



LEADERS LEAGUE

Intelligence Report & Rankings

2020-2021  
EDITION

# HUMAN CAPITAL & LABOR LAW



Top advisors & legal counsel  
Exclusive interviews with leading HR managers  
Insights & analysis



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Cisco

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**LEADERS LEAGUE**



MARIE-HÉLÈNE BRISSOT  
Managing editor

## HR STAFF RISE TO THE OCCASION

The feedback Leaders League received from heads of HR on their experience of first lockdown last spring painted an illuminating picture of the key role they played within their companies as the Covid-19 pandemic evolved, in the first instance to reorganize how staff operated and ensure their safety and wellbeing. They also had to work overtime to adjust to the new rules and realities facing their companies in 2020. This meant regular crisis-committee meetings and scheduling out-of-hours conference-calls at the drop of a hat. They became, more than they ever had been since human resource managers became a thing, *the* key advisor to the CEO, many of whom at many times were overwhelmed by the demands on their time as they struggled to keep their businesses afloat.

In the initial weeks of the crisis, HR managers the world over rose to the occasion, shouldering the twin demands of being a business partner to the board and an employee advocate to staff. In the most trying of the circumstances they were bastions of stability in a chaotic world. This involved a massive shift in their way of operating, putting aside more rigid interpretations of their role within a company to provide a more humane approach faced, as they were, with a workforce in desperate need of leadership and reassurance.

As the clock ticks past one year of the coronacrisis, HR departments can take pride in the knowledge that, battling stress and exhaustion, they stood up and were counted at a time when their colleagues needed them the most.

At the end of September, France's national association of human resource managers, the ANDRH, published the results of a survey they carried out among members on the pandemic. 65% of those polled said that the Covid-19 pandemic allowed them to take a more strategic role in the company. During this exceptional time many employees have also come to re-evaluate preconceived notions they had about the value of a HR professional to a company.

One thing is certain: despite their sustained efforts in 2020, HR managers are themselves only human and need to share the burden and get the support of one another if they are to continue to do all that is asked of them in the post-pandemic world. ♦



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EXECUTIVE

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**SUMMARY**







## A BRAVE NEW WORLD OF WORK

2020 was a seismic year across all fronts; no front was impacted more than human resources. We examine shifting working patterns, the potential inequities and pitfalls of working from home, how managers should be handling younger employees, and what the office of tomorrow may look like.

Zoom meetings, working from home, an exodus from the city... the pandemic made quite an impact on the world of work in 2020. The experience made a strong and lasting impression on staff and management alike, and it is clear there will be no going back to 'punching the clock' at the office once Covid-19 is consigned to the history books.

According to the Stanford Institute for Policy Research, 42% of the US workforce is working remotely full-time during the pandemic. The majority of these employees would like to continue to work more from home once the coronacrisis is behind us. This poses a number of problems for employers. Now that staff have seen they can do their job without being present at the office, they will expect to have this option in the future. How will remote work affect recruitment, productivity and engagement over the long term? What percentage of staff can you realistically have working permanently from home before maintaining a physical office becomes unviable?

### Manufacturing Consent

The experience of remote working during last spring's lockdown has underlined the importance of consent. According to a study conducted by Opinion Way in June 2020, remote work is a source of psychological stress for 72% of the workforce when viewed as an obligation. Unsurprisingly, then, that experts in employer-employee relations have been circumspect about multinationals, such as Facebook and Twitter, initiating a 100% work-from-home policy.

For Bruno Mettling, the former head of HR at telecoms multinational Orange, it is inconceivable that a one-size-fits-all approach to remote working could ever be taken: it would risk alienating as many staff as it pleased. Instead, he insists, companies need to reflect on what's best for them and their staff, in consultation with employee representatives.

And for those companies in thrall to remote working, he sounds a further note of caution: "You can't confuse short-term productivity with long-term productivity.

One thing I know for sure is that innovation and creativity do not improve with distance." Companies should not, therefore, downplay the importance of the informal, interpersonal communication that takes place in an office setting.

### Hidden hindrances

Nowhere has the downside of remote work been as keenly felt as among women in general and mothers in particular. According to an Ipsos survey carried out in the spring of 2020, mothers with children under the age of 10 stated that the time taken up caring for their children jumped 85% during the first lockdown, with 6.1 hours on average per day given over to educating and caring for their offspring as opposed to 3.3 hours before the pandemic. For men, the increase was less pronounced, up from 3.3 hours to 4.7 hours. In addition, research has shown that, unlike their male colleagues, women who switch to a permanent home office do not receive pay increases as their career in the company advances. Far from providing

freedom and opportunity, for many women, having to work from home negatively impacts their ability to perform and their career prospects.

Furthermore, according to a 2015 study of call-center employees, researchers found that those who often worked from home were less likely to receive a promotion than those who came into work every day. In the long term, the tendency to reward visibility could prove fatal for the careers of women who find themselves having to remote work, even when they would wish otherwise.

### Managing productivity

Coinciding with the rise of remote work, there has been a shift away from an emphasis on the traditional working week of Monday to Friday, 9 to 5, with a groundswell of opinion in favor of a move to a four-day week. To work more or to work less? The debate risks missing the point, which is rather what is the purpose of our time at work? How a worker uses their time varies from person to person, from profession to profession, and depending on the current stage of a particular mission. Therefore, it makes no sense to systematically increase or decrease employees' working hours. A much preferable course of action would be to take a hyper-individual approach, which admittedly requires that managers engage in extensive dialogue with each member of their team.

Speaking of management, if the lockdown has been a major adjustment for workers, managers, on top of facing the same constraints as their staff, have the added burden of coordinating their teams remotely. The past year has been revelatory in the sense that more hands-on, demanding managers have generally struggled to adjust to leading from a distance. Deprived of their corner-desk panopticon, the more

and enforced virtual social gatherings, a manager can end up hindering productivity and may themselves quickly become the biggest liability. The temptation to do so should be resisted, especially as studies have shown that expectations of staff regarding how they view the role of a manager and what they need from them have not changed since the start of the pandemic. Staff value responsiveness over regular contact, so instead of insisting on more frequent meetings, managers should remain alert and ready to address the concerns of staff members as and when they arise.

In the future, management will need to focus more on its duty of care to each individual member of their team and less on promoting practices that are no longer – or at least less – relevant. This 'Socratic' approach to managing a diverse group of human beings, accepting that there are things you cannot or will not know, need not be viewed as a handicap, however. Learning to live with doubt, uncertainty and vulnerability can induce the impetus to become better leaders.

### Millennials and Covid Kids

What of the graduates and young professionals still finding their feet in the world of work? In economic terms, the youth were the first casualties of the pandemic – the first out the door as companies cut costs and the first to find door after door slammed in their faces as they apply for jobs. ▶



overbearing boss has been left frustrated by the reduced productivity of their staff, and their own inability to ascertain whether this is due to the added personal commitments of working from home during a lockdown, or simply that the people in their teams aren't putting in the hours. Understandable though this concern is, by trying to micro-manage their staff during lockdowns via daily Zoom meetings

## THE FOUR-DAY WEEK: AN IDEA WHOSE TIME HAS COME?



At the height of the pandemic, New Zealand's prime minister, Jacinda Ardern floated the idea of creating additional public holidays. Furthermore, she sought to "encourage people to think about [introducing a four-day week] if you're an employer and in a position to do so."



The four-day week was a hot-button topic during the most recent UK general election, in 2019, with the then Labour leader Jeremy Corbyn promising to reduce the working week to 32 hours had Labour won power.



In the summer of 2020 Jörg Hofmann, the president of IG Metall, Germany as well as Europe's largest and most influential industrial union, said switching to a four-day week was essential in order to safeguard jobs. His comments were welcomed by the country's Social Democrat employment minister, Hubertus Heil.



It might seem fanciful that workaholic Singapore, where the average person puts in 44 hours per week, would be in favor of a four-day week, but members of parliament have floated the idea of working four days with the option to work from home on the fifth.

► From the company's perspective, the contraction of the jobs market seems to solve, in the short term, the problem of attracting and retaining the best young talent, who are currently in take-what-you-can-get mode. But the younger generations' expectations of what a company should be and how it should act remain unchanged and, unlike their parents, they are not looking for a job for life. Those in the 18 to 30 age-bracket believe that in the business world, growth and profitability objectives still too often eclipse social justice and reducing inequality, choices that will continue to play a major role in their choice of company.

The pandemic does not exonerate companies from their responsibilities in this regard. Companies would be wise not to turn their back on social or environmental issues because, when the job market improves, young professionals will not hesitate to turn their backs on them if they feel their employer is not taking these issues seriously. And during these dark days, having an infusion of young, loyal talent may be vital to the successful relaunch of your company in the post-pandemic economic landscape.

More broadly speaking, the coming months will test the strength of the links forged between companies and their new recruits. Faced with an overabundance of candidates for a diminished range of openings, it would be a mistake to treat job seekers as mere merchandise. The recruitment process should instead more

closely resemble that of cultivating a client, with leads pursued, meetings held and offers made all in an atmosphere of respect and understanding, whatever the outcome of the process. Candidates should be considered, not as resources to fill an immediate need, but rather as long-term prospects with whom to stay in contact, even when someone else is chosen for a particular opening.

### Finding boundaries

The widespread availability of webcam-enabled devices and fast internet connections has made remote work feasible and, as we have seen, tallying the number of hours an employee works has become increasingly difficult. The line between home life and professional life, between work time and break time, has been blurred; these gray areas will only persist in the eras of slashers and the gig economy.

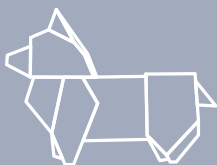
But the pandemic has let the remote-work genie out of the bottle, and all over the world workers are asking themselves: 'Why do I need to go into the office at all?' This will inevitably lead to a radical rethink of what an office should be and how it should be designed. The days of having a cubicle in the open space to call your own may be numbered. What, then, will the workplace of tomorrow look like? Tomorrow's office, according to Franck Eburderie, CEO of office development company Tetris, will be a 'social space', a place where staff frequently come to meet

colleagues, work on specific projects and cultivate a sense of belonging. What it will cease to be, crucially, is the main center of production. Companies will stop thinking in terms of office space by cost per square meter and instead focus on optimizing workspaces, which will naturally lead to smaller offices and more co-working areas.

For Philippe Morel, president and co-founder of the consultancy Dynamic Workplace, tomorrow's office will have three distinct 'zones': the life zone, the share zone and the core zone. In the first of these, typically located on the ground floor, a broad range of activities and interactions between staff and visitors will take place. It will include café-coworking, food bars, pop-up stores, exhibitions and so on. The share zone will be dedicated to semi-open workspaces, dedicated to the needs of staff who come to the office from time to time to work on projects, but also where the company's ecosystem of partners, such as start-ups and freelancers, can work. Finally, the core zone will be a private, confidential office space dedicated to company staff, but it too will incorporate new ways of working, with few assigned desks. Between redefining the workplace and rapidly evolving managerial practices and staff expectations, 2020 has brought profound change to the employer-employee relationship. The challenge for company directors in 2021 will be how to make the most of this brave new world of work.

Marianne Fougère

## IF MANAGERS WERE ANIMALS, THEY WOULD BE...



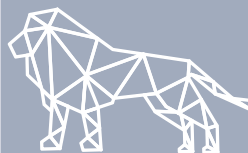
### The Dog

Loyal and hard working, this type of manager creates a positive working environment, but can lack assertiveness.



### The Fox

This kind of manager is attentive, clever and engaging. They know how to encourage their teams and when to take a step back.



### The Lion

The lion is the king of managers when it comes to fostering team spirit and inspiring loyalty.



### The Snake

With the snake you get no autonomy or recognition. They are quick to criticize and leave their team stressed and demoralized.



### The Shark

Distant and cold blooded, this type of manager values only individual performance.



# TOMORROW'S HR MANAGER

## HR IS TRANSFORMING...



### Swiss army knife

56% of HR managers believe they have a cross-department role.



### Accountability

9 HR managers out of 10 believe corporate social responsibility will play a full part their future activity.



### HR 3.0

76% of HR employees use digital tools, specifically for payroll management and workplace absences.



### Perfect pair

The taskforces set up to handle the Covid-19 emergency were 97% of the time composed of the CEO and the DHR.



### Health & Safety

71% of HR managers stated they had difficulty implementing Covid-related changes to the law.



### Objectives

More than half of all HR managers surveyed have performance-related bonuses.

## ...IN A WORKING WORLD THAT'S CHANGING FAST...



### Normalized remote working

85% of HR directors think that the development of remote working is irreversible.



### Reduction in salaried workers

In France, 57% of staff on full-time salaries are prepared to abandon this status.



### A climate of uncertainty

In the second quarter of 2020 new hirings dropped by an unprecedented 40.1%.



### Increased automation

4 out of 10 staff are concerned that their job will be automated.



### Lack of togetherness

During the lockdown 39% of employees felt a sense of isolation due to having to work remotely.



### Ever-present volatility

Almost one out of every two French people believe they will leave their company in the next five years.

## ...WHICH HAS LED TO STAFF DEVELOPING NEW EXPECTATIONS...



### Solve social problems



### Invest in skills



### Find the right work/life balance



### Cultivate trust



### Increase flexibility



### Adapt workplaces

## ... AND CREATED NEW CHALLENGES FOR HR MANAGERS

Satisfy inclusion and diversity objectives

Become a talent agent

Keep up to date with changes complicating their profession

Facilitate upskilling and reskilling of expertise

Embrace data

Become a strategic leader in the transformation of the company

Identify and cultivate potential

Help the business become more agile



Sources: Éditions Tissot, Baromètre 2020, Les RH au quotidien  
 ANDRH, Livre Blanc RH & RSE. À la croisée des chemins  
 Apec, ANDRH, Baromètre 2019, Rémunérations des cadres RH  
 Willis Towers Watson, Survey 2019, Vers le monde digital de demain  
 ADP, Report 2019, The Workforce View in Europe  
 Agence centrale des organismes de sécurité sociale, Acofin Stat July 2020, Conjoncture

The

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**LEADERS**





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# VICTOIRES DES LEADERS DU CAPITAL HUMAIN

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# DIFFERENCE-MAKERS



# “We make sure to take care of our most important business asset: our people”



Interview with

**FRANCINE KATSODAS**  
Executive VP, **CISCO**

**“The greatest insights into what employees need are going to come directly from the employees themselves”**

Cisco recently changed the name of its HR department to People & Communities. Francine Katsoudas, the Executive VP and Chief People Officer, explains why this seemingly cosmetic change matters, as it focuses HR’s efforts on people over compliance, and communities over conflict management.

**LEADERS LEAGUE.** Could you describe Cisco’s conscious culture?

**Francine Katsoudas.** Conscious culture manifests itself in the environment we build, the principles we stand by and the experience of our teams and leaders. This starts by creating an environment of dignity, respect, fairness and equity. This is foundational, and it can only be achieved by courageous leaders modeling transparency and a willingness to address not only the good but also the bad elements of company culture. For example, a few years ago we decided to share all of the employee relations cases that we received with the whole company, to demonstrate where we needed to be better and to share how we were responding to them. The result of this was actually an initial increase in the number of cases reported, which meant that employees felt comfortable speaking openly and honestly about their experiences. This, in turn, helped us better understand the environment our employees were working in and provide solutions to mitigate the negative experiences some employees encountered.

**How can the employee experience be improved?**

First and foremost, it is important to listen to employees. The greatest insights into what employees need are going to come directly from the employees themselves. But in order to do that, you have to create a culture of trust and transparency, modeled by leaders themselves.

Asking the question, “What does our company look like on a great day?” and learning from how employees around the company answer that question can guide your people strategy in the right direction. Everyone wants to feel like they’re learning and growing, and if your company can be a part of that growth and make your employees feel like the company is making them better, that’s the optimal employee experience.

Over the past few years at Cisco we’ve prioritized hearing stories from our employees on topics ranging from mental health to race in the workplace, and have subsequently been able to enact employee-first policies to improve their experience not just at work, but also in balancing work with the many demands at home – something increasingly important as the line between work life and home life continues to blur.

**What is the role of Cisco’s Department of Good Questions?**

The Department of Good Questions is the team that is in place precisely to challenge the status quo, look around corners, and make connections. People always say, “you don’t know what you don’t know,” but why not try? We look to the Department of Good Questions to make sure we’re solving the right problems. They are known for asking tough questions and helping unravel complex problems. They are flexible and nimble, with the freedom to go wherever the questions lead, identify the trouble spots, and work fast to diagnose problems and provide analysis and prescriptions. By connecting the right People & Communities resources and external research to their discoveries in the business, we can help address unique challenges with innovative solutions.

**Why did you change the name of the HR department to People & Communities?**

For so long human resources functioned to mitigate risk and manage compliance, but it has evolved so much recently. Today, an effective human resource organization has to deftly balance leading with empathy and focusing on the well-being of employees while keeping an eye on the business strategy and overall company objectives. The name human resources no longer fully encompasses the breadth and complexity of this work. This transformation of the role

of HR motivated our adoption of the name People & Communities. By intentionally building communities of trust, transparency, and empathy, we take care of our most important business asset – our people. Engaging with our employees in this way – recognizing their unique identities and creating communities that celebrate them – helps us connect with them in a more personal way, which, in turn, allows us to better understand them and gives us the ability to build more agile, dynamic teams.

#### According to you, what is the difference between teams and communities?

The traditional understanding of teams is quite hierarchical and static, structurally defined within the organizational model. What we've learned at Cisco, though, is the best teams are dynamic teams – teams that are nimble and flexible, amassing the required skillsets by pulling from various functions to most efficiently complete a project or achieve a goal. By breaking down the construct of rigid, vertically aligned teams and adopting a skills-first mindset, we are best positioned for success. Communities, meanwhile, are often built around common interests or a common purpose, organizing themselves not based on hierarchy, but around shared values and interests. In this way they tend to cut across functions and organizations within a company.

In many companies these communities are housed in traditional employee resource organizations, mobilizing around shared identities like race, gender, sexual orientation, veteran status, etc. At Cisco, these communities have been invaluable to help us identify needs and deliver solutions, guiding our people strategy to serve the diverse and unique identities at Cisco. But we're also working to identify non-tra-

ditional employee communities that can provide greater insight into employee experiences and needs, like first-time people managers or employees who have been in the same role for 5+ years. The insight we gain from these communities can then guide the solutions we create and deploy in innovative ways that best serve our employees.

#### What should be the priorities of HR leaders, now and in the future?

HR leaders in the days, months, and years ahead will need to make proximity a priority. Leaders are at their best when they are close to their teams, creating relationships of trust and openness so they can best understand the challenges and experiences of their people. The pandemic has highlighted how critical it is to keep lines of communication open and for leaders to lean into the tough conversations, leading with transparency and listening. This socio-emotional component of leadership is going to be more important than ever as teams continue working virtually through the pandemic and then construct themselves in new configurations in the hybrid model of the future. HR leaders can also look to analytics and leveraging technology to better understand and respond to employee needs.

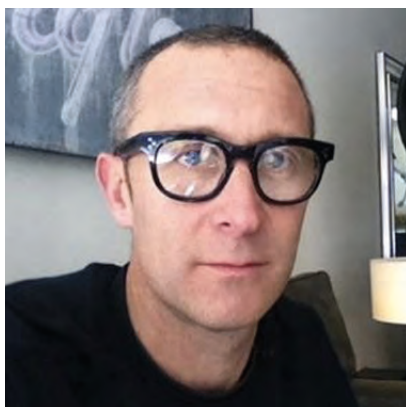
At Cisco, we've been able to use sentiment analysis of company-wide meetings to understand where our employees are at, and then appropriately deploy resources to address any challenges we identify. We also deliberately keep inclusion and cooperation in mind as we innovate and develop new platforms and solutions, helping people collaborate and connect virtually in an integrated, intelligent way. By leveraging digital the right way, we can actually create a more human experience. ♦

**“By leveraging digital the right way, we can actually create a more human experience”**





# Chris Miller: All flavors of activism



Profile of

**CHRIS MILLER**  
Activism Manager,  
**BEN & JERRY'S**

**“7.5% of the profits of Ben & Jerry’s goes to a foundation which runs welfare and education programs for the disadvantaged”**

Often considered an oxymoron, business ethics actually gives companies the opportunity to reshape their role in society – without losing money in the process. Exhibit A: Ben and Jerry’s and its trailblazing activism manager Chris Miller.

What would you say is the biggest advantage to working at Ben and Jerry’s? The first thing that leaps to mind for most would be the ability to bring home delicious tubs of ice cream whenever you wanted. But think about it a little longer and you will likely come to the conclusion that working for Ben and Jerry’s gives you the chance to make a real difference. Established in 1978 in Vermont by Ben Cohen and Jerry Greenfield, the company had an activist mission from the get go. “We wanted to use our commercial clout to tackle social and environmental problems,” stated the founders, when asked about the companies mission statement.

Ben and Jerry’s has mastered the art of marrying marketing and activism, from the Peace Pop choc-ice complete with ‘ban the bomb’ symbol, which calls for the federal government to allocate 1% of their defense budget to projects promoting peace, to their Empower-Mint, Save our Swirled and I dough, I dough desserts, which, respectively, draw the attention of the sweet-toothed to the causes of US democracy, global warming and same-sex marriage.

## Yes, we care

These campaigns are not chosen at random, nor following pressure from business partners. A former Greenpeace activist, Chris Miller states: “we are not concerned with the opinion of our clients, but rather, helping bring about changes the company would like to see happen in the future.” And that includes within the walls of Ben and Jerry’s too. Miller states that he likes to work towards “*achieving things that are important, not just change that is easy.*”

The progressive fiefdom of Bernie Sanders, the standard bearer of American socialism, has proved to be fertile ground for Ben & Jerry’s brand of conscious capi-

talism. High wages, social security, medical plans... these benefits do not normally come as standard with blue-collar jobs in liberal corporate America. The company also puts the emphasis on locally sourced ingredients, preferring to buy milk from small independent producers, when buying in bulk from a major producer would be cheaper. These days 7.5% of the profits of Ben & Jerry’s goes to a foundation which runs welfare and education programs for the disadvantaged. Cohen and Greenfields’ vision might have been costly in the short term, but it has proven profitable in the long run.

## Leading by example

Yet, despite all they have done in the past, Ben and Jerry’s campaign to reform the judicial system in the US and battle racial inequality would ring hollow if there was little diversity in the company itself. Change begins at home, as they say, and spurred on by Miller and his team, the company has found a way to source more of its ingredients from black-owned businesses. Ben and Jerry’s also removed questions on their job application form relating to an applicant’s criminal record. And Ben and Jerry’s goes one further, insisting that suppliers, in turn, do all they can at their own company to remove barriers to employment. The firm responsible for such pun-tastic flavors as Cherry Garcia or Americone Dream, has even come up with an equitable loan system for employees.

All these little measures added up to a B-Corp certification in 2012, arguably the corporate worlds’ most coveted CSR-related badge of honor. And despite the odd faux pas here and there, Ben and Jerry’s commitment to mutual prosperity sees the company remain faithful to its employees, suppliers and customers, who in turn stay loyal to the Ben and Jerry’s brand. ♦

# Alison Rose: Banking on Racial Justice



Profile of

**ALISON ROSE**  
CEO, NATWEST GROUP

**“When it comes to inclusion, companies must be part of the solution”**



The number of women at the UK's five biggest lenders shrank by **3%** during 2020.

In the wake of the Black Lives Matter movement, the CEO of NatWest Group, Alison Rose, sketched out a roadmap to making racial equality a top social – and commercial – priority.

The death of George Floyd last May unleashed a wave of condemnation that reached the commercial world, which was not slow to react. In the days and weeks that followed, major corporations signaled their support for BLM in a number of ways, with Adidas promising to have blacks and Latinos make up 30% of their North American workforce and L'Oréal removing the descriptions ‘whitening’ and ‘fair’ from their skin-care product range. These brands, like many others, were reacting to a major shift in public opinion, but NatWest was ahead of the game, having already promised to ensure that between 1% and 3% of senior staff were black.

## Unconscious bias

There is a certain view of the banking sector that has changed little over the decades, namely that it is the domain of white males and is set in its ways. Alison Rose acknowledges that there is a fair amount of truth to this; the further you climb the corporate ladder in this industry, the less diverse and inclusive it gets.

Rose, who joined NatWest in 1992 upon completing a history degree at Durham University, confesses to have been gender-blind in those early years of her career. In an interview with *The Daily Telegraph*, the first female boss of a major British bank noted, *“I looked around and thought ‘Gosh, I’m the only woman in the room’. I’d always worked in quite male-dominated environments but was never really conscious of it till then. I’m very lucky to be at this level, but it’s crazy that there aren’t more women around me, because there are so many hugely talented, amazing women in banking and finance.”*

## Black experiences matter

The rise of the BLM movement forced Alison Rose to tackle the issue of racial justice at her bank head on. Convinced that

“companies must be part of the solution,” the CEO set up a taskforce charged with gauging the feelings of staff on the success, or otherwise, of the bank’s inclusion efforts.

There followed a major survey of a third of NatWest’s staff, which confirmed the findings of West Indian philosopher Franz Fanon, namely that staff have a different experience of working at the bank depending on the color of their skin, with only 63% of blacks stating that they feel they can be themselves at work, compared to 93% of whites. This study provided a framework for NatWest to begin to broach a number of delicate subjects with minorities on their staff.

## Progressive values

Rose is also behind the bank’s ten steps to greater racial diversity plan, which includes screening the language on job listings for racial bias, promoting staff training programs aimed at understanding different experiences, and improving the pathways to top management for minorities.

Neither has she neglected the bank’s customers or shareholders in her plans, a sign of the strong links between the commercial and employment brands at NatWest. In addition, the taskforce pledges to support education programs for young minorities and to look at ways of giving voice to sections of society that have often been ignored in marketing campaigns. NatWest has also pledged to give contract workers, clients and customers a greater say in the bank’s financial decisions.

While the success of Rose’s inclusivity measures has seen other UK banks follow her lead, the NatWest CEO is under no illusions as to the size of the task ahead. *“We know that we still have a very long way to go.”* But it is a risk that’s worth taking, and not one that will deter the steely English rose from staying the course. ♦

# “We are self-disrupters”



Interview with

**JEANNE POLLÈS**

President,

**PHILIP MORRIS FRANCE**

“Women occupy 36% of the leadership positions at Philip Morris”



**73,000**  
employees worldwide



**€500M**  
in turnover in 2018

Philip Morris France has embarked on a transformation the likes of which has never been seen – to replace cigarettes with smoke-free products – a challenge being shouldered by Jeanne Pollès and her colleagues.

**LEADERS LEAGUE.** Tell us about your ‘smoke free future’ project?

**Jeanne Pollès.** It’s about Philip Morris contributing to bringing about a world where smoking is a thing of the past. Philip Morris International has invested €7 billion in recent years into alternatives to cigarettes that come with a reduced health risk for the consumer. We are convinced that, with the right regulations and the support of the general public, we can get out of the cigarette selling business in the next 10-15 years in certain countries while still being able to give smokers what they crave. The problem with tobacco is you have to set it alight. We are working on a device that heats tobacco without setting it on fire, which provides the customer with the same ‘hit’ from the tobacco, while eliminating 90% to 95% of the toxic fumes present when inhaling a normal cigarette. I should stress, however, that this product is not aimed at the millions of adults around the world who are trying to quit.

**Is recruitment a challenge for a firm in your line of business?**

We are self-disrupters, because we have developed an alternative to the cigarette, a product for which we are nevertheless a market leader. This unheard-of step inspires and attracts, and many people are excited about joining us in this adventure. We are going from a business model based on tobacco, to one based on science and technology, which has allowed us to attract a whole new kind of worker. But this transformation is not only the story of a product but also one of people. This is why our business strategy is so closely aligned with our CSR strategy. When it comes to cigarettes, it’s clear that our transformation must have a social impact, but regardless of the product you sell, these days companies must take on a societal role. ♦

**How are careers managed at Philip Morris?**

There is a strong willingness on behalf of the firm to develop the skills of our staff. We encourage skills development and staff creativity in any of the career paths that Philip Morris proposes. Going from one department to another is relatively straightforward, because our starting point is that anyone can upskill. We have to ensure that all of our staff work in an intelligent way. We have gone from staff having a production-line way of thinking to being in project mode and have trained them in lean management and creative thinking techniques. In addition, inclusion and diversity are important values for us, and inform the transformations the company is undertaking. It is of fundamental importance that we try to make sure all staff feel valued and can find their place. This is important, especially for a multinational like us.

**How are you promoting gender equality at the company?**

We are extremely proud of our 93% gender-equality score in France, which puts us among the best graded companies. This index confirms our progress towards gender parity as, for the second year in a row, we have been certified as an “equal salary” company at international level. Regardless of where we are in the world and the culture in which we are operating, Philip Morris treats men and women in exactly the same way, whether that’s on pay or promotion. Today, women occupy 36% of the leadership positions at Philip Morris and we are working to ensure that this figure reaches 40% by 2022. Decisions are centralized so as to ensure the ambition of each country can be met. In France, for example, our system is designed to process as many CVs from women as from men and every one of our managers receives bias-awareness training. ♦





**GO-GETTERS**

# “HR departments are the glue that keeps everything together”



Interview with

**ISABELLE CALVEZ**

Group Chief Human Resources  
Manager,  
**SUEZ**

“Globalization can be a force for good when it includes solidarity between countries”

How has a group which is present all over the world navigated the Covid crisis? Will it lead to a greater level of sustainable transformation? Isabelle Calvez, group chief human resources manager at Suez, gives us her thoughts.

**LEADERS LEAGUE.** How does a large multinational like Suez cope with the pandemic?

**Isabelle Calvez.** Far from being a handicap, the fact that we are a multinational has helped us manage the crisis. Because of our presence in China, we were able to stay informed about the emerging situation. Furthermore, our teams in various countries were able to help each other, notably on sourcing masks. At the start of the crisis, our subsidiaries in the Nordic region channeled their products to Italy, which as you'll recall was the first country in Europe to suffer a major outbreak. This kind of co-operative ethic is present throughout the group. Globalization can be a force for good when it includes solidarity between countries.

**How are you coordinating vaccinations for staff in various parts of the world?**

The idea is to obtain the authorization of each country to get priority access to vaccines for our essential workers, many of whom, such as those at our water treatment plants in the United States, have already been vaccinated. It's only right that an employer would do this.

**Covid knows no boundaries. How has it altered working relationships at your company?**

The health and wellbeing of staff has been an obvious concern for many months now. We have been compelled to intervene in the lives of our workers in order to help them live with the specific set of issues that the pandemic has brought. We set up a helpline, which our staff have used to vent their frustrations and explore their anxieties about their own situation and that of their families. In addition, we have advised our managers to attempt to understand each team-member's specific situation.

**What steps did Suez' HR department take to deal with the evolving health-care crisis?**

At the end of the first round of lockdowns, we commissioned detailed reports from the heads of HR in each region. Unsurprisingly, after such a large-scale experiment in working remotely, the conclusion was that there will be no going back to pre-2020 ways of working. A survey was carried out in each country to gather information on what staff thought was the right balance between remote and in-office work. This was necessary for us, because 80% of our workers are non-office based, and so remote work was not traditionally a big part of our group's culture. Based on this survey we arrived at a compromise, with three days per week on site/in the office and the other two working from home. The agreement does allow for flexibility, however. Our staff having a degree of autonomy is nothing new and the pandemic has had a positive impact on trust levels between staff and management.

**What else has the pandemic revealed?**

The pandemic has revealed that less qualified employees are no less important to the success of a company. This shift in perception has impacted the recruitment strategy of the HR department. The re-evaluation of certain occupations, which includes revisiting how they are remunerated, more than anything involves modernizing staff skills. As HR managers, our first reflex is often to hire people who have already done the job. But skills can be acquired, and we should not overlook the human capital we already have within the firm.

**How have negotiations with employee representatives gone?**

This kind of dialogue is essential and we wholeheartedly support it, not least be-



cause it helps clarify matters for us. It allows us to identify which equipment is needed and helps promote intra-group solidarity, especially between the various countries. We place a high priority on transparency.

Our European labor-relations committee is regularly informed of the evolving situation at each of our subsidiaries and its encouraging to see that there is a real group visio-wide vision at Suez. Circumstance has dictated that we adopt a less formal approach to communication and explain things more simply. Because of this, we have gained fluency and inspired greater trust. Here, again, as with remote work, it will be impossible to walk things back.

**Have staff maintained a high level of engagement throughout the pandemic?**

Yes, enormously so. Our staff have always been highly engaged, but during the pandemic they showed exemplary behavior. They take great pride in working for Suez.

**Did the Veolia affair play a part?**

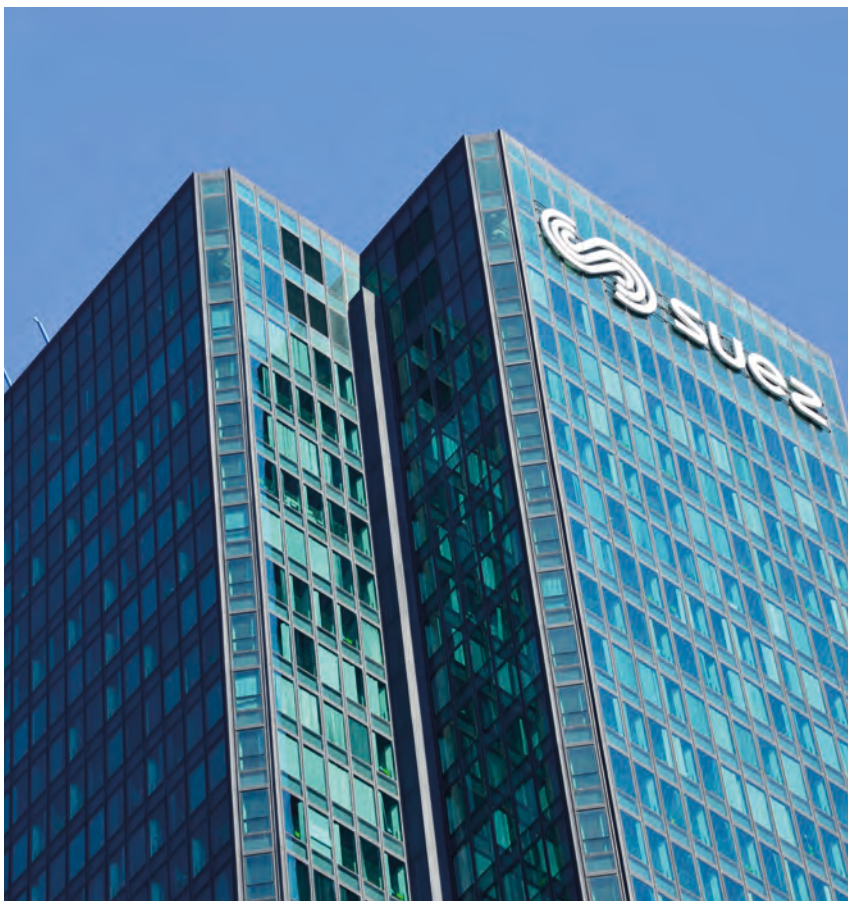
Without a doubt. It effectively created a climate of over-engagement. Staff want to keep their group intact and refused to let it disappear. This was not resistance for resistance sake, but rather an expression of employees' fondness for their company and the social cohesion they find in it.

**What will the role of the HR department be post pandemic?**

Whether its transformation, the evolution of management or workplace conditions, we have been and will continue to be confronted with the consequences of the pandemic and will remain on the front line for questions of solidarity, social responsibility and citizenship.

The role of the HR department has a significant strategic element, albeit a non-financial one, and this is where we show our mettle. What's more, these extra-financial dimensions can be critical to the success of the business itself. HR departments are the glue that keeps everything together. ♦

**“HR managers’ first reflex is often to hire people who have already done the job. But skills can be acquired by those already at the company”**



# Marc Andreessen: A call to arms



Profile of

**MARC ANDREESSEN**  
Venture Capitalist,  
**ANDREESSEN HOROWITZ**

**“Building isn’t easy, or we’d already be doing all this. We need to demand more of our political leaders, of our CEOs, our entrepreneurs, our investors”**

In his essay, *It’s Time to Build*, American entrepreneur and venture capitalist Marc Andreessen decried the West’s lack of preparedness for the coronavirus pandemic and insists that the US, in particular, can and should do better.

Not yet 50 years old, Marc Andreessen already lived several lives before becoming an influential Silicon Valley venture capitalist and Facebook board member. Back in the early days of the internet he was a successful entrepreneur, co-founding the browser Netscape, which was sold to AOL for \$4.2 billion in 1998, and Loudcloud (now known as Opsware) a suite of data center management software acquired by Hewlett Packard for \$1.6 billion in 2007.

In 2009 he set up the Andreessen Horowitz fund to support daring entrepreneurs who embrace new technologies. Forbes named the 49-year-old Iowan – who plans out each day in minute detail – its number 89 tech investor in the US in its 2020 Midas List. “Software is eating the world,” Andreessen wrote in 2011, in a now famous piece penned for the *Wall Street Journal*. Last April, in the middle of the first wave of the coronavirus pandemic, he published a follow-up of sorts on his company’s website. Entitled *It’s time to Build*, it functions as a rallying cry to Americans, juxtaposing the Olympian feat of skyscraper construction in the early 20th century with the lack of masks and vaccines during the pandemic, calling out the absence of desire on the part of the West to build the future with their own hands.

## Rebooting the American Dream

In eloquent, precise terms, the sentiments of the intrepid entrepreneur come across loud and clear as he attempts to rouse western society from what he sees as its 21st century torpor. By encouraging us to think bigger, Andreessen’s chiding has the feel of a sports team coach speaking after a big loss who still believes in his players and knows they can do better.

*“The problem is desire. We need to want these things. The problem is inertia. We need to want these things more than we want to prevent these things. The problem is regulatory capture. We need to want new companies to build these things, even if incumbents don’t like it, even if only to force the incumbents to build these things. And the problem is will. We need to build these things,”* he writes.

Faced with a laundry list of problems, the solution, he insists, is to “reboot the American dream.” More than just ideological posturing, his words are meant to focus minds. He believes that western society has the financial and intellectual capacity to overcome the consequences of the pandemic and, more than this, better anticipate the problems that will arise in the future. He wants us to avoid repeating the mistakes of the past and for all of us in the West to take a greater stake in our collective future.

*“Building isn’t easy, or we’d already be doing all this. We need to demand more of our political leaders, of our CEOs, our entrepreneurs, our investors. We need to demand more of our culture, of our society. And we need to demand more from one another. We’re all necessary, and we can all contribute, to building.”*

## Leading by example

Turning words into action at a time when a lot of venture capital is circling the wagons around existing portfolios, Andreessen Horowitz went on the offensive after publishing the essay, doubling their investment in new and emerging technologies. His company launched its \$515 million crypto fund II on the back of its initial \$300 million cryptocurrency fund launched two years earlier. It was a strong message to critics who considered his essay a mere exercise in grandstanding. ♦



**Reema Batnagar,**  
Vice President of Human Resources, **PIXAR**

- o A 20-year veteran of human resource management
- o With nine Oscars, Pixar is one of the jewels in the Disney crown
- o Her role: *“to take the time to learn”*

Even in the most dynamic of industries, jumping around from one project to another must be handled with care. This is all the more true when said project is a long-term multi-million dollar one that requires a high level of involvement. To avoid repeating past mistakes, it might be a good idea to take stock of a project once it's in the can, highlighting the plus and minus points. Pixar, the animation studio behind the *Toy Story* franchise, is a firm believer in this sort of “post-mortem” and has made the post-wrap debrief a way of life.

Once a film is finished, all those who worked on it are asked to provide a list containing five things they would do differently next time and five things they would do the same. The outcome of this research allows Reema Batnagar and her team to understand why certain things happened the way they did and to point staff in the right direction for future projects. But there is also an important pedagogic aspect to all this. It allows Pixar to gather valuable information while it is still fresh in the minds of staff and, for another thing, it aids knowledge and skills transfer, assuring continuity in an industry where not everyone who worked on the previous movie will work on the next one.

Despite its undeniable advantages, however, a great deal of resistance still exists to this kind of continual professional self-evaluation, which is why, according to the now retired co-founder of Pixar, Ed Catmull, it needs to be systematic and applied across the board. *“90% of its value comes from the simple act of planning a debrief,”* he states *“because it forces staff to think critically from the outset of a project.”* A veritable ritual, the Pixar post-mortem has proven to HR departments that it is possible to get to the crux of problems before they have a chance to take root.



**Matthias Reuter,**  
Head of Leadership Excellence, **SIEMENS**

- o Opened a marketing consultancy while still at university
- o Siemens was founded in 1847 in Berlin
- o His bet: *“to cut the time it takes to develop new skills”*

Electronics giant Siemens made waves in May of 2018 when it announced it would be spinning off all its activities in the energy sector. To offset this unexpected move, the group announced it was instead going to concentrate on new technologies and overhaul its methods of training and knowledge management. Such a seismic shift required a solid plan from management and, backed up by an army of experts, staff themselves were able to become full stakeholders in the course-correction, notably as designers and testers of new staff training and education solutions. In order to become a learning company over time through its intelligent learning platform, Siemens gives each staff member the chance to choose from among 10,000 different e-learning modules.

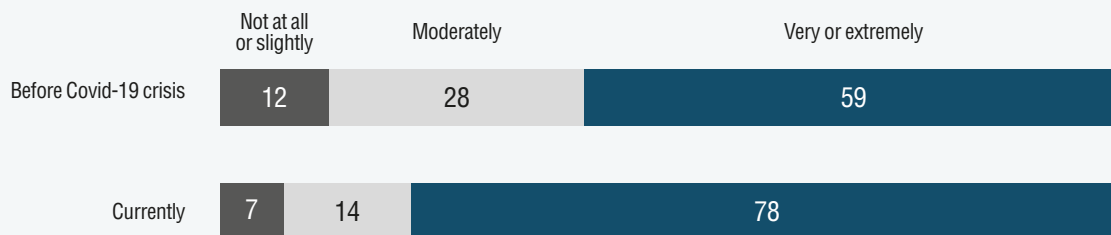
Matthias Reuter was appointed as the head of leadership excellence at the Munich headquartered company in April of 2019. Reuter has also been Global Learning and Transformation Manager at Siemens and head for learning consulting and solutions in charge of improving the firm's digital capability. He believes leaders play a vital role in acting as role models, supporting their teams to collaborate, build networks and grow continuously.

With demand for coal fired power-plants declining as countries look to move away from fossil fuels, in 2020 Siemens Energy, the company spun off from Siemens AG last year, announced it would no longer bid in tenders to supply turbines to coal-fired power plants. Cost cuts also helped Siemens Energy register a net profit of €99 million (\$119.5 million) in the first quarter of its fiscal year, compared with a loss of €195 million for the previous year.

By cutting costs, Siemens Energy hopes to reach its 2023 profit target.

**CAPABILITY BUILDING IS MUCH MORE IMPORTANT NOW THAN BEFORE THE COVID-19 CRISIS BEGAN**

Importance of capability building to an organization's long-term growth<sup>1</sup>



Note: Figures do not sum to 100%, because of rounding-out.

<sup>1</sup>Question was asked only of respondents in leadership roles (eg, C-level executives; senior managers; and department, division, and/or business unit heads) in their organizations.

Source: McKinsey

# Ersilia Vaudo Scarpetta: Stars in her eyes



Profile of

**ERSILIA VAUDO SCARPETTA**  
Chief Diversity Officer,  
**EUROPEAN SPACE AGENCY**

**“Don’t be afraid to fail,  
but fail smart and learn  
fast from it”**



Only **10%**  
of astronauts are  
female

Chief diversity officer at the European Space Agency, Italian astrophysicist Ersilia Vaudo Scarpetta, wants the agency to help women and minorities slip the surly bonds of exclusion.

Some gender stereotypes are so deeply embedded in society that it takes a major effort to defy them: for example, the machismo inherent in Latin culture that says a career in science is not for girls. And yet, the kitchen and the laboratory have more in common than you might think, as seven-year-old Ersilia learnt to her cost when she added spoonfuls of NaCl (that’s salt to you and me) instead of C<sub>6</sub>H<sub>12</sub>O<sub>6</sub> (sugar) to a cake she was helping her mother bake.

You see her mother, a chemist by profession, would call out the chemical formulas of ingredients for her daughter to fetch while they cooked together as a way of encouraging her offspring to study science. *“I was particularly fascinated by my mother’s profession. She had a degree in chemistry and biology – quite a rare feature for an Italian woman at that time – and was a real ‘militant’ for science,”* recalls Scarpetta.

## Girls in science

Despite her mother’s gentle prodding, Ersilia seriously considered majoring in philosophy before opting for physics, because of *“the inherent wonder and surprise that comes with scientific pursuits.”* But did not Socrates himself say that the unexamined life is not worth living? Her mind made up, Scarpetta would study quantum mechanics and the theory of relativity.

Armed with her physics degree, she first found employ at the University of Sapienza in Rome before, in 1991, joining the European Space Agency (ESA) where she would occupy several roles, including NASA liaison and executive secretary of the science and technology advisory group during the ExoMars mission. She has also contributed to the work of the European Space Policy Institute. A stellar career path that has led her in an upward direction filled with *“the wonder of gazing at and trying to understand the universe.”* Getting more girls in STEM is an ongoing

concern, and Scarpetta insists that a “dream gap” exists which causes girls to internalize the idea that certain jobs, such as scientist or astronaut, are for boys only. Even when women have managed to earn a place in space, stereotypes sometimes persist. The astrophysicist tells the anecdote about when physicist Sally Ride was about to become the first American woman in space aboard the Challenger shuttle, NASA supplied her with a make-up kit for the trip into orbit.

## Towards a more inclusive universe

Yet for Scarpetta, the future of space exploration will be synonymous with diversity. In her capacity as chief diversity officer at ESA, she is doing all she can to make the aerospace sector more inclusive. She is convinced that *“the human race can only maintain the level of excellence needed to conquer new horizons by having access to talent of all shapes and sizes.”* She is delighted that, via Astrophysicist Barbie and Astronaut Barbie, toy company Mattel is giving young girls positive role models in the Aerospace industry, and believes that this type of initiative, small though it may seem, can help girls believe in themselves, look to the heavens, dream big and, ultimately, realize their potential.

Pursuing a career in a STEM field can be difficult, and there will be many moments when anyone finding their way may get discouraged, however, the sense of empowerment and achievement that arises from mastering these subjects is worth the effort, she insists. Her personal advice to girls and young women thinking about following in her footsteps? *“Never take ‘No!’ for an answer – hard work, passion and determination can make magic. Don’t be afraid to fail, but fail smart and learn fast from it.”*

Contemplating the mysteries of the night sky, despite the clouds, that’s the philosophy of Ersilia Vaudo Scarpetta. ♦





# TREND-SETTERS



# “The pandemic has reinforced inequalities and worsened divisions”



Interview with

**DELPHINE POUPONNEAU**

Director of Inclusion and Diversity,  
**ORANGE**

“Artificial intelligence and new technologies carry with them the promise of a solid career and empowerment”

Orange is in the telecommunications big leagues and takes its responsibilities to staff very seriously. Cultural difference notwithstanding, Delphine Pouponneau is determined to carefully and resolutely make progress towards greater diversity across the group.

**LEADERS LEAGUE.** You launched, in tandem with Arborus, a charter for a more inclusive AI. What do you mean exactly by inclusive artificial intelligence?

**Delphine Pouponneau.** As the head of inclusion and diversity at Orange, I quickly became aware of the potential bias tied to the development of artificial intelligence. Of course, no one is exempt from bias, and this is reflected in the algorithms themselves, which means that, if we are not careful, algorithms can compound society's existing prejudices. So, in order to produce a truly inclusive AI, we must be especially vigilant when issues of stereotyping crop up, in order to ensure that the data sets being fed into the algorithms are not hamstrung by this kind of bias.

**The problem being that white males continue to have a disproportionate influence on the development of AI perhaps?**

That is why it's important for a wider cross-section of society understand and participate in the design of algorithms. The new charter aims to make that possible by creating a culture of trust. One of the keys to obtaining a more inclusive artificial intelligence is, for example, getting more women involved in this domain. Beyond that, the struggle against bias in AI means raising awareness of the issue among all the stakeholders in the tech community, from developers and designers, to suppliers and providers of AI-based solutions.

The challenge, therefore, is to ensure that the whole value chain related to artificial intelligence acts in a non-discriminatory manner. With this in mind, Orange asked Bureau Veritas to carry out an audit into our company. Becoming the first company to receive its Gender Equality European & International Standard – Artificial Intelligence (GEEI-AI) certificate has allowed

us to reevaluate our ways of doing things, identify numerous existing initiatives within the company, and structure them in such a way as to integrate this AI brick into the foundation of our professional equality ethic.

**What steps has Orange taken to promote greater diversity in AI?**

In the Fall of 2020, Orange launched its Hello Women program, which strives to increase female representation in the tech field in areas such as data, artificial intelligence, cybersecurity and cloud technologies. The development of diversity in this field is linked to making girls and young women more aware of these professions, but more than this, there is a need for recruiters to give more opportunities to women and the industry itself to steer more women to a career in IT in general and AI specifically, which is an area of strong employment. By 2025 it is our aim to have 25% of Orange's IT and digital workforce be made up of women, – up from 20% today – which we think we can achieve.

In order to reach this goal, we will utilize a number of resources, such as our own Apprentice Training Center which has a 60/40 male-to-female ratio for its Data AI programme. Artificial intelligence and new technologies carry with them the promise of a solid career and empowerment, notably for women across the globe. For the time being the Hello Women initiative applies only to France, but it is our hope that it will soon involve other countries.

**With a presence in 26 countries, how do you manage to ensure the different branches and subsidiaries are on the same page with respect to the group's diversity goals?**

This is a difficult exercise in practice, because you need to find the right balance

between local characteristics and a global framework. Difficult does not mean impossible, however, as evidenced by the agreement signed in 2019 with UNI Global Trade, an organization which strives to promote professional (including wage) equality, combat violence against women and help them achieve a better work-life balance. To ensure the success of the initiative we have put a lot of effort into social dialogue and collective bargaining at local level, in order to tailor the agreement in so far as it is possible to the social circumstances in each market. By taking this twin track approach, we can align global progress with the pace of change taking place in each country or, on a more practical level, differences in legislation. Today, Orange branches in 18 countries have obtained the GEEIS certification as regards gender equality, including, most recently, Morocco, and we hope to see these joined by Senegal and the Ivory Coast soon.

#### Which diversity themes are prickly in certain countries?

The rights of LGBT people and the expression of religious beliefs are, if not taboo, then thorny issues to tackle in some countries. However, even in the so-called mature nations, there are still obstacles to be overcome in this regard. Take France, for example, which leads the way on things like disabled rights, but has a lot to learn from our international teams when it comes to socio-economic and ethnic equality. At a time when the Black

Lives Matter movement is lifting the veil on the sorts of racial prejudice that still exists in society, it is no longer acceptable to just sweep this under the carpet. However, having open discussions about race in France is not something the country has historically been comfortable with. It remains a taboo here. We at Orange are carefully but resolutely working to bring the conversation into the 21st Century.

#### Will we achieve true equality in 2021?

The coronavirus crisis has, first and foremost, weakened the most vulnerable; the oldest of us, of course, but also women and disadvantaged classes of young people from inner city ghettos or low-income rural areas who have lost all contact with their teachers because of poor internet connection or a lack of modern electronic devices.

This crisis has reinforced inequalities and worsened divisions. Now, more than ever, multinationals must fulfil their roles as cornerstones of social cohesion. They can no longer continue to operate in isolation, without caring about social, economic, racial or digital divides, both in society at large, and in the countries in which they are based. This thinking forms the basis of Orange's engagement in Africa, for example, where we are working towards promoting digital equality by developing infrastructures and opening up dedicated digital companies so that women can seize these tools and gain greater independence. ♦

**“Multinationals must fulfil their roles as cornerstones of social cohesion”**



# Ellyn Shook: Compassionate Leadership



Profile of

**ELLYN SHOOK,**  
Chief Leadership and Human  
Resources Officer, **ACCENTURE**

**“Leadership goes hand-  
in-hand with self-care”**

## Separating pay and performance

Accenture carried out a survey before and after the first wave of the Covid-19 pandemic to identify what staff needed to remain effective. 64% of prospective employees would be swayed by a company’s capacity to guarantee the wellbeing of staff according to the following six criteria: salary, employability, physical wellbeing, workplace relationships, emotional health and purpose, with the last three having the greatest influence on staff behavior.

Highly regarded for her sense of empathy, the head of HR at Accenture, Ellyn Shook, is a safe pair of hands when it comes to steering her group through troubled waters and knows how to transform a crisis into an opportunity to innovate.

Over the past year, senior HR personnel have had to work overtime trying to plug the various social, economic and healthcare holes that have appeared in the wake of the Covid-19 pandemic. They wouldn’t be human if they didn’t feel burnt out, panicked or powerless from time to time.

These were feelings that Shook sought to push to the back of her mind, but deep down she knew that endurance counts for nothing if it comes at the price of wellbeing and creativity. The New Yorker is made of strong stuff, but even she recognized the importance of taking a break from constant crisis management in the year of the virus. Accenture’s chief leadership and human resources officer (CHRO) made sure she had a bolt hole for when it all became too much to handle, her own private sanctuary to revive the spirits. Whether it was going for a walk or taking a power nap, Shook took the time to destress because, in a time of elevated responsibility, *“leadership goes hand in hand with self-care.”*

## In the eye of the storm

This wisdom is not something she learnt from her days as an undergraduate at Purdue University, but, rather, acquired over time during her career in HR management. After a brief stint at Marriott, Shook joined Accenture in 1988 and has seen her fair share of good times and bad in the three decades since. While at Accenture she met her future husband, crossed the pond to Paris and back and become group CHRO, in 2014. Shook was thrust into the spotlight in 2019 with the death of Pierre Nanterme, the much-loved CEO of the multi-national consultancy. Visibly moved by the death of her boss, to her credit she did not quickly try to turn the page, but gave staff time to process the loss. Her number-one priority was to help staff get over the loss of someone many of them felt close too and who’d shown faith in them. This compassionate mindset led naturally to the creation of a support program for the

families of Accenture staff who died from Covid-19.

## Social innovation motor

Good in a crisis, Ellyn Shook knows better than anyone that progress is more important than perfection. She has created numerous new initiatives to help parents struggling with the demands of distance learning or to help newcomers settle in. She is also responsible for coming up with fresh solutions to problems coming down the pike, such as Covid-related mass unemployment. How may you ask? Thanks to a platform that matches people and companies in difficulty with headhunters and recruitment agencies. Taking care of the needs of others is in Shook’s blood. As a young girl she witnessed her father, the superintendent of Orange County public schools, fight for greater racial equality. Happily, racial segregation is a thing of the past, but as the George Floyd case last summer showed, there is a long way to go before true racial equality is achieved in the United States. Under her guidance, Accenture has made real progress towards gender equality. Women now account for 45% of all Accenture staff and many of them hold senior positions, including at board-room level. To ensure greater representation of ethnic minorities at her company, Shook is leaving nothing to chance. “Race still matters and what’s more, it has now become a real business consideration.”

Another major challenge for her is ensuring staff receive the necessary training to continue to be able to execute their roles as efficiently as possible.

Every year, Accenture allocates \$1 million to staff-training programs – an effective way of showing employees they mean more to the company than just a resource to be harnessed. As a HR manager Ellyn Shook has a secret weapon: her deep empathy. But as she notes, “having empathy is one thing, but being able to use it to identify problems and react is much more important.” ♦

# “Diversity is essential if a company wants to innovate and improve”



Interview with

**VÉRONIQUE VUILLOD**  
Chief People & Culture Officer,  
**COCA-COLA EUROPEAN PARTNERS**

“When Coca-Cola headquarters set objectives for 40% of management staff across the group to be female, we reached 47%”

## Gender Equality

The French Gender Equality Index allows companies to assess compensation equality between men and women. It is calculated on the basis of 5 criteria:

1. Wage differences between men and women
2. Pay increase differences between the genders
3. Differences in annual promotions
4. Pay increase upon return from maternity leave
5. Number of women amongst the top 10 earners of the company

With a French Gender Equality Index of 98/100, Coca-Cola European Partners is a star pupil when it comes to inclusion and diversity. Véronique Vuillod, a senior HR director at Coca-Cola European Partners France, tells us how the group is working to promote female leadership.

**LEADERS LEAGUE.** Can you tell us what you are doing to promote greater equality between the sexes at Coca-Cola?

**Véronique Vuillod.** We have decided, first of all, to put the emphasis on applying our diversity aims to recruitment. We have put in place anti-discrimination policies, including the stipulation that there must be at least one minority candidate on the short list for any given position. This program has led to important changes to the traditional process of recruiting new staff, to the benefit of all candidates. This new policy has also been applied to the team doing the hiring, as it is now mandatory to have at least one woman on an interview panel made up of men, and, indeed, vice versa. Thanks to this policy, Coca-Cola European Partners France has become a model student when it comes to inclusion and diversity. When Coca-Cola headquarters set objectives for 40% of management staff across the group to be female, we reached 47% and I am confident that we can achieve parity in this category by 2023.

**What sort of things have you been doing to help promote gender parity?**

We have put in place a dedicated program entitled Women in Leadership, a training scheme which has two objectives, the first being to get more young women to take on a leadership role at the company, which we do by cultivating their management skills, boosting their self-confidence, self-image and communication abilities. Nothing is left to chance, whether strong points or weak points, everything can be improved. The second group in this program are the more senior female staff-members in the company who are often already on the path to becoming

pan-European leaders in the group. We offer them continual dialogue and the mentorship of a dedicated coach.

**How can you ensure that career-minded female staff have the support of other women in the group?**

Headed by one of the two female bosses of our factories, the network Factory’Elles helps female staff draw inspiration from other women who have had an industrial career with us. This group meets at least once a quarter to tackle the very real problems that women face in the workplace. The WoMen@Coca-Cola group, originally called Elles@Coke, also supports the increasing role of women in the workplace. In 2016, we opened up membership to men, so as to have a wider diversity of opinions on issues such as parental leave, career advancement and remuneration. This group was the inspiration for *Mixité en Seine*, a network of neighboring companies which are based in Paris. Set up in 2018, this network brings together staff from several groups, such as TFI, Accor, Microsoft and ourselves. The objective is to create valuable synergies and discuss diversity issues while also exchanging best practices.

**What upcoming diversity projects can you tell us about?**

At Coca-Cola, we are convinced that diversity is essential if we are to continue to innovate and improve as a company. That said, we do not wish for our diversity initiatives to have too narrow a scope. That is why I have also announced the creation of a network of inclusion ambassadors who will transmit best practices on issues like gender equality and disabled rights to the different age groups, social classes and cultural backgrounds that make up the Coca-Cola family. ♦



# Les Cercles DÉCIDEURS RH

Le Cercle  
LEADERSHIP &  
STRATÉGIE RH

Le Cercle  
ENGAGEMENT  
ET QUALITÉ DE VIE  
AU TRAVAIL

Le Cercle  
TALENT MANAGEMENT  
& FORMATION







## CHANGE-AGENTS

# “A service company’s value comes exclusively from its people”



Interview with

**HELEN BRADLEY**  
EVP of Human Resources and  
Corporate Social Responsibility  
(CSR), **BUREAU VERITAS**

“The pandemic significantly accelerated the visibility of our crucial role in society”

Bureau Veritas is one of the world’s leading certification companies. Its executive vice president of human resources and corporate social responsibility talks to us about engaging with millennial employees, coping with the Covid-19 pandemic, and how Bureau Veritas is handling digitalization, sustainability and diversity.

**LEADERS LEAGUE.** You’ve spoken elsewhere about Bureau Veritas’ need to engage with its largely millennial workforce, especially in terms of self-development. What have you done to foster what you have called a “learning culture” for the company’s employees?

**Helen Bradley.** At Bureau Veritas, we have invested in digital learning: we have an online learning platform that is open to all, and are mobile-responsive to ensure a seamless experience even when our people are not at their desks. We have also launched a digital social media platform where our people can post information, best practices and questions. This helps to create a connected organization rather than one that is too formal or hierarchical.

My challenge is to understand how this new generation learns and engages with content, yet understand that different generations may prefer more traditional methods such as classroom learning.

We are also looking for ways to skip hierarchy and give younger generations the opportunity to shape the future of Bureau Veritas. When creating our next Strategic Plan, we used our millennials to explore new horizons over the next 20 years. This community of 30 young talents was extremely insightful and creative when it came to the future. It was also the mirror for our top management on the next mega trends and how millennials see the world evolving over the next few decades.

In parallel, each year we set ourselves a target in terms of learning hours for our employees. Our ambition is to move to 35 hours per employee in the next five years. We plan to increase our level of investment in this field

while ensuring that our various types of expertise are in line with our business strategy. For instance, we need to reinforce our technical knowledge in some new markets such as electrical charging stations and offshore wind farms.

Our activity is also becoming increasingly crucial for the functioning of the economy. As a consequence, our visibility is increasing and the topics we address are now on the top of board members’ and C-suite executives’ minds. We therefore need to ensure our sales force is able to interact with this new audience and support our clients.

On top of this, in 2020, we invested in training our 7,000+ leaders to develop their leadership skills. All that has been done remotely.

**What other changes have you brought and/or implemented since joining the company in 2018?**

One of my first projects when I joined Bureau Veritas was to reshape our people strategy and align with our business needs. As part of this, we built our Employee Value Proposition. At Bureau Veritas, we recruit around 12,000 people per year, so our EVP was essential to our talent attraction strategy.

Another important point is that we are a very acquisitive company. We’ve completed more than 30 deals in the past five years, and we are a decentralized company present in more than 100 countries. So we need a culture that binds us together: our set of values is a strong basis to develop our common culture. We therefore refreshed and relaunched our values in 2019.

We also started a more structured way of listening to our people, thanks

to our “BVocal” engagement survey which we have put in place in 2019 and are progressively rolling out for all our people.

As a Business to Business to Society Company, Corporate Social Responsibility (CSR) topics are well embedded in the service we deliver to our clients: reducing risks in terms of safety, security, quality, health and environmental protection. Today, our CSR approach as a company is starting to be embedded in our internal culture; bringing it to life for our people, giving them a sense of pride and the sense that they can contribute to the society.

#### **How has Bureau Veritas handled the challenges posed by the pandemic?**

Our number one priority during this pandemic has been to ensure the safety and wellbeing of our people. This has guided our action throughout the past 12 months.

Next, it has been key for our people in the field to ensure the safety of our clients’ people.

Bureau Veritas is a global company. Under such circumstances, you need to “set course and get out of the way” – i.e. give clear directives and then empower our people locally to make sure things are on track. Yes, there is governance needed, but with a light touch, not a heavy hand. This is clearly the new way to lead, especially in a decentralized global company like ours.

The pandemic significantly accelerated the visibility of our crucial role in society, putting all the services we can deliver to companies and governments in the spotlight. For example: the launch of V-Trace, a solution that ensures the traceability and reliability of Covid-19 vaccine logistics chains. Internally, people are so proud that their company is involved in what is today the planet’s number one challenge. So even through the situation has been challenging for all of us, being committed to a purpose and engaged in what we do has made a real difference.

**You are responsible for health and safety, among other things. Has the normalization of working from home made your role easier here? Or has it posed unexpected challenges?**

Actually, at Bureau Veritas, only 20%

of our workforce has the privilege – and the pain! – of working from home. A large majority of our employees are either working in our labs or at our clients’ sites.

Safety is our number one priority at Bureau Veritas. In Asia, as early as February 2020, we started updating our safety and hygiene protocol in our labs, and ensuring that our people in the field got equipped with the appropriate PPE.

This pandemic has created a huge mental load: you need to be careful to protect yourself and others against the virus as well as being extremely careful while working for the client, whether on a ship, on a construction site, driving your car, or manipulating hazardous products in a testing lab.

In addition to this, we took the impact of lockdowns on our teams’ mental health very seriously. We have developed relaxation and meditation modules, and we have opened an emergency helpline for psychological distress.

The last 12 months have been busy in terms of health, safety and wellbeing at Bureau Veritas.

#### **You’ve worked across numerous different industry sectors. Are there any challenges of managing personnel that are particular to your business?**

In a service company like Bureau Veritas, you have to understand that the company’s value creation comes exclusively from its people. You need to adjust your HR strategy and priorities accordingly.

In the end, a human being is human being. We all want to work in a company that values our commitment, in which we can contribute to a higher purpose, which is in line with our deep aspirations.

So, you have to find the secret recipe for your company, for your industry to make sure you can attract, engage and grow your people. This is about having a clear purpose and mission, fostering a unique joined-up culture and training and developing talent.

At Bureau Veritas, one ingredient of the secret recipe lies in nurturing humble and ambitious behavior: two of our four core values.

**“Our executive committee is already balanced between women and men”**



**“The lack of reliable sustainability indicators is a real challenge, which creates opportunities for independent third parties like Bureau Veritas”**

**How, specifically, is Bureau Veritas adapting to the twin goals of digitalization and sustainability?**

Regarding digitalization, we have a two-pronged approach.

Firstly, we have a tech-driven approach – how we leverage new technologies to perform our TIC [testing, inspection and certification] services better. “Better” can mean either improving our own efficiency or differentiating ourselves from the competition by providing more value to clients through remote inspections, smart sensors or blockchain, for example.

Secondly, we support our clients in their own digital transformation. Just as we are their trusted partner for their physical assets and processes, we want to be their trusted partner for their digital assets and digital processes.

At Bureau Veritas, internally, we have invested massively over the past five years to implement and deploy state-of-the-art digital tools across our network – a digital workplace, HR systems, financial systems and a CRM [customer relationship management] system, to name but a few. This has been crucial in our ability to continue to work together throughout the multiple lockdown periods.

Sustainability has a special place at Bureau Veritas. For the past 200 years we have been dedicated to quality, health, safety and environmental protection. This is what we sell to our clients. The sustainability factor is the core element in our strategic plan with two complementary approaches. Internally, we aim to become the CSR benchmark in the TIC industry. In 2020 we received several honors for our performance and commitment in the CSR field. This is the proof of our commitment to shaping a better world through a better workplace, a better environment and better business practices.

Externally, we see that there is increasing belief from investors, employees, clients and citizens that ESG indicators provide unique insights into long-term risks and opportunities that might not be captured by traditional financial indicators. In short, today a

company is not only valued in terms of its financial performance but also in terms of its contribution to better world.

The lack of reliable sustainability indicators is a real challenge, which creates opportunities for independent third parties like Bureau Veritas. Our job is to help companies give credibility to their CSR approaches and provide the proof that their commitments in terms of environmental and social impacts are backed up by facts and actions. Ultimately, we help them protect their brand.

**What is Bureau Veritas doing to encourage diversity and inclusion (D&I)?**

One of my first priorities was to accelerate the work Bureau Veritas was already doing on gender equality. The proportion of female leaders has increased from 12% five years ago to 20% today; we have a target of 35% by 2025.

Our executive committee is already balanced between women and men. There are four women including myself, with an even split between operations and support functions.

We have also worked on a gender equality approach to compensation, and have launched several initiatives to encourage mentoring of women. We are also preparing the next generation of female (and male!) executive committee members. Our efforts have been recognized in the WeQual awards, in which we had two finalists and one winner.

Our D&I focus extends past gender: we also focus on disability and ensuring a blend of generations in our workforce. At Bureau Veritas, we are proud to say that we employ five generations of people. Our challenge and focus is to ensure that each generation nourishes and helps the others – for example, with reverse mentoring on digital.

D&I is included in our CSR policy and as such has been included in our reward systems. Our 150 top leaders are now incentivized to do even better here. ♦





**Dirk Ahlborn,**  
CEO, **HYPERLOOP TRANSPORTATION TECHNOLOGIES**

- Founded in 2013, HTT got off the ground via JumpStartFund
- 800 people in 50 countries are working on the project
- His dream: *"to be able to travel from Paris to Marseille in under 35 minutes"*

How can one hope to change the world if one is neither rich nor famous? How to persuade the best and brightest to give up their careers and join you when you are a nobody? How can a modest startup have access to the best advisors? To each of these questions Dirk Ahlborn gives the same response: use your imagination!

A serial entrepreneur in his native Germany, for years there was nothing out of the ordinary about his way of working, until the day he hopped aboard the Hyperloop train. With the creation of the Hyperloop Transportation Technologies (HTT) project, championed by non-other than the world's richest man, Elon Musk, Ahlborn realized that *"we needed more, and we needed to think outside the box in order to get it. Now we have a mix of collaborative work, crowd-sourcing and the gig economy working to make Hyperloop a reality."*

HTT has grown up around two interlinked communities: the first made up of people working full-time for the company itself, the second, people out there in cyberspace interested in lending their time and expertise to overcoming the formidable technological challenges Hyperloop poses. One thing everyone in this second group shares is that no one gets paid for their time. Instead, each collaborator on the Hyperloop project can expect to receive, in proportion to their contribution, shares in the company or a percentage of any future profits. This system of working for equity, well established in the startup community, has the added advantage of not needing to raise funds before the people behind it are sure the project is a viable one, insists Ahlborn, adding *"Working in this way, we can transform a collective passion into a vision, and a vision into reality."*



**Masatoshi Kumagai,**  
CEO, **GMO INTERNET**

- GMO is a major multinational with 102 separate divisions
- 4,000 employees have agreed to receive part of their salary in cryptocurrency
- His ambition: *"to build a group that brings together people with a shared vision"*

How would you react if you were told that from next month on you would be paid in Bitcoins? Far from beating a path to the door of HR office, it seems that the prospect does not frighten Europeans as much as one might think. According to an ADP survey, 34% of respondents said cryptocurrencies such as Bitcoin and Etherum were an acceptable alternative to the hallowed monthly bank transfer. And while for many, cryptocurrency remains in the realm of science-fiction, there is little today barring this type of currency from becoming "legal tender".

Since 2018, GMO Internet has allowed their staff to receive part of their pay in Bitcoin. Back then, the Tokyo-based group founded by Masatoshi Kumagai introduced the scheme as a necessary experiment in order for his company to get up to speed on how cryptocurrencies worked in practice. In effect, giving staff the chance to get up to 100,000 yen of their pay in this manner allowed GMO Internet to dip their toes in the cryptocurrency market. Since then, the powerful internet services supplier has begun to mine it for its own commercial purposes. And the Japanese company is far from the only one to embrace this new payment method. In New Zealand, legislation has been enacted regulating the use of cryptocurrencies to pay staff.

The economic and social crisis brought about by the pandemic could speed up the use of cryptocurrencies, but regardless, Bitcoin and its ilk are becoming increasingly popular with a subsection of employees who see it as a way to circumvent the 'middle man' of the banks, which is enough to give CEOs of the worlds retail banks sleepless nights.



# “Creating a coaching culture fosters employee development”



Interview with

**DIANNE DESEVO**  
Global Head of HR for **ENGINE GROUP**

**“Coaching is powerful as it helps employees arrive at their own solutions instead of being told what to do”**

Dianne DeSevo, Global Head of HR for Engine Group, urges leaders to focus on coaching as a form of management.

**LEADERS LEAGUE. What is coaching culture?**

**Dianne DeSevo.** As the workplace continues to evolve and innovate, leaders are now being challenged to provide more than ever before. When millennials joined the workforce, companies were forced to change both their mindset and cultures to keep up with the demands from this new generation. Lifestyle, wellbeing, a sense of purpose and career growth became top priority. Attracting and retaining talent became a challenge for many companies causing necessary changes in both leadership and management styles. A “coaching culture” leads teams through coaching instead of directing. The Leader manages their employees differently based on the employee’s needs, their preferences, and most of all, their strengths. It creates a more mentoring dynamic between a manager and their direct report fostering employee development. Coaching takes the employee from where they are in their career path to where they want to be. Leaders are not just bosses; they are investors in their employee’s career development.

**How have you implemented a coaching culture at Engine?**

At Engine, we strive to set people up for success. While many companies provided ping pong tables and free food to accommodate the new generation, we have put an increased focus on implementing growth and development programs. We invest in our employees’ development, so our leaders are not seen as just bosses but as investors, investing in their employee’s performance and potential. We encourage contribution and creativity and want our employees to take pride in their work.

At Engine we focus on employee’s individual strengths and develop them even further. We began with an Employee Engagement Program that primarily fo-

cuses on strengths called StandOut®. I wanted to shift from the traditional Performance Management to Performance Engagement while teaching our leaders how to coach towards individual strengths to get the most out of their employees. This technology enables all our employees to manage their work priorities and evaluate their strengths (including what they love to do and loathe to do). We view StandOut® as an integral part of our coaching culture as it provides customized tips based on each employee’s work style. It also provides the manager with insight into what each of their team members find the most rewarding or difficult about their day-to-day work.

We also have a very effective Talent Development program called “SPARK Ignite your Passion at ENGINE” which provides various facets of employee development including trainings, seminars, newsletters, forums and mentoring that focus on career development and extensive management training. We rollout new programs monthly and leverage technology to ensure that our employees receive the follow-ups and enforcements needed after a “training”. I believe that learning doesn’t end at the end of a course but needs practice, re-enforcement and support to continue to develop.

**What are the main challenges for implementing this type of culture?**

I wouldn’t necessarily call it a challenge. It is a commitment. A commitment to put in the work and create time for learning and understanding a different way to lead. Learning how to coach versus direct is a skill that takes time, practice and patience. At Engine, we believe coaching is powerful as it helps employees arrive at their own solutions instead of being told what to do. We try to teach this in many forms from understanding strengths to asking powerful questions. We believe coa-

ching can have a positive impact in employees development but it does require additional time spent as these skills and practices are not usually taught early on in career development. It is also important to have commitment at all levels to reinforce the value of the company.

**How do you incorporate diversity and inclusion initiatives in the coaching culture?**

We strive to incorporate diversity in everything we do. We understand that everyone learns differently and are coming from different experiences and perspectives. Instead of targeting diversity as a separate issue, we empower our leaders to set their own agendas for their teams. Diversity and inclusion initiatives, just like learning and development are not “one size fits all.” Our greatest tool is listening. We train our leaders to listen to their teams and make sure that all feel they have an equal voice and opportunity.

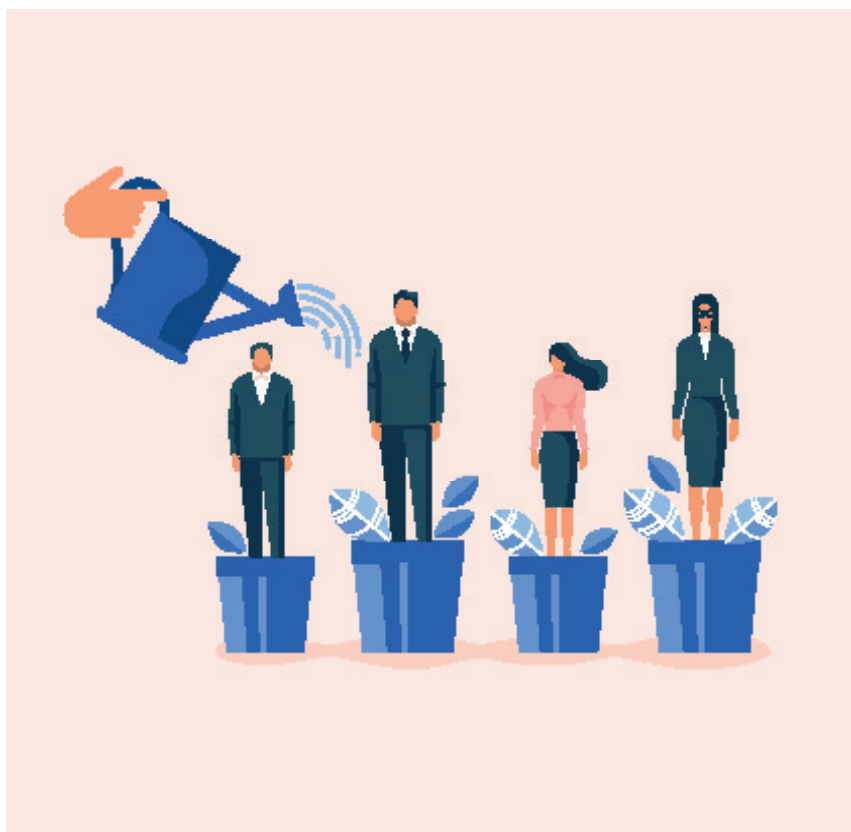
**How has this culture served the company during the crisis?**

The coaching culture has helped us

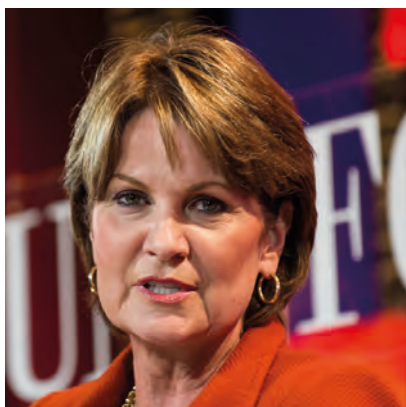
immensely to lead throughout this crisis. Our leaders and managers understand the power of empathy, listening and lending support. To that end we put a lot of time and effort into our culture during the pandemic. We began holding numerous virtual events, everything from cooking classes to meditations to events for employees’ families.

To stay connected as a company, we hold weekly town hall meetings led by our Global CEO Kasha Cacy, that often feature themes and/or guest speakers. Topics vary from business updates and industry trends to information sharing. We introduced our BEWELL@ENGINE program that offers mental, physical, and financial well-being services and resources to our employees during one of our town halls. We also have numerous internal programs in place to help our people stay connected and celebrate cultural milestones. ENGINE Connects! is an employee-driven group that develops internal events, ranging from Martin Luther King, Jr. Day celebrations to lessons on how to create a vision board. ♦

**“We have numerous internal programs in place to help our people stay connected and celebrate cultural milestones”**



# Marilyn Hewson: The world's most powerful woman?



Profile of

**MARILLYN HEWSON,**  
Strategic advisor,  
**LOCKHEED MARTIN**

**“When she was appointed, a share in Lockheed Martin was worth \$97 dollars. On the first of January 2020, Lockheed’s share-price exceeded \$428”**

In 2019 Marilyn Hewson was anointed the world’s most powerful woman, which speaks to the influence of the Kansas native who, through enormous discipline and self-sacrifice, made it to the top at Lockheed Martin.

As titles go, it would be enough to give even the most humble person a big head. In 2019 *Fortune* magazine named the 67-year-old boss of US defense giant Lockheed Martin the most powerful woman in the world. *“Despite ongoing global uncertainty” the magazine states “Hewson continues to execute at Lockheed Martin. The defense contractor’s sales rose 8% last year on a record number of orders, and its massive F-35 fighter jet program is steadily ramping up as well as a \$1.1 billion contract to provide helicopters to the Navy.”* Lockheed Martin is the world’s largest arms manufacturer and is responsible for the F22 Raptor and the Humvee APC.

## Rising through the ranks

And yet, Hewson was not always an obvious choice to reach the upper echelons of the defense industry. Born in 1953 in the small town of Junction City, a two-hour drive due west from Kansas City, she lost her father when she was 9 and was raised, along with four siblings, by her mother. Not a product of the Ivy League, like many CEOs of top US companies, Hewson attended the comparatively modest University of Alabama. Four years after graduating, she joined Lockheed Martin, where her strong work ethic and growing knowledge of the arcane workings of the defense industry saw her, slowly but surely, ascend the ranks at the Bethesda, headquartered company, occupying various roles including chief operating officer and executive vice president of electronic systems.

Her achievements saw Hewson named CEO in 2013 and she was the driving force behind the 2015 acquisition of Sikorsky, the company which supplies the US Army with its Black Hawk helicopters. Being a career Lockheed employee proved advantageous for Hewson, as defense sector companies often prefer

to promote from within. Hewson proved to be a winning bet for Lockheed too.

Whether in her daily life or managing the fortunes of her company, Marilyn Hewson abides by a high-performance ethic – and the results speak for themselves. When she was appointed, a share in Lockheed Martin was worth \$97 dollars. On the first of January 2020, Lockheed’s share-price exceeded \$428. Turnover of the 110,000-employee company sat at \$39 billion at the time of her nomination, seven years later it had reached \$60 billion. She was able to coax more funding from the Trump administration, whose 2020 defense budget was up \$21 billion on the previous year.

All of which points to her superior managerial capabilities and financial acumen. In contrast to high-profile CEOs at many other US multinationals, Hewson keeps her private life private, preferring to base her reputation on results, which for her are the only measure of an employee, be they man or woman. She has never tried to leverage her gender or modest background in the high testosterone environment of the defense sector.

Respected by Lockheed Martin Staff and members of the military alike, she was named CEO of the year by *Chief Executive Magazine* in 2018.

Recently retired from the board, Hewson will nevertheless stay on as strategic advisor to her replacement, James Taiclet, until the end of February 2022.

With all the uncertainty 2020 has brought the incoming CEO would do well to heed Hewson’s counsel: *“In times of uncertainty, employees crave clarity. As a leader, you won’t always have all of the answers – no one expects you to – so you must be open to listening and learning from others. Once you understand a particular challenge and outline the options, you have to be confident in making bold and optimistic decisions.”* ♦





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# “We want to avoid a culture where staff are paralysed by fear of failure”



Interview with

**STIJN NAUWELAERTS**  
Corporate Vice President,  
Human Resources, **MICROSOFT**

“Employees have to move from feeling we need to know it all to wanting to learn it all”

When Satya Nadella became CEO of Microsoft in 2014, the company seemed in danger of fading into irrelevance. Six years later, it is back in the game. Stijn Nauwelaerts gives *Leaders League* a peek behind the curtain of one of the world’s most successful culture transformations.

## LEADERS LEAGUE. What is growth mindset?

**Stijn Nauwelaerts.** A growth mindset is the belief that anyone at any stage of their life can learn, grow and develop. An individual’s potential is not predetermined, but it can be nurtured and can evolve. At Microsoft, our culture is grounded in a growth mindset which we exercise by encouraging people to continuously learn and be insatiably curious. This creates a more agile environment where we are more open to new ideas and people are open to learning from the perspectives of others. An important aspect of our growth mindset culture is creating psychological safety. Fostering trust between employees to create a safe space where people do not feel they have to be perfect. Creating a space where our employees feel comfortable to experiment, to embrace failure and to learn from it, supports continuous improvement.

## How does Microsoft’s culture address failure and experimentation?

Part of having a growth mindset is about leaning into uncertainty, taking risks, moving quickly, and learning when we make mistakes. We want to avoid a culture where the fear of failure paralyses us. If we only stick to doing what we feel comfortable with, or what we know is going to be successful, we will never achieve our potential, individually and as an organization. We need to have the courage to push ourselves outside of our comfort zone, demonstrate constant curiosity and move from feeling we need to know it all to wanting to learn it all. We believe that being intellectually nimble and open will be key for the future workforce in a world where the pace of societal and technological change will require constant reskilling for employees. One

example of how we foster this and encourage employees to take risks is our Hackathons, where employees from around the world get the chance to step outside their day jobs and experiment together. An employee has an idea with business or societal merit – a hack – and joins together with other employees from across the company, from different teams and different countries, who share a passion for this idea. They develop the business plan, create the prototype, and pitch it company-wide. Winning teams are funded to build their projects.

## But winning teams need performance management, don’t they?

The change in our approach to performance management over the past five years has been a key to our cultural transformation. We decided to move away from managing employees by their output, towards managing employees by the impact that they were having on the organization. We stopped doing annual performance reviews, and we started encouraging managers to have more frequent “Connect” conversations with their employees to help them to drive impact in the work that they are doing. We identified three circles of impact – the employees’ individual accomplishments, their contribution to the success of others, and the results that build on the work of others. We don’t want our employees to see their work in isolation, but to think about how they collaborate together to achieve common goals.

## Can you give us a concrete example?

We ask managers to work with their employees to jointly agree on “core priorities” which the employee feels ownership for. More recently we’ve

added a core priority around diversity and inclusion into the Connect conversations, where we ask everyone to think about what they will do to contribute to our company culture and help us to create an inclusive work environment that facilitates creativity and innovation. Performance management isn't just about looking back, we see it as an opportunity to look forward, and want employees to think about how they intend to grow and learn, by asking: What new skills do they want to develop and how can their manager support them to achieve their development goals? We want to empower employees with the support of their managers to help them identify the skills that they feel they need to be successful in their role.

#### **How does Microsoft approach the challenge of bringing more humanity to its workforce?**

At Microsoft, our company mission of “empowering every person and every organization on the planet to achieve more” is central to what we do. It is the “why” behind why we do our work. We want our employees to feel that their work at Microsoft aligns with the company mission.

We also believe that our company should be inclusive, trusted, stand up for fundamental rights and lead the way in sustainability. For example, last year we announced our ambition to be carbon negative by 2030. More

and more employees are looking to organizations to be more than just an employer, and stand up for issues that they feel are important to them and give back to society.

#### **Did the pandemic increase this need for humanity?**

Our employees are all having to deal with the strains caused by the pandemic – the stress and mental fatigue caused by the virus, the national lockdowns, having to be teachers, carers and employees all at the same time. This period has emphasized the need for empathy and an understanding of what others are going through. For our managers, “Care” is one component in our manager expectations framework of “Model, Coach, Care,” ensuring that they are supporting their employees and understanding their individual circumstances. We encourage managers to engage regularly with their teams in one-to-ones as we know that employees who speak to their managers at least once every two weeks feel more connected and are able to prioritize their workload. During the pandemic we have also offered a number of additional benefits designed to support our employees throughout this time, including parental and care giver leave, free access to mental-health support, and also encouraging a culture of “gratitude” through employees sharing with each other what they are thankful for. ♦

**“Care is one of the three components in our manager expectations framework”**



RANKINGS

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**2020-2021**





	<b>North America</b>		
	<b>Canada</b>		
49	Labor Litigation	82	Mobility and Expatriation
	<b>Mexico</b>	84	Laborforce Optimization: Work Stoppages & Staff Illness
50	Labor	86	HR Transformation & Change Management
	<b>USA</b>	87	Work-Life Balance & Psychosocial Risk Prevention
52	Benefits, Executive Compensation and Pension Plans	88	Legal Headhunters: Partners
53	Labor Litigation	89	Legal Headhunters: Associates
53	Labor Relations	90	Legal Headhunters: Legal & Tax Department
54	Pensions Litigation		<b>Germany</b>
55	Restructuring & Insolvency	92	Labor Law
	<b>South America</b>		<b>Italy</b>
	<b>Bolivia</b>	93	Labor & Employment: Advisory
57	Labor Litigation	94	Labor & Employment: Litigation
	<b>Brazil</b>	95	Payroll Services
58	Labor Litigation		<b>Luxembourg</b>
60	Large-Scale Labor Litigation	96	Employment Law
61	Labor: Advisory		<b>Poland</b>
	<b>Chile</b>	99	Employment Law
62	Labor Litigation		<b>Portugal</b>
	<b>Colombia</b>	100	Labor Law
63	Labor Litigation		<b>Spain</b>
	<b>Ecuador</b>	101	Labor Litigation
64	Labor Litigation	102	Labor Advisory
	<b>Peru</b>	102	Legal Headhunters
65	Labor Litigation		<b>Switzerland</b>
	<b>Uruguay</b>	103	Labor & Employment
67	Labor		<b>UK</b>
	<b>Europe</b>	104	Labor Litigation: Representation of Managers
	<b>Austria</b>	105	Labor Litigation: Representation of Employers
69	Employment Law	106	Restructuring
	<b>Belgium</b>		<b>Asia</b>
70	Labor & Employment	109	<b>China</b>
	<b>France</b>		Labor Litigation
72	Collective Bargaining	110	<b>India</b>
76	Labor Litigation		Labor Litigation
80	Social aspects of M&A & Workforce Audits	111	<b>Japan</b>
			Labor Litigation



**NORTH AMERICA**

DR



## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>Borden Ladner Gervais</b>	André Royer
<b>Fasken</b>	Stéphane Fillion, Karen Sargeant, David Wong
<b>Norton Rose Fulbright</b>	Richard Charney
<b>EXCELLENT</b>	
<b>Filion Wakely Thorup Angeletti</b>	Roy Filion QC
<b>Harris &amp; Company</b>	Eric Harris QC
<b>Hicks Morley Hamilton Stewart Storie</b>	Stephen Shamie
<b>Mathews Dinsdale &amp; Clark</b>	Mark Contini, Keith Murray
<b>McCarthy Tétrault</b>	Tim Lawson
<b>McLennan Ross</b>	Maurice Dransfeld, Michelle Theriault, Tom Ross QC
<b>Roper Greyell</b>	Thomas Roper QC
<b>Stikeman Elliott</b>	Hélène Bussièrès
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	George Avraam
<b>Bennett Jones</b>	Carl Cunningham, John Gilmore, Susan Seller
<b>Dentons</b>	Christian Létourneau, Andy Pushalik
<b>DLA Piper</b>	Richard Nixon, Allen Soltan
<b>Lawson Lundell</b>	Robert Sider
<b>Osler, Hoskin &amp; Harcourt</b>	Allan Wells
<b>RECOMMENDED</b>	
<b>1</b> <b>Blake, Cassels &amp; Graydon</b>	Andrea York
<b>Gowling WLG</b>	Bettina Burgess
<b>Miller Thomson</b>	Hugh Dyer
<b>Torys</b>	Mitch Frazer, Lisa Talbot
<b>2</b> <b>Aird &amp; Berlis</b>	Lorenzo Lisi
<b>Cassels Brock &amp; Blackwell</b>	Kristin Taylor
<b>Lenczner Slaght</b>	Matthew Sammon
<b>Sherrard Kuzz</b>	Erin Kuzz, Michael Sherrard



## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>Basham Ringe y Correa</b>	Jorge De Presno
<b>Marván, González Graf Y González Larrazolo</b>	Héctor González Graf, Santiago Marván Urquiza
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Alfonso García-Lozano, Manuel Limón, Salvador Pasquel
<b>De La Vega &amp; Martínez Rojas</b>	Oscar De la Vega, Ricardo Martínez Rojas
<b>Natividad Abogados</b>	Tomás Natividad Sánchez
<b>Sanchez Devanny</b>	Alfredo Kupfer Domínguez, David Eugenio Puente Tostado
<b>Santamarina Y Steta</b>	Juan Carlos De la Vega, Andrés Rodríguez Rodríguez
<b>HIGHLY RECOMMENDED</b>	
<b>Altamirano Y Estudillo</b>	Alvaro Altamirano
<b>Bufete De Buen</b>	Carlos De Buen Unna
<b>Bufete Díaz Mirón &amp; Asociados</b>	Juan José Díaz Mirón
<b>EC Legal Rubio Villegas</b>	Javier Canseco Malloy
<b>Hogan Lovells</b>	Hugo Hernández-Ojeda Álvarez, Luis Ricardo Ruíz Gutiérrez
<b>Little Mexico</b>	León Rodríguez, Mónica Schiaffino
<b>Mowat - Deloitte</b>	Claudio Marroquin Mowat, Octavio Novaro Holguín, German de la Garza
<b>Pizá Abogados</b>	Gabriel Pizá, Susana Flores, Enrique Ballesteros
<b>Roel Abogados</b>	Jorge Enrique Roel
<b>Von Wobeser Y Sierra</b>	Rodolfo Trampe
<b>RECOMMENDED</b>	
<b>Cervantes Sainz Abogados</b>	Alejandro Nila
<b>Chevez Ruiz Zamarripa y Cia.</b>	Rafael Vallejo Gil
<b>Creel Abogados</b>	Elvia Palazuelos
<b>Creel García Cuéllar Aiza Y Enríquez</b>	Francisco Peniche Beguerisse
<b>Cuesta Campos y Asociados</b>	Gerardo Valencia
<b>DeForest Abogados</b>	Edgar Andrés Barreto, Héctor Araujo
<b>Diez de Bonilla, Kuri y Asociados</b>	José Antonio Diez de Bonilla, Luis Diez de Bonilla Martínez
<b>Ferran Martínez Abogados</b>	Carlos Ferran Martínez
<b>García Mingo &amp; Tejedo Abogados</b>	Juan Tejedo
<b>Gonzalez Calvillo</b>	Luis Enrique Cervantes, Jorge Mondragon
<b>Goodrich Riquelme y Asociados</b>	Gustavo García Cuenca
<b>Holland &amp; Knight</b>	Leslie Palma
<b>Ibarra del Paso y Gallego</b>	Jaime Rodríguez Iriarte
<b>Ibañez Abogados</b>	Juan José Ibañez
<b>Jáuregui y Del Valle</b>	Fernando Martínez Flores
<b>Maillard Abogados Laborales</b>	César Maillard Canudas, César Maillard Cárdenas, Alejandro Cerbon
<b>Monsalvo Abogados</b>	Luis Monsalvo Valderrama
<b>Ogletree Deakins</b>	Pietro Straulino-Rodríguez
<b>Sales Boyoli</b>	Jorge Sales Boyoli

#### DEFOREST ABOGADOS: EXPERIENCE WITH A MULTICULTURAL APPROACH



Wilberg García Heres

Key figures:  
Wilberg García Heres  
and Raymundo Carreño  
Established: 2011

**Track record:** Deforest's practice has a range of corporate law services, including labor, M&A, joint ventures, private equity, incorporation of entities, restructuring, litigation and bankruptcy, loans, leases and mortgage agreements. The firm is a long-standing advisor to clients in the automotive industry, such as Volkswagen, Audi, Schuler and Faurecia.

**Team & differentiation:** With a well-established portfolio in the automotive, real estate and construction sectors, the firm delivers tailor-made advice to clients through its five offices in Mexico, as well as in its five international desks in China, the US, France and Germany. The firm also counsels a robust clientele in the food, textile and banking sectors.



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## BENEFITS, EXECUTIVE COMPENSATION AND PENSION PLANS

### Best Law Firms

In each tier, the firms are ordered alphabetically

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



## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>1</b> <b>Gibson, Dunn &amp; Crutcher</b>	Catherine Conway, Jason Schwartz
<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>2</b> <b>Orrick, Herrington &amp; Sutcliffe</b>	Michael Delikat, Julie Totten
<b>Paul Hastings</b>	Patrick Shea
<b>Seyfarth Shaw</b>	Laura Maechtlen
<b>EXCELLENT</b>	
<b>Littler Mendelson</b>	Thomas Bender, Jeremy Roth
<b>Ogletree Deakins</b>	Matthew Keen
<b>Reed Smith</b>	Tyree Jones
<b>HIGHLY RECOMMENDED</b>	
<b>DLA Piper</b>	Brian Kaplan
<b>Greenberg Traurig</b>	Naomi Beer, David Long-Daniels, James Boudreau
<b>Jackson Lewis</b>	Nadine Abrahams, Kevin Lauri, John Nolan
<b>O'Melveny &amp; Myers</b>	Apalla Chopra
<b>Sheppard, Mullin, Richter &amp; Hampton</b>	Greg Labate, Jonathan Stoler
<b>Weil, Gotshal &amp; Manges</b>	Gary Friedman, Jeffrey Klein

## LABOR RELATIONS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>1</b> <b>Jones Day</b>	David Birnbaum, Patricia Dunn, Brian Easley
<b>Morgan, Lewis &amp; Bockius</b>	Harry Johnson, Philip Miscimarra
<b>Proskauer Rose</b>	Peter Conrad, Michael Lebowich
<b>Seyfarth Shaw</b>	Joshua Henderson, Bradford Livingston, Brian Stolzenbach
<b>2</b> <b>Jackson Lewis</b>	Jonathan Spitz, Richard Vitarelli
<b>Littler Mendelson</b>	Mark Schneider, Tanja Thompson
<b>Ogletree Deakins</b>	Ruthie Goodboe, Brian Hayes
<b>EXCELLENT</b>	
<b>Baker &amp; Hostetler</b>	Jay Krupin, Patrick Muldowney
<b>Fisher Phillips</b>	Steven Bernstein, Todd Lyon
<b>Fordharrison</b>	Corey Franklin
<b>Greenberg Traurig</b>	Charles Birenbaum, Jerrold Goldberg, Terence McCourt
<b>O'Melveny &amp; Myers</b>	Apalla Chopra, Jeffrey Kohn
<b>Vedder Price</b>	Kenneth Sparks
<b>HIGHLY RECOMMENDED</b>	
<b>DLA Piper</b>	Brian Kaplan, Harriet Lipkin
<b>Epstein Becker &amp; Green</b>	Steven Swirsky
<b>Reed Smith</b>	Thomas Posey
<b>Stroock &amp; Stroock &amp; Lavan</b>	Alan Klinger
<b>Winston &amp; Strawn</b>	William Miossi

USA

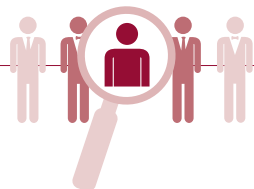


## PENSIONS LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
1 <b>Morgan, Lewis &amp; Bockius</b>	Jeremy Blumenfeld, Deborah Davidson, Brian Ortelere
2 <b>O'Melveny &amp; Myers</b>	Shannon Barrett, Brian Boyle, Gregory Jacob
<b>Proskauer Rose</b>	Myron Rumeld
<b>Step toe &amp; Johnson</b>	Paul Ondrasik Jr.
<b>EXCELLENT</b>	
<b>Goodwin</b>	Alison Douglass, Jamie Fleckner
<b>Groom Law Group</b>	Lars Golumbic, Michael Prame
<b>HIGHLY RECOMMENDED</b>	
<b>Gibson, Dunn &amp; Crutcher</b>	Christopher Chorba, Michael Collins, Stephen Fackler
<b>Mayer Brown</b>	Brian Netter, Nancy Ross
<b>Miller &amp; Chevalier Chartered</b>	Theresa Gee, Anthony Shelley
<b>Paul, Weiss, Rifkind, Wharton &amp; Garrison</b>	Lewis Clayton
<b>Seyfarth Shaw</b>	Kathleen Cahill Slaughter, Ian Morrison
<b>Sidley Austin</b>	Mark Blocker, Eric Mattson, Chris Meyer



### 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 and expert witnesses

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





## RESTRUCTURING & INSOLVENCY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>1</b> Kirkland & Ellis	James Sprayregen, Edward Sassower
Weil, Gotshal & Manges	Matt Barr, Gary Holtzer, Ray Schrock
<b>2</b> Akin Gump Strauss Hauer & Feld	Philip Dublin, Abid Qureshi
Davis Polk & Wardwell	Donald Bernstein, Marshall Huebner
Latham & Watkins	George Davis
Paul, Weiss, Rifkind, Wharton & Garrison	Paul Basta, Alan Kornberg, Andrew Rosenberg
White & Case	Thomas Lauria
<b>EXCELLENT</b>	
Cleary Gottlieb Steen & Hamilton	Richard Cooper, Sean O'Neal, Lisa Schweitzer
Kramer Levin Naftalis & Frankel	Kenneth Eckstein, Thomas Moers Mayer
Milbank	Dennis Dunne
Skadden, Arps, Slate, Meagher & Flom	Paul Leake
<b>HIGHLY RECOMMENDED</b>	
Debevoise & Plimpton	Natasha Labovitz, Sidney Levinson
Morrison & Foerster	Lorenzo Marinuzzi
Proskauer Rose	Martin Bienenstock, Jeff Marwil
Wachtell, Lipton, Rosen & Katz	Richard Mason
Willkie Farr & Gallagher	Matthew Feldman, Rachel Strickland
<b>RECOMMENDED</b>	
Brown Rudnick	Robert Stark, Edward Weisfelner
Gibson, Dunn & Crutcher	David Feldman, Scott Greenberg, Robert Klyman, Jeffrey Krause, Michael Rosenthal
Jones Day	Bruce Bennett
Kasowitz Benson Torres	David Rosner
Morgan, Lewis & Bockius	Andrew Gallo, Kurt Mayr
Quinn Emanuel Urquhart & Sullivan	Susheel Kirpalani
Simpson Thacher & Bartlett	Sandeep Qusba
Stroock & Stroock & Lavan	Kristopher Hansen
<b>VALUABLE PRACTICE</b>	
Cravath, Swaine & Moore	George Zobitz, Paul Zumbro
Dechert	Allan Brilliant
Hogan Lovells US	Christopher Donoho, Ronald Silverman, Richard Wynne
Hughes Hubbard & Reed	Kathryn Coleman, Christopher Kiplok
Katten Muchin Rosenman	John Sieger
Ktbs Law	Kenneth Klee, Michael Tuchin
Norton Rose Fulbright	Howard Seife, Louis Strubeck, Jr
O'Melveny & Myers	Peter Friedman, John Rapisardi
Ropes & Gray	Mark Bane, Gregg Galardi
Sidley Austin	Michael Burke, Matthew Clemente, Jennifer Hagle, Duston McFaul



**SOUTH AMERICA**

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## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
1 Carrasco Firma de Abogados	Pablo Carrasco Quintana
2 Guevara & Gutiérrez	Primitivo Gutiérrez, Jaime Lora
Indacochea & Asociados	Andere Indacochea
Moreno Baldivieso	Rene Claire
<b>EXCELLENT</b>	
Bufete Aguirre, Quintanilla, Soria & Nishizawa (BAQSN)	Carolina Aguirre
Gumucio & Abogados	Daniel Gumucio
Würth Bedoya Costa Du Rels Abogados	Karla Würth
<b>HIGHLY RECOMMENDED</b>	
Araujo & Forgues	Jannine Forguez, Jaime Araujo
C.R.&F. Rojas – Abogados	Antonio Sanjines, Roberto López
Inchauste & Navarro	Fidel Navarro, Juan Inchauste
Mendieta Romero y Asociados	Gonzalo Mendieta
Villegas Aldasoza	Gabriel Villegas
Wayar & Von Borries Abogados	Fernando Lemaitre Pastor



## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>1</b> Mallet Advogados	E. Mallet, O. Maria Moreira Alves de Oliveira Mallet, R. Noriyuki Dote, M. Guilherme Ciccarino, T. de Oliveira Silva Modenesi
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	Cleber Venditti, Domingos Antonio Fortunato Netto, Sólón Cunha, Vilma Toshie Kutomi
<b>2</b> Machado Meyer Advogados	Rodrigo Seizo Takano, Caroline Marchi, Andrea Giamondo Massei
Mannrich e Vasconcelos Advogados	Nelson Mannrich, Celso Goulart Mannrich, Roberto Aguirre Rossetti, Fábio Tadeu de Lima, Alessandra Barichello Boskovic
TozziniFreire Advogados	Alexandre de Almeida Cardoso, Roberto Pierr Bersch, André Fittipaldi Morade, Marcelo Pereira Gômará, Mihoko Sirley Kimura
<b>EXCELLENT</b>	
Granadeiro Guimarães Advogados	Gustavo Granadeiro Guimarães, Maurício Granadeiro Guimarães
Pinheiro Neto Advogados	Luís Antônio Ferraz Mendes, Thais Galo, Maurício Fróes Guidi, Manuela Mendes Prata
Robortella e Peres Advogados	Luiz Carlos Amorim Robortella, Antonio Galvão Peres, Juliana Scalissi Martins Gaspar
Veirano Advogados	José Carlos Wahle, Luiz Antonio dos Santos Junior, Luiz Guilherme Migliora
<b>HIGHLY RECOMMENDED</b>	
Andrade Maia Advogados	Tonia Russomano Machado, Daniella Barbosa Barreto, Leandro Pinto de Castro
BMA - Barbosa, Müssnich, Aragão	Cibelle Linero Goldfarb, Luiz Marcelo Góis
Demarest Advogados	Cássia Fernanda Pizzotti, Renato Canizares, Mauricio Rodrigo Tavares Levy, Mônica Cristina Paixão Matarazzo
Paixão Côrtes e Advogados Associados	Osmar Paixão
Pessoa Advogados	Maurício Pessoa, Stella Castro, Mona Hamad, Otávio Brito Lopes
Souto Correa Advogados	Patricia Mota Alves, Paulo Roberto Souto, Joel Heinrich Gallo
Trench Rossi Watanabe	Leticia Ribeiro C. Figueiredo, Tricia Oliveira, Priscila Kirchhoff
<b>RECOMMENDED</b>	
ASBZ Advogados	Rodrigo Shiromoto
Baraldi Mélega Advogados	Geraldo Baraldi Junior, Mauricio Greca Consentino
Bichara Advogados	João Pedro Póvoa, Jorge Gonzaga Matsumoto
Cescon, Barriau, Flesch & Barreto Advogados	Gisela da Silva Freire, Dario Abrahão Rabay
Chalfin, Goldberg, Vainboim Advogados	Priscila Fichtner, Paolo Vieira Cabral, Bárbara Silveira
Moro & Scalamandré Advocacia	Luís Carlos Moro
Mesquita Barros Advogados	Cássio de Mesquita Barros Júnior, Ana Paula Paiva de Mesquita Barros, Marcia Regina Pozelli
Peixoto & Cury Advogados	Antonio Carlos Aguiar, André Villac Polinesio, Carlos Eduardo Dantas Costa, Luiz Vicente de Carvalho



Santos Neto Advogados	Aldo Augusto Martinez Neto
SiqueiraCastro	Otávio Pinto e Silva, André de Souza Santos, Fabiana Galdino Cotias
Soto Frugis Advogados	Eduardo Soto, Antônio Carlos Frugis, Graziela Vicari Mellis, Leonardo Aurélio Pardini
Tenório da Veiga Advogados	Luiz Felipe Tenório da Veiga
<b>VALUABLE PRACTICE</b>	
Autuori Burmann Sociedade de Advogados	Maria Helena Villela Autuori
Advocacia Maciel	José Alberto Couto Maciel
Bosisio Advogados	Rodrigo Meireles Bosisio
Bracks Advogados Associados	Juliana Bracks
Cahen & Mingrone Advogados Associados	Arthur Cahen, Marcos Mingrone
CTA - Catão & Tocantins Advogados	Bruno Tocantins
CGM Advogados	Patricia Medeiros Barboza, Maury Lobo
CMT - Carvalho, Machado e Timm Advogados	Natalia Serro Mies
Chiode Minicucci Advogados	Daniel Domingues Chiode, Marília Nascimento Minicucci, Ricardo Gentil, Cristiane Gentil
DDSA - De Luca, Derenusson, Schuttoff Advogados	Leila Pigozzi Alves
Felsberg Advogados	Maurício Pepe de Lion, Ana Cristina Valentim
L.O. Baptista Advogados	Fabio Chong de Lima
Pipek, Penteado e Paes Manso Advogados Associados	Arnaldo Pipek
Rayes & Fagundes Advogados Associados	João Paulo Fogaça de Almeida Fagundes, Paula Corina Santone
Rocha e Barcellos Advogados	Maurício Martins Fonseca Reis, Daniel Ybarra de Oliveira Ribeiro
Tauil & Chequer Advogados	Aline Fidelis

### ROCHA E BARCELLOS ADVOGADOS: LABOR LITIGATION SPECIALISTS



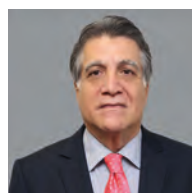
Daniel Ybarra de Oliveira Ribeiro

Key figure: Daniel Ybarra de Oliveira Ribeiro  
Established: 1982

**Track record:** São Paulo-based labor team noted for its expertise in strategic litigation proceedings involving high-ranking executives, syndicates and the Public Prosecutor's Office. Highlighted for the strength of its capabilities in collective negotiations, administrative disputes and the drafting of preventive litigation strategies. Also noted for its social security and labor compliance matters know-how.

**Team & differentiation:** Established in 1982 and with offices in São Paulo (Alphaville) and Rio de Janeiro, Rocha e Barcellos Advogados presently consists of eight partners and 22 associates. The firm's labor litigation department is capably led by partner Daniel Ybarra which draws on over 13 years of experience to advise major companies on labor legislation.

### ROBORTELLA E PERES SOCIEDADE DE ADVOGADOS: ADMIRED LABOR ADVISORS



Luiz Carlos Amorim Robortella

Key figures: Luiz Carlos Amorim Robortella, Antonio Galvão Peres and Juliana Scalissi Martins Gaspar  
Established: 1975

**Track record:** Admired labor boutique sought out for its outstanding track record assisting leading names from the cosmetics, energy and logistics sectors with strategic collective and individual disputes. Routinely engaged for its skilled performances in administrative litigation before the Superior Labor Court (TST) as well as class actions and complex mandates involving senior executives.

**Team & differentiation:** Founded in São Paulo over 45 years ago, the firm's labor litigation team presently consists of 17 attorneys who capably advise national and international clients on the full range of labor law. Senior partners Luiz Carlos Robortella and Antonio Galvão Peres hold PhDs from Universidade de São Paulo (USP) and are widely considered leading figures in Brazil's labor law market.



## LARGE-SCALE LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
1 SiqueiraCastro	Manuela Tavares, Fabricio Zipperer, Adriana Caribé, Luciano De Almeida Montenegro, Francisco De Assis Brito Vaz
2 Autuori Burmann Sociedade de Advogados	Marcia Sanz Burmann, Maria Helena Villela Autuori
Chalfin, Goldberg, Vainboim Advogados	Priscila Fichtner
<b>EXCELLENT</b>	
Advocacia Maciel	Alexandre Furtado
Andrade Maia Advogados	Tonia Russomano Machado, Daniella Barbosa Barreto, Leandro Pinto de Castro, Renata Pereira Zanardi
Ernesto Borges Advogados	Renata Gonçalves Tognini Favalli, Douglas Siqueira Artigas, Janaina Bono De Oliveira Martini, Joyce Coelho Feitosa
Pipek, Penteado e Paes Manso Advogados Associados	Arnaldo Pipek
Urbano Vitalino Advogados	Carla Ferreira, Daniella Barrêto, Lorena Tavares, Rennan Gouveia
<b>HIGHLY RECOMMENDED</b>	
Carpina Advogados	Márcio Louzada Carpena
Lee, Brock, Camargo Advogados	Fabio Rivelli, Tais Carmona
Mattos Engelberg Echenique Advogados	Leonardo Santini Echenique, Alessandro Oliveira
Nelson Wilians Advogados	Lana Carli da Silva Lima, Renata Cristina Silva Mourão, Victor de Cassia Magalhães
Queiroz Cavalcanti Advocacia	Anna Carolina Cabral, Bianca Dias
Trigueiro Fontes Advogados	Daniela Moreira Sampaio Ribeiro, Juliana Oliveira de Lima Rocha, Paula Regina de Carvalho Argeton
<b>RECOMMENDED</b>	
Marcelo Tostes Advogados	Rafael Neves
Mascaro Nascimento Advocacia Trabalhista	Marcelo Costa Mascaro Nascimento, Neuza Costa Nascimento
Peixoto & Cury Advogados	André Villac Polinesio, Carlos Eduardo Dantas Costa
Sette Câmara, Corrêa e Bastos Advogados Associados	Luiz Flávio Bastos
<b>VALUABLE PRACTICE</b>	
Bosisio Advogados	Rodrigo Meireles Bosisio
Espallargas Gonzalez Sampaio Advogados	Rodrigo Gonzalez
Gouvêa Vieira Advogados	Maria Cristina Palhares dos Anjos Tellechea
Guedes, Pedrassani Advogados	Marcelo Mac Donald Reis
Leite, Tosto e Barros Advogados	Luciana Arduin Fonseca



## LABOR: ADVISORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>Mallet Advogados</b>	Estêvão Mallet, Olinda Mallet, Renato Noriyuki Dote, Marcos Guilherme Fantinato, Tatiana Modenesi
<b>Machado Meyer Advogados</b>	Rodrigo Seizo Takano, Caroline Marchi, Andrea Giamondo Massei
<b>Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados</b>	Vilma Toshie Kutomi, Sólton Cunha, Cleber Venditti, Domingos Antonio Fortunato Netto
<b>EXCELLENT</b>	
<b>Mannrich e Vasconcelos Advogados</b>	Nelson Mannrich, Celso Goulart Mannrich, Roberto Aguirre Rossetti, Fábio Tadeu de Lima
<b>TozziniFreire Advogados</b>	Alexandre de Almeida Cardoso, Marcelo Gômara, Mihoko Sirley Kimura, Roberto Pierri Bersch
<b>HIGHLY RECOMMENDED</b>	
<b>BMA - Barbosa, Müssnich, Aragão</b>	Cibelle Linero Goldfarb, Luiz Marcelo Góis
<b>Demarest Advogados</b>	Cássia Fernanda Pizzotti, Renato Canizares
<b>Granadeiro Guimarães Advogados</b>	Maurício Granadeiro Guimarães, Gustavo Granadeiro Guimarães, Filipe Gustavo Potzmann Pereira
<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 Martins Gaspar
<b>Trench Rossi Watanabe</b>	Leticia Ribeiro C. Figueiredo, Tricia Oliveira, Priscila Novis Kirchhoff
<b>Veirano Advogados</b>	José Carlos Wahle, Luiz Antonio dos Santos Junior, Luiz Guilherme Migliora
<b>RECOMMENDED</b>	
<b>Baraldi Mélega Advogados</b>	Geraldo Baraldi Junior, Antonio Carlos Vianna de Barros
<b>Cescon, Barriau, Flesch &amp; Barreto Advogados</b>	Gisela da Silva Freire, Dario Abrahão Rabay
<b>Tauil &amp; Chequer Advogados</b>	Aline Fidelis
<b>Tenório da Veiga Advogados</b>	Luiz Felipe Tenório da Veiga, Denise Valente, Ciro Ferrando de Almeida
<b>VALUABLE PRACTICE</b>	
<b>1 ASBZ Advogados</b>	Rodrigo Shiromoto
<b>Bichara Advogados</b>	João Pedro Póvoa, Jorge Gonzaga Matsumoto
<b>Campos Mello Advogados</b>	Maurício Tanabe, Marcio Meira de Vasconcellos
<b>CGM Advogados</b>	Patricia Medeiros Barboza, Maury Lobo de Athayde
<b>Santos Neto Advogados</b>	Aldo Augusto Martinez Neto
<b>SiqueiraCastro</b>	Otavio Pinto e Silva, André de Souza Santos
<b>Soto Frugis Advogados</b>	Eduardo Soto, Antônio Carlos Frugis
<b>2 Advocacia Maciel</b>	José Alberto Couto Maciel
<b>Azevedo Sette Advogados</b>	Leila Azevedo Sette
<b>Chiode Minicucci Advogados</b>	Daniel Domingues Chiode, Marília Nascimento Minicucci
<b>DDSA - De Luca, Derenusson, Schuttoff Advogados</b>	Leila Pigozzi Alves
<b>Felsberg Advogados</b>	Maurício Pepe de Lion, Ana Cristina Valentim
<b>Ferreira, Rodrigues Sociedade de Advogados</b>	Wolnei Tadeu Ferreira
<b>Mesquita Barros Advogados</b>	Cássio de Mesquita Barros Jr.
<b>Paixão Côrtes e Advogados Associados</b>	Osmar Paixão
<b>Peixoto &amp; Cury Advogados</b>	Luiz Vicente de Carvalho, Antonio Carlos Aguiar
<b>Pipek, Penteado e Paes Manso Advogados Associados</b>	Arnaldo Pipek
<b>NOTEWORTHY PRACTICE</b>	
<b>Andrade Maia Advogados</b>	Tonia Russomano Machado, Daniella Barbosa Barreto
<b>Bosisio Advogados</b>	Cristóvão Tavares Guimarães
<b>Dias Carneiro Advogados</b>	André de Melo Ribeiro
<b>Filhorini Advogados Associados</b>	Flavia Filhorini Lepique
<b>Gasparini, Nogueira de Lima e Barbosa Advogados</b>	Ricardo Christophe da Rocha Freire
<b>Giamundo Neto Advogados</b>	Luiz Fernando Plens de Quevedo, Mariana Diaz Capozoli
<b>Huck Otranto Camargo Advogados</b>	Maria Fernanda de Medeiros Redi
<b>KLA Advogados</b>	Alexandre Pessoa
<b>L.O. Baptista Advogados</b>	Fabio Chong de Lima
<b>Lobo de Rizzo Advogados</b>	Fabio Medeiros
<b>Mascaro Nascimento Advocacia Trabalhista</b>	Marcelo Costa Mascaro Nascimento
<b>Pessoa Advogados</b>	Maurício Pessoa
<b>Stocche Forbes Advogados</b>	Daniela Yuassa



## LABOR LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
Carey	Oscar Aitken
Munita & Olavarria	Cristián Olavarria
Uribe Hubner & Cía Abogados	Enrique Uribe
<b>EXCELLENT</b>	
Arthur Humeres Mejia & Toloza	Hector Humeres
Barros & Errázuriz	Juan Cristóbal Iturrate
Grasty Quintana Majlis	Christian Alvarado
Lizama Abogados	Luis Lizama Portal
Philippi Prietocarrizosa Ferrero DU & Uria	Paulina Miranda
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Aninat Abogados	Rodrigo Ugarte
Asesorías Pimentel Abogados	Valentín Pimentel
Aylwin Mendoza Luksic Valencia	Andrés Aylwin
Baker McKenzie	Andrés Valdés
Cariola Diez Pérez-Cotapos	Ricardo Tisi
CMS Carey & Allende	Enzo Canales
Della Maggiora, Eyzaguirre, Ferrada Abogados	Francisco Della Maggiora
Doña Vial	Santiago Doña Vial
Fontaine & Cía	Diego Marín
Larrain Y Asociados Abogados	Andrés Silva
Morales & Besa	Gonzalo Cordero
<b>2</b> Albagli Zaliasnik	Jorge Arredondo
Allende Bascuñan & Cia	Andrés Garrido
Bofill Mir & Álvarez Jana Abogados	Pablo Gutiérrez
DLA Piper Chile	Luis Parada
Porzio Rios García	Ignacio García
Prieto Abogados	Christian Von Bergen, Cristobal Raby
<b>RECOMMENDED</b>	
Abdala & Cía	José Ignacio Arteaga
Canales Parga Abogados Laborales	Alfonso Canales, Sebastián Parga
Del Río Izquierdo Abogados	Eduardo Izquierdo, Francisco Bañados
Frías, Lagos, Maira Vial Abogados	José Tomás Lagos
Guerrero Olivos	Rocío García de la Pastora
Hurtado Abogados	Fernando Hurtado
Matamala Abogados	Pedro Matamala Souper
Oksenberg y Arenas Abogados	Daniel Oksenberg, María Fernanda Arenas
Ovalle Consejeros Legales	Juan Ready
Rivadeneira Colombara Zegers	Ramón Domínguez
Saavedra & Compañía Abogados	Juan Pablo Saavedra, Cristóbal Muñoz, Gabriela Gerpe
Schwencke Abogados	Constanza Ríos
SCR Abogados	Constanza Contreras
Torrealba & Locke Abogados	Cristóbal Torrealba, Maureen Locke
Urenda Rencoret Orrego Y Dörr	Alberto Rencoret

## DOÑA VIAL ABOGADOS: SOLID LABOR LAW EXPERIENCE



Santiago Doña Vial

Key figure:  
Santiago Doña Vial  
Established: 2017

**Track record:** The firm provides services in all areas of labor and immigration law, including union and labor counsel, due diligence, trials and visa procedures. They handled the exclusive defense of Caja Los Andes in a series of labor processes against its workers. The firm represented Minera Aconcagua in a collective bargaining process.

**Team & differentiation:** Founding partner Santiago Doña Vial has a high level of specialization in labor law. His practice focuses on giving strategic legal advice in labor matters, labor lawsuits, due diligence processes and collective bargaining. The team has four lawyers, all of whom graduated of the most prestigious universities in the country.





## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
1 Godoy Córdoba member of Litter Global	Carlos Hernán Godoy, Francisco Buriticá
López & Asociados	Juan Pablo López
2 Baker McKenzie	Tatiana Garcés
Posse Herrera Ruiz	Carolina Camacho
<b>EXCELLENT</b>	
Álvarez Liévano & Laserna	Claudia Liévano Triana, Carlos Álvarez Pereira
Brigard & Urrutia	Catalina Santos
Chapman & Asociados	Charles Chapman, Mirna Wilches
Herrera Laboralistas	José Roberto Herrera
<b>HIGHLY RECOMMENDED</b>	
CMS Rodríguez-Azuero	Juan Camilo Rodríguez
Cortés Romero & Asociados	José Luis Cortés, Catalina Romero, María Victoria Romero
Dentons Cárdenas & Cárdenas	Lorena Arámbula
Escandón Abogados	Alberto Escandón
Gómez-Pinzón	Patricia Vergara
Philippi Prietocarrizosa Ferrero DU & Uría	Héctor Hernandez
Pilonieta Alvarez Abogados Laboralistas	Eduardo Pilonieta, Patricia Alvarez
Scola Abogados	Diego Felipe Valdivieso, Nicolás Rico
<b>RECOMMENDED</b>	
Contexto Legal	Guillermo Villegas
DLA Piper Martinez Beltrán	Diana Zuleta
Garrigues Colombia	Carlos Arturo, Silva Burbano
Guerrero & Asociados Asesores Laborales	Juan Manuel Guerrero
Lloreda Camacho & Co	Enrique Álvarez
Muñoz Tamayo & Asociados	Joe Bonilla
Parra Rodríguez Abogados	Alvaro Parra Gomez
Quintero y Quintero Asesores	Saida Quintero, Iván Quintero

### GUERRERO & ASOCIADOS: EXPERTS IN LABOR AND SOCIAL SECURITY



Juan Manuel Guerrero

Key figure:  
Juan Manuel Guerrero  
Established: 2011

**Track record:** Guerrero & Asociados has a 90% success rate acting for the Colombian flag-carrier Avianca in multiple processes, representing the airline before different judicial bodies, including the supreme court of justice and the constitutional court. Grupo Familia, Brinsa, Grupo Seb and Helicol are just some of the firm's clients.

**Team & differentiation:** J.M. Guerrero leads a team of 12 associates dedicated to labor and social security issues at the corporate level. He is primarily recognized in Colombia because in 2017 he advised the education ministry in its collective negotiation with the Colombian Federation of Education Workers, obtaining an agreement which respected Colombian fiscal rules.



## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
1 Jaramillo Dávila Abogados	Fabian Jaramillo
2 Corral Barriga	Fabián Corral Burbano
Pérez Bustamante & Ponce (PBP)	Javier Salvador
<b>EXCELLENT</b>	
Corralrosales	Edmundo Ramos
Fabara & Compañía Abogados	Francisco Vacas Dávila
Lexvalor Abogados	Karla Villacís
Paz Horowitz Abogados	Patricia Andrade
<b>HIGHLY RECOMMENDED</b>	
Bustamante & Bustamante	Patricia Ponce
Ecija Gpa	Jaime Alarcon Repetto, Juan Carlos Montenegro
Ferrere	Luis Carlos Fernandez
Flor & Hurtado	José Cisneros Pazmiño
Noboa, Peña & Torres	Marcelo Torres B.
Solines & Asociados	Ximena Moreno, Pablo Solines
<b>RECOMMENDED</b>	
CC&B Abogados	Daniela Cevallos
Heka Law	Javier Fernandez Salvador
Puente & Asociados	Guillermo Córdova
Romero Arteta Ponce	Marcelo Proaño



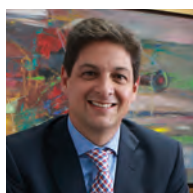
## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
Rodrigo Elías & Medrano Abogados	José Balta
Vinatea & Toyama	Luis Vinatea, Jorge Toyama, Magaly Alarcon
<b>EXCELLENT</b>	
1 Rubio Leguía Normand	Víctor Ferro, Armando Gutierrez, Sandro Nuñez
2 Muñiz Olaya Melendez Castro Ono & Herrera Abