<b>RECOMMENDED</b>	
<b>1 CMS</b>	Martin Brown
<b>Dentons</b>	Neil Griffiths
<b>Herbert Smith Freehills</b>	John Whiteoak
<b>Jones Day</b>	Ben Larkin
<b>Macfarlanes</b>	Jat Bains
<b>Paul Hastings</b>	Mei Lian
<b>Pinsent Masons</b>	Steven Cottée
<b>Sullivan &amp; Cromwell</b>	Christopher Howard
<b>2 Addleshaw Goddard</b>	Ged Barnes, Fraser Ritson
<b>Dechert</b>	Adam Plainer
<b>DLA Piper</b>	Christian Parker
<b>Fried, Frank, Harris, Shriver &amp; Jacobson</b>	Ashley Katz
<b>Norton Rose Fulbright</b>	James Stonebridge
<b>Simpson Thacher &amp; Bartlett</b>	Adam Gallagher, James Watson
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Peter Newman
<b>Willkie Farr &amp; Gallagher</b>	Graham Lane

# EXPERT INSIGHTS

## 2024-'25

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# Technology will help employers analyze under-utilized resources and automate tasks



Interview with

## IGNACIO DEL FRAILE

Partner and Head of Employment,  
**GOMEZ-ACEBO & POMBO**

**"We have designed a labor compliance tool which allows companies to identify employment risks and generate improvement actions"**

Ignacio del Fraile discusses Spain's ongoing labor law reforms, including strategies for managing reduced hours while maintaining productivity, in addition to the steps to be taken when an employee becomes permanently incapacitated. He also highlights the firm's efforts to keep clients updated on sector developments and how to leverage AI tools to identify risks and implement improvements.

**LEADERS LEAGUE:** How do you perceive the recent labor law reforms in Spain, particularly regarding the reduction of working hours and dismissal compensation?

**Ignacio del Fraile:** It should first be noted that neither aspect has yet been enacted into law. The reduction of working hours is one of the current government's initiatives, and the labor minister has stated that the reduction, which is aimed at reaching 37.5 hours per week, must still go through the legislative process, which is expected to take several months. It is evident that this will influence different industries in varying ways, and each case must be evaluated with consideration to its individual circumstances.

Regarding dismissal compensation, the European Committee of Social Rights issued a resolution stating that Spain's current severance compensation model is neither dissuasive nor restorative, claiming that it contravenes article 24 of the European Social Charter. Concurrently, the debate surrounding supplementary compensation for unfair dismissal, which exceeds the legally prescribed amounts, has its roots in a judicial interpretation that has yet to gain sufficient legal standing to be regarded as a proper reform.

In any case, these developments undoubtedly give rise to concerns regarding legal certainty. Spain has already undergone several reforms regarding dismissal compensation.

For example, prior to the current 33 days' salary compensation for unfair dismissal, which came into force in 2012, the compensation for an employee unfairly dismissed was 45 days' salary per year worked. With this new interpretation,

however, the calculation of the severance amount would not be made according to a set number of days or any other objective measure, instead it would consider subjective aspects, such as the damages caused by the dismissal or the employee's personal circumstances, and that could make it more challenging for companies to estimate the dismissals cost.

**What strategies do you recommend for companies that need to manage reduced hours while both maintaining productivity and controlling costs?**

The answer is contingent upon the nature of the company's activities. If the company operates an industrial production system that requires the constant presence and operation of employees, or a similar chain of production, it will probably be necessary to hire additional personnel to cover the shifts that would otherwise be filled by the employees who will no longer be working as a result of the reduction in working hours. This means having to bear the cost associated with additional hires, both monetary, arising from new salaries to be paid and social security contributions for example, and practical, including scheduling and training. Another option would be to apply irregular distribution of working time, to let staff work more hours during the busy periods.

In any case, technology will play a crucial role in this new scenario for all organizations: whether to review workflow, analyze under-utilized resources or automate tasks, technology will help ensure that employers are able to analyze the key drivers of their business and that the impact of a reduction in working hours is minimized. Furthermore, we anticipate that overtime will

become a crucial tool, but it is essential to maintain a balance and adhere to the current limit of 80 hours per year while also remembering that it should be kept to a minimum, given the extra cost.

It is also worth noting that many companies have already set a maximum number of working hours that is lower than the current 40 hours per week, as some collective bargaining agreements have already lowered the maximum weekly or yearly hours below the state-mandated amount.

**What key legal challenges do employers face when a worker's permanent incapacity leads to contract termination under current labor regulations?**

In light of the recent ruling by the Court of Justice of the European Union (CJEU), it is no longer the case that an employee's permanent incapacity will automatically result in the termination of the employment contract. Prior to the issuance of the new ruling on January 18th 2024, it was standard practice to automatically terminate an employee's contract when they were declared to be in a permanent incapacity situation, in accordance with Article 49.1.e of Spain's Workers' Statute (WS). However, the CJEU has ruled that this provision of the WS is contrary to European law. The CJEU has determined that the current approach places the employees in a position where they must assume the risk of losing their employment in order to receive the corresponding social security benefits.

In light of this ruling, employers are now required to attempt to reasonably adapt a job position within the company for the employee. If this is not feasible, the employer must offer the employee a new position that aligns with their personal circumstances. In the event that all potential solutions are unfeasible, the company is obliged to demonstrate that it has exhausted all possible avenues for accommodating the employee.

This is, of course, not accounting for the possibility of the permanent incapacity of the employee being declared due to a professional accident, in which case much

more serious consequences may arise, such as the surcharge on the social security benefits to which the employee would be entitled, as well as the possibility of both civil and criminal charges being pressed against the company, depending on the severity of the company's action or inaction.

**Can you discuss any recent initiatives or projects your department at Gómez-Acebo & Pombo has undertaken to address emerging challenges in employment law?**

At Gómez-Acebo & Pombo, we have a team of more than 25 employment lawyers in Spain and Portugal, with a clear international and client-oriented focus. In addition to attending many conferences aimed both at clients and at other professionals in the legal practice, we also currently hold "labor breakfasts" at our offices each quarter, during which we provide clients and companies with updates on recent changes to employment law and new case-law. These events provide clients with the opportunity to stay informed about the latest developments in the sector and to address any pressing questions they may have regarding the management of labor relations within their companies.

We also provide our clients with regular updates via newsletters, keeping them informed of any pertinent developments in employment and social security matters. Furthermore, our team regularly publishes articles in newspapers or specialist employment media analyzing these new updates. Lastly, we have designed and created a very innovative labor compliance tool which allows companies to identify employment risks and generate improvement actions. This analysis, which is based on a list of 75 questions with the key topics of labor compliance, allows us to identify the risks of non-compliance with labor regulations and generate automated reports highlighting areas for improvement with control and mitigation actions. With this tool, companies can perform a self-diagnosis and, if necessary, request complementary legal services. ♦

**"Employers are now required to attempt to reasonably adapt a job position within the company for the employee facing permanent incapacity"**

# ESG standards have increased companies' sensitivity to sustainability, social responsibility and ethical governance



Interview with  
**SARAH BARUTTI**  
 Partner,  
**CASTALDIPARTNERS**



and  
**ELISABETH BIGET**  
 Partner,  
**CASTALDIPARTNERS**

Sarah Barutti and Elisabeth Biget offer insight into the forces reshaping the labor market and corporate strategy in Europe. Barutti examines the disruptive role of AI in the job market, the urgency of advancing diversity and inclusion initiatives, and the rising prominence of ESG standards as a cornerstone of sustainable business. Biget, meanwhile, highlights the nuanced challenges Italian companies face when establishing operations in France.

**LEADERS LEAGUE:** How do you think AI will affect the labor market in the near future?

**Sarah Barutti:** AI is expected to significantly impact the labor market in the near future, primarily by automating routine and repetitive jobs, which may lead to job displacement in sectors like manufacturing, retail and customer service. This will also lead to job polarization, where high-skill jobs grow while middle-skill jobs shrink.

However, AI will also create new job opportunities, particularly in emerging fields like AI development, data science and machine learning, as well as in roles requiring creativity and emotional intelligence.

**“France’s social security system imposes higher employer contributions than Italy’s, which can increase operational costs”**

At the same time, AI may enable greater work flexibility and remote options, while also fostering the gig economy. Ethical concerns about AI bias and its social impact will prompt calls for regulation and policies to support displaced workers. Ultimately, AI has the potential to enhance productivity, especially for automating routine and repetitive jobs, but its effects on the labor market will depend on how society manages the transition.

**Diversity and inclusion is becoming a central issue. What should companies pay attention to here?**

**Sarah Barutti:** To build a diverse and inclusive workplace, companies should focus on

several key areas. First, they should adopt inclusive hiring practices to eliminate bias and seek diverse talent from varied backgrounds, utilizing AI tools to achieve this. It's also essential to ensure diverse leadership teams that represent different perspectives. Creating a safe and respectful environment is crucial, with clear policies against discrimination and support for employee resource groups. To achieve this, companies often adopt a zero-tolerance policy these days to ensure a workplace that is free from all forms of discrimination, harassment or microaggression.

Companies must provide equal opportunities for career development and ensure pay equity through regular audits. Cultural competency training and inclusive policies are important to raise awareness and accommodate diverse identities. Clear D&I goals should be set, with regular progress tracking and employee feedback mechanisms.

**How do you think ESG standards have changed companies' outlook and what can still be done?**

**Sarah Barutti:** ESG standards have significantly increased companies' sensitivity to sustainability, social responsibility and ethical governance. Many businesses are now more focused on reducing their environmental impact, adopting sustainable practices and supporting renewable energy initiatives. Companies are also emphasizing diversity, equity, inclusion and workers' rights, while improving labor conditions and community involvement. In governance, there's a stronger push for transparency, ethical decision-making and diversity in leadership. However, more work is needed to deeply integrate ESG into core strategies, ensuring it aligns with long-term business goals.

Standardized ESG reporting is necessary for greater accountability and companies must extend ESG principles across their supply chains. Addressing social inequalities and prioritizing long-term, sustainable decisions over short-term profit are areas that require further attention if greater impact is to be achieved.

**What are the main European trends in the labor market and are Italy and France following them?**

**Sarah Barutti:** In Europe, key labor market trends include the rise of digital transformation, remote work, green jobs, labor shortages due to an aging population and growth in the gig economy. Many countries are focusing on upskilling workers to meet the demands of new technology.

In Italy and France, digitalization is advancing, though Italy faces slower adoption in some regions compared to France. Both countries have embraced remote work, even though the latest trend is to reduce home office and gradually return to in-person work. The push for green jobs aligns with EU goals, with France investing heavily in renewables, while Italy is progressing more slowly.

Both nations are dealing with aging populations and labor shortages, with France benefiting from higher immigration rates. The gig economy is growing in both, but France is taking more proactive steps to regulate gig workers' rights. Lastly, skills shortages, particularly in tech, are a concern, with both

countries making efforts to improve education and training systems to address labor market needs.

**What are the main challenges for Italian companies that decide to open an office in France?**

**Elisabeth Biget:** Italian companies face several key labor law challenges when setting up in France. French labor law, like its Italian counterpart, is highly protective of employees, requiring detailed contracts and clear justification for dismissals. The process of terminating employees is particularly complex, involving strict legal procedures and potential financial penalties for wrongful termination.

Additionally, French employees have strong rights to unionize, and collective bargaining plays a significant role in labor relations, which may be unfamiliar to Italian businesses accustomed to different trade-union dynamics. Second, France's social security system imposes high employer contributions, which can increase operational costs. We also have to keep in mind that the French system of paid leave, working hours, and health and safety regulations are more stringent compared to Italy. Finally, labor disputes are often handled by labor tribunals ("CPH"), which can be time-consuming and costly. Italian companies must invest in local legal expertise to ensure compliance with these complex and employee-centric regulations, and avoid additional costs. ♦

**“Addressing social inequalities and prioritizing long-term, sustainable decisions over short-term profit are areas that require further attention for greater impact”**



# Managing the criminal risk associated with workplace accidents

A serious accident occurring in the workplace is the stuff of nightmares for company owners and management, who fear the financial and criminal ramifications. They can sleep easier if their company has the support of a law firm that knows how to deal with this type of crisis situation.



**LUDOVIC GENTY**



**HADRIEN DURIF**

## ABOUT THE AUTHORS

A labor law partner at French firm Fromont Briens for a decade and a half, Ludovic Genty provides day-to-day support in employment-law matters to companies of all sizes, both in consulting and litigation. He is a regular contributor to legal industry publications, such as Lamy's *Jurisprudence Sociale* review and *Actualité du Droit*.

Hadrien Durif has been an associate at Fromont Briens since 2019. A labor-law and criminal-law specialist, he provides legal assistance to a wide range of companies, both large and small.

**C**riminal labor law and health and safety issues are major concerns for companies and employers, and France is particularly affected by these problems compared with other European countries (3.3 fatal accidents per 100,000 people in France in 2021, compared with a European Union average of 1.8). Companies, therefore, need to get to grips with this issue in order to manage the associated risks. While occupational health and safety is largely the purview of labor and social security law, the criminal law implications should not be overlooked.

Both the French Labor Code and the Penal Code penalize a variety of offenses, from "special" breaches of the safety rules laid down in the Labor Code, to "general" offenses involving personal injury, such as unintentional injuries and manslaughter. It should be remembered that the criminal liability of the legal entity and its director (or delegate, where applicable) may be sought cumulatively.

In addition to the ignominy associated with a criminal conviction, the potential penalties are not insignificant (imprisonment, fines, court-ordered publication of the criminal conviction in the press, etc.).

Moreover, the financial stakes are not limited to criminal sanctions but go beyond: indeed, insofar as the civil action brought by the employee or their beneficiaries before the criminal courts is inadmissible in the event of a workplace accident, they can turn to the social security courts, which have exclusive jurisdiction to recognize the employer's gross negligence, thereby enabling civil compensation for the victim.

**"Cooperating with investigators involves gathering the information they request, responding to their questions and, in most cases, taking part in open hearings"**

Furthermore, in the event of a criminal conviction, a ruling against the employer by the Social Division of the judicial court is almost automatic, with potentially significant financial consequences.

First and foremost, when it comes to minimizing the risk of workplace accidents, prevention is key. Employers must be

extremely rigorous in the application of the health and safety provisions set out in the French *Code du travail* (labor laws), in particular by regularly updating their Duerp file (mandatory self-assessment of professional risks) and implementing measures to remedy those risks identified. Regular audits and ongoing training of employees on safety procedures are essential to reduce risks.

Secondly, if a company is of a certain size, or if its sites are of a certain configuration, it is in management's interest to put in place an effective delegation of powers, in order to transfer to a delegate, who is more immediately involved with day-to-day operations, certain powers, particularly those relating to the application of health and safety regulations.

Such steps are only effective, however, if the person this responsibility is entrusted to has the ability, authority and resources to carry out the tasks required of them, without which the "shielding" effect of such a measure will not be a success.

However comprehensive, no risk-management system is foolproof, and workplace accidents can still occur, so an employer needs to know how to act in a criminal investigation situation. Typically, in the

## KEY POINTS

- The criminal-law implications of workplace health and safety issues should not be overlooked
- Financial fallout from a workplace accident is not limited to criminal sanctions and may entail civil compensation
- No risk-management system is foolproof, so an employer needs to know how to deal with criminal investigations
- Meticulous study of the case brought by the defendant will ensure a robust defense strategy
- In addition to prevention, the adoption of best-practices and having solid legal support are essential for companies

event of a serious accident in the workplace, the police attend the scene to conduct their usual investigation. The labor inspectorate, once contacted by the investigating authorities, the victim or their family – or even by the employer – will also conduct an investigation.

### By-the-book approach

As soon as a serious accident occurs, calling for help as quickly as possible is essential, as is securing the scene of the accident, forbidding access to employees, stopping any machinery involved, and gathering initial evidence (eye-witness testimony, photographs, etc.).

Workplace accidents must be reported as soon as possible (in France this is required within 48 hours). For management, it may be advisable to take the initiative by contacting both the labor inspectorate and the police to inform them that an accident has occurred, in order for the investigation can take place under the best possible conditions. In any case, in the event of a fatal workplace accident, the labor inspectorate must be informed within 12 hours, in accordance with French law.

During the investigation phase, it is essential to be represented by a law firm with specialization in the field of workplace investigations, since co-operating with the authorities will involve gathering the information they request, responding to their demands, and, in most cases, taking part in the open hearings that will inevitably be organized.

The labor inspectorate has wide-ranging powers during an investigation resulting from a workplace accident, including the right to request the disclosure of various

documents, to hear from employees or the employer (the latter in open court), and to issue injunctions (e.g. to check if machinery conformed with health and safety regulations at the time of the accident and, if they didn't, bring them back in line with said regulations before they are restarted). Beware the offence of obstruction, should the employer be mulling-over whether or not to fully co-operate with the labor inspectorate.

**“3.3 fatal accidents per 100,000 people were recorded in France in 2021, compared with a European Union average of 1.8”**

At the end of its investigation, the inspectorate will send a report to the public prosecutor, who will decide what action to take, in accordance with article 40 of the French Code of Criminal Procedure. Although the accused individuals will be informed of the offences and penalties involved, neither they nor their legal representatives will receive a copy of the minutes of interviews at this stage of the investigation.

### Prosecution stage

At this point, the public prosecutor may decide to take up the investigation, should they deem it necessary, and afterwards either refer the case to the criminal court or drop it. In most situations, legal entities are prosecuted, while individuals are only prosecuted when there is sufficient

evidence they have personally committed relatively serious breaches of the law. Once the case has been referred to the criminal court (or has been dismissed), lawyers representing the employer can request a copy of the criminal file. However, it's not unusual for this copy to be made available just a few weeks prior to a hearing, due to the court's lack of material resources.

In spite of the short timeframe, a meticulous study of the case brought by the defendant and his counsel must take place, in order to ensure that the defense strategy adopted is robust and has the best chance of success. The hearing itself is a highly charged phase, both legally and psychologically, for all parties involved. Although defendants may be represented in court by their lawyer, it is strongly recommended that they attend the hearing, unless it is impossible to do so, and that any absence be justified. During the hearing, the magistrate will begin by examining the case, highlighting the elements revealed during the investigation, and questioning the parties. This is followed by pleading of any civil parties, the prosecution and the defense. The decision is most often delivered a few weeks later, but the judgment itself will not be drafted until many months afterward, even though the decision to appeal must be made within 10 days of the decision being pronounced.

Criminal liability associated with health and safety in the workplace is an ever present reality. But allied to the central aspects of prevention, the adoption of best practices and having a solid support structure in place guarantee the proper defense of a company and its managers. ♦

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Leila Mstoian

## **POSITIONING**

Andersen is a full-service law firm providing legal consultancy and advocacy. 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 Andersen 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.

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## **BUSINESS**

Andersen is a full-service law firm, specialized in

- Corporate Law and M&A
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- Insolvency Law
- Finance and Banking
- 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

Other core values for Andersen 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.

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## **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.

## **BUSINESS**

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## POSITIONING



## BUSINESS

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.

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

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.



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## POSITIONING

Abdala Advogados is a law firm whose history is intertwined with the evolution of labor relations in Brazil. Founded in 2010 by Vantuil Abdala, a retired minister and former president of the Superior Labor Court (TST), the firm was structured to offer a full range of services in the field and to assist its clients in all matters related to labor and union issues.

Led by partners Fernando Abdala, Leonardo Abdala, Ludmylla Coelho, and Thiago Veloso, and with the experience and active participation of our founder, Vantuil Abdala, the Abdala Advogados team provides a unique perspective on the labor law landscape—from highly complex cases and legal theses addressing innovations in labor relations to pragmatic and efficient strategies for reducing liabilities and litigation.



## BUSINESS

At Abdala Advogados, staying ahead of innovations and changes in labor relations is part of our culture. We are consultants, strategists, litigators, and portfolio managers, with a strong presence in the Superior and Regional Courts, as well as in preventive advisory services, business planning, and support for union entities.

### Strategic Labor Law

We handle highly complex cases that debate innovative legal theses, the boundaries, and the evolution of labor relations, leveraging our expertise before the Superior Labor Court (TST), the Supreme Federal Court (STF), and government agencies.

### Labor Advisory

We guide our clients on all aspects of labor legislation, acting as advisors before major decisions and providing ongoing specialized legal support.

### Strategic Litigation and Case Management

We take a strategic approach to recurring labor issues, helping our clients find effective solutions, reduce labor liabilities, and prevent litigation.

### Constitutional Labor Law

We represent clients before the Supreme Federal Court (STF) on labor-related matters, given the increasing trend of appeals to the STF in response to labor court rulings.

### Union Law

We represent unions, federations, and confederations in union representation disputes before the courts and provide advisory services, including support for the establishment of these entities and their registration with the Ministry of Labor.

### Collective Bargaining

We act as advisors in collective bargaining and labor disputes, assisting in drafting agreements, handling strike-related matters, and addressing strategic topics in this field.



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## **POSITIONING**

The growth and development of the Ernesto Borges law firm is guided by excellence in the provision of legal services, with a comprehensive service for various economic sectors.

Our work goes beyond legal challenges, as we position ourselves as a strategic partner for our clients, presenting innovative solutions that bring effective and permanent results.

People, technology, innovation and data-driven decision making ensure that our legal services are successful.

Our technological park has Infrastructure, Automation, Information Security and Systems areas capable of developing, customizing and delivering fast and effective results.

In view of the volume of strategic data in our flows, we are compliant with data protection regulations. In our Information Security sector, we have an appointed DPO and we frequently raise awareness among our members through intrusion tests and the implementation of tools to mitigate information exposure.

We understand that a robust governance structure is essential for the continuity of our business. That is why we have also structured the Compliance Program, actively promoting the development and updating of our Internal Policies, drafting a Code of Ethics and Conduct and strengthening the independent Whistleblowing Channel, in order to mitigate the effects of the materialization of mapped strategic and operational risks, ensuring compliance with the legal, regulatory and normative obligations assigned to us.

We are convinced that our projection brings with it a strong social and environmental responsibility. Motivated by the possibility of transformation, we founded SPERO (Association for Human Development), which identifies and supports numerous relevant social projects. We are also certified as a "Carbon Neutral" company by Moss and prioritize the use of sustainable energy in our facilities.

## **OFFICES**

- Brasilia . DF
- Campo Grande . MS
- Cuiabá . MT
- Goiania . GO
- Palmas . TO
- Manaus . AM
- Porto Alegre . RS
- Porto Velho . RO
- São Paulo . SP

## **BUSINESS**

- Agribusiness
- Arbitration
- Banking
- Credit Recovery
- Civil Litigation
- Company Restructuring
- Contracts and Business Mediation
- Consumer
- Corporate Law
- Energy
- Environmental Law
- Family
- Health
- Infrastructure
- Investment Funds
- Insurance and Reinsurance
- Labor Law
- Real Estate Law
- Succession and Corporate Planning
- Tax Law
- Technology
- 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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Joel Gallo



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Luis Alberto Peretti



Manoela Pascal



Otávio Augusto Domit



Patricia Alves



Rafael Alves



Rafael Abreu



Ricardo Quass Duarte



Roberta Feiten

## POSITIONING

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

## BUSINESS

- Agribusiness
- Antitrust and Competition
- Arbitration
- Banking and Fintechs
- Biodiversity & Biotechnology
- Capital Markets
- Crypto assets
- Compliance
- Consumer and Product Liability
- Contracts
- Corporate Law/M&A
- Climate Solutions
- Data Protection
- Dispute Resolution
- Energy
- Entertainment & Media
- Environmental and Sustainability
- ESG
- Gaming & Betting
- Infrastructure & Projects
- 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
- Sports Law



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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



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Francisco Vacas



Patricia Ponce



María Rosa Fabara Vera



Diego Ramírez



Daniel Castelo

## POSITIONING

BUSTAMANTE FABARA, with over 120 multidisciplinary attorneys and a dedicated team of +190 professionals, offers extensive legal solutions both locally and internationally across 25 practice areas

### Labour & Employment

The firm covers essential labour relations, including employment contracts, individual and collective contracting, labor organization formation, labor termination, and retirement advice. The department, comprised of 17 legal experts, also specializes in Social Security, Industrial Safety, special labor regimes, labor litigation, and personnel selection. Noteworthy clients include Unicel S.A., SGF Global, Abbott Laboratorios del Ecuador S.A., Orionoil ER S.A., and Mitsui & Co.

### Compliance

With 5 lawyers, the Compliance team provides continuous and permanent advice on the design, development, updating, and monitoring of compliance mechanisms for local and international companies. The firm's highly trained team advises on the implementation of compliance processes to minimize risks, prevent contingencies, and provide mechanisms for immediate action in the event of regulatory breaches.

## BUSINESS

- Inheritance Management
- Registration of external credits
- Customs and Foreign Trade Advice
- Tax Compliance
- Patrimonial Statements
- Financial Statements
- Labor Litigation
- Social Security
- Labor Relations
- Employment Contracts
- Due Diligence
- Compliance
- Business Crisis Management

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Alfredo Peñaherrera



Karla Villacís



Erika Irigoyen



José Xavier Endara



Vanessa Gómez



## 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



## 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.

## POSITIONING



Flichy Grangé Avocats is a leading employment and labour law firm in France with 13 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.

## BUSINESS

- Labor Aspects of M&A - Reorganizations and Social Plans
- Compensation - Employee Savings Plan - Employee Share Ownership
- Occupational Health and Safety
- Collective Bargaining and Labor Management Relations - Wage and Hour
- Employment taxes - State audits (URSSAF)
- High-Risk Litigation - Criminal labor litigation
- International Mobility and Expatriation
- Compliance - Diversity - CSR
- Pensions - Benefit Plans
- Civil Service - State-Owned Companies
- Professional training
- New forms of work
- Executives and Material Risk Takers' Status and Compensation



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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



**Luc Miguérès**



**Natali Aleksic**



**Guilhem Affre**

## **POSITIONING**

The firm's labor and employment team boasts cross-disciplinary expertise and offers a comprehensive range of both advisory and dispute resolution services to companies and their executives. We handle individual and collective labor relations, as well as social protection issues.

On the advisory front, we offer labor law compliance services to ensure compliance with regulatory requirements and mitigate risks. We are also involved in mergers & acquisitions and reorganizations. In addition, we assist companies with both the strategic aspects and practical implementation of their labor relations policies. Finally, we support employers and executives in negotiating severance packages.

As soon as an internal investigation is initiated or an investigation launched by the URSSAF or the French Labor Inspectorate (the French Labor Authorities), we step in to manage the situation and safeguard our clients' interests.

As regards our dedicated dispute resolution services, our team majors the elaboration of strategies and the coordination of complex and parallel procedures before the variety of jurisdictions that may be involved in labor disputes. We act both for claimants and respondents, before:

- French labor courts, in cases of disputed dismissal;
- French criminal courts, in cases where employers face criminal liability;
- French civil courts, in the context of the specific procedure for "inexcusable fault" and disputes relating to the compensation benefit granted to disabled people; and
- French administrative courts, in the event of a dispute with the French labor or tax Authorities.

We advise French and foreign clients in a wide variety of sectors, including agri-food and food service, furniture, art, insurance, audiovisual, public works and construction, education, renewable energy and natural resources, financial institutions, luxury goods and fashion, metallurgy, real estate development and management, health/pharma, professional sports, tech and transport.

Lastly, our team is involved in cross-border labor issues, with a particular focus on international mobility.

To support our clients' international operations, the firm also relies on the 'ABL' (Alliance of Business Lawyers) international network of lawyers, which we helped set-up, and which is now comprised of 900 lawyers in 57 partner firms in over 25 countries worldwide.

## **CONTACTS**

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**Edith Aupetit**



**Jeanne Faymonville**



**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 ([vif-solutions.com/de](http://vif-solutions.com/de)) and France ([vif-solutions.com/fr](http://vif-solutions.com/fr)).



## BUSINESS

- General Terms and Conditions
- Contract Law
- Commercial Agents and Distributors
- Commercial Leases / Retail
- Labor Law (individual & collective)
- Business Compliance
- Legal Proceedings / Litigation / Arbitration
- Corporate Law
- Collection Proceedings
- Trademark, Copyright & IP Law
- Restructuring / Turnarounds
- M & A
- Competition & Antitrust Law
- Mediation
- Distribution Law
- ESG / CSR
- Data Protection Law



## OFFICES

• Cologne

• Paris

• Lyon



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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.flu.eu](http://www.flu.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



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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, Varese and Turin, 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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Top Advisors Directory  
**LAW FIRMS**



Country  
**ITALY**

# CASTALDI PARTNERS

1996



**Sarah Barutti**  
Partner



**Elisabeth Biget**  
Partner

## POSITIONING

Our team assists companies both in employment law litigation (in Italy and France), and in the management of daily employee relations issues, with a special focus on workers' mobility, international issues, AI and D&I projects, including Unipdr 125 certifications.

In particular, we advise clients in the management of individual labour relations (employee – employer) and collective labour relations (unions/staff representative bodies – employer). We also help our clients to develop the collective status of employees through rules of procedure, ethical charters, and through the elaboration of the employer's or its group's policies, including well-being in the workplace.

Our client portfolio is composed of multinational and domestic companies and SMEs.

We provide our clients with HR training in French and Italian employment law and organize round-table discussions focused on the strategic issues they face. In addition, we hold internal weekly team training sessions on topical national (Italian and French employment law) and international issues, and regularly publish our "EmploymentTips" on social media platforms.

We participate in research projects and sector related interest groups, including international universities and research bodies, on the cross-border posting of employers and non-discriminatory working practices at work.

## BUSINESS

- Labour law and European employment law
- Individual and collective disputes
- Trade union law
- Social audits and support for M&A and restructuring operations
- Compliance and anti-corruption measures
- Individual and collective labour relations
- Individual and collective pre-litigation and litigation
- European and international mobility
- Social audits and support for M&A and restructuring operations
- Restructuring
- HR Compliance, ESG &DEI



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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, BSP 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 advises 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**



**ALEXIA BRAVO  
JIMÉNEZ**

## **POSITIONING**

Monsalvo Duclaud is a leading Mexican law firm specializing in Labor, Employment, and Social Security matters. Our seasoned team of over 40 attorneys delivers innovative solutions tailored to the unique needs of a diverse range of industry sectors and multinational employers, focusing on their most valuable asset: their people.

Our partners are renowned experts in their respective fields, offering unparalleled cross-functional representation across key strategic areas:

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

Monsalvo Duclaud is at the forefront of negotiations with local and international authorities, contributing to the creation and amendment of regulations that align with the evolving landscape of employment and social security.

Our team holds influential positions in major employer chambers and associations, providing crucial support for management and investment initiatives in Mexico.

## **BUSINESS**

- Labor & Employment
- Social Security

## **CONTACTS**

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**Manuel Diego Aramburú**



**Fernando Castañeda**



**Oscar Boero**



**Gustavo Ramos**



**Mauricio Cavero**

## **POSITIONING**

Aramburú Castañeda Boero Abogados – (attorneys) is a top Peruvian law firm providing legal advice and counsel in different legal areas. It is a member of the DRT Alliance, a global network of law offices that provides clients seamless access to legal services in major business centers throughout the U.S., Latin America, Eastern and Western Europe, Asia, and the Middle East.

We are a modern, capable, and proactive law firm. We are widely known for being a strategic ally of our clients and for creating lasting professional relationships with them. At Aramburú Castañeda Boero - Abogados we are committed to our clients. We have our clients' best interest in mind, and give priority to providing them with a personalized service. All of our legal teams are led by one of our members or partners.

We provide comprehensive, creative, and innovative solutions, which not only add value to our client relationships, but help them make appropriate decisions. We address all of our clients in a timely manner. As a business, we understand that time is very important and timely legal advice is crucial for decision making.

Our professionals have earned their law degrees from prestigious universities, and have taken up postgraduate studies, majors or masters programs at locally and internationally renowned universities.

They have been recruited based on their unique qualities, trustworthiness, and academic excellence. Our team's experience was earned not only through professional practice, but also from having successfully held positions in the public and private sectors.

We devote a substantial portion of our time to attending national and international training forums, in which we take part not only as participants, but also as guest speakers.

Arbitration is one of our firm's main area of focus. We have several years of experience acting as arbitrators as well as defense lawyers. Our arbitration team leader has been a university professor for more than twenty years, he is a member of the Lima Chamber of Commerce arbitration court, and he is a member of the most prestigious Peruvian arbitration institutions.

## **BUSINESS**

- Commercial Arbitration
- Arbitration arising from State contracts
- Investors – State Arbitrators
- Litigation and Litigation related to arbitration
- Corporations
- Labor and Tax Law
- White-collar crime
- Telecommunications
- Compliance
- Real Estate

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Carlos Cornejo  
Vargas



Cecilia Calderón  
Paredes



Daniel de la Vega  
Zavala

## 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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**Orlando De Las Casas  
de la Torre Ugarte**

## **POSITIONING**

We are a consultancy specializing in various aspects of Labor Law: labor advisory on occupational health and safety, collective relations, social security, new technologies, judicial processes, inspection procedures, public regime, among others, with a preventive approach to labor relations.

The firm, led by its founding partner, Orlando De las Casas, and a team of top-level professionals, aims to consolidate the experience acquired over the years to provide a highly specialized service.

## **BUSINESS**

- **Labor Consultancy**  
As a service, labor consultancy involves providing personalized advice and solutions tailored to the specific needs of each client in labor matters.
- **Judicial and Administrative Sponsorship**  
This involves representing clients in legal proceedings both before judicial courts and in administrative processes before government entities or regulatory agencies.
- **Social Security**  
Social security consulting provides specialized advice on topics such as registration, compliance with obligations, benefit management, and problem resolution related to social security systems.
- **Occupational Health and Safety**  
Occupational health and safety is a crucial area to ensure employee well-being and compliance with labor regulations.
- **Collective Labor Law**  
Consulting in collective labor law provides advice on labor negotiations, unionization, and group-level conflicts between employers and workers.
- **Public Labor Law**  
Public labor law focuses on labor relations within public sector institutions, such as government agencies and organizations.

## **CONTACTS**

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Top Advisors Directory  
**LAW FIRMS**



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**Daniel Robles  
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**Dayan Ibazeta  
Castelo**



**Karen Celestino  
Licera**



**Alonso Tarazona**



**Amy Oyarse  
Muñoz**



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

**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 absolution 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



## CONTACTS

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Silvia Bauza

## POSITIONING

A&O Shearman was formed in 2024 via the merger of two historic firms, Allen & Overy and Shearman & Sterling. This combination creates a new kind of law firm, one built to achieve unparalleled outcomes for our clients on their most complex, multijurisdictional matters – everywhere in the world. A firm that advises at the forefront of the forces changing the current of global business and that is unrivalled in its global strength.

A&O Shearman is one of the leading firms in Spain, delivering top-tier advice to a broad range of domestic and international clients including financial institutions, corporates, investment funds and public bodies.

Our Madrid office is led by 17 partners with extensive expertise in corporate and M&A; finance; capital markets; litigation and arbitration; project development and finance; employment; tax; competition; public law; and restructuring and insolvency.

With nearly 4,000 lawyers globally, including 800 partners, working in 48 countries worldwide, we support our clients wherever they do business.

## Employment

With over 25 years of experience in the legal sector and having worked for various national and international law firms, our partner Silvia Bauzá, leads the Employment A&O Shearman practice in Madrid. Silvia has established an independent practice that not only generates its own work but also attracts new clients to other departments within the firm. Due to her efforts and market position, the employment practice is experiencing significant growth.

Our Employment practice at A&O Shearman in Spain, is distinguished by its extensive experience and expertise in employment law, benefits, and incentives. The team provides and develops individualized, comprehensive, and creative solutions to employment issues from both individual and collective perspectives. Their services include handling top executive employment contracts, negotiating and modifying working conditions, managing separations and restructurings, developing HR policies, ensuring compliance, conducting investigation procedures, and managing complex litigation.

Our team is recognized for its technical excellence, which has earned us numerous employment awards that highlight the professionalism of our lawyers and practice.

## 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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Country  
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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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# EVERSHEDS SUTHERLAND



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Jacobo Martínez Pérez -  
Espinosa



Yolanda Gutiérrez



## 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
- 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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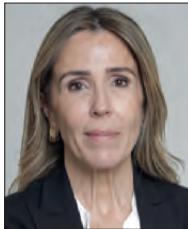
Ignacio del Fraile López



Pablo Santos



Juan Antonio de Lanzas



Madalena Caldeira

## 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

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- Valencia
- Vigo

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## 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 52 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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Dr. Damian  
Schai



Cristina Solo de  
Zaldívar

## **POSITIONING**

### **Your 'one-stop-shop' for employment law matters**

- We advise employers and executives on all issues of private and public employment law, including where such issues intersect with social security and work permits, or criminal law.
- Drafting and amending employment contracts and regulations, terminating employment, preparing severance agreements, international staff deployments, and employment disputes, advise on bonus and other incentive plans.
- Assistance with mass redundancies and redundancy packages.
- Employment law issues relating to company acquisitions and reorganisation.

### **Sound, workable solutions**

- We focus on our clients' individual needs.
- We have a strong focus on employment litigation and conduct negotiations in complex employment matters.
- We find real-world solutions that your HR department implements directly.
- Efficient and goal-oriented advice provided by highly experienced experts including two Certified Specialists SBA Employment Law.
- Our experts combine employment law expertise with commercial acumen.

## **BUSINESS**

- Employment Law

## **OFFICES**

- Basel
- Bern
- Zurich

## **CONTACTS**

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## NOTES

NEW



**5<sup>th</sup> EDITION**

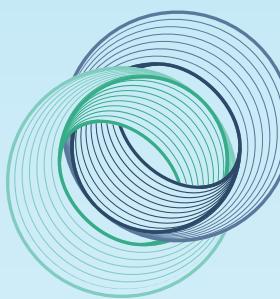
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AWARDS

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LEADERS LEAGUE The logo consists of a circular emblem with several small stars or lines radiating from a central point, resembling a globe or a network.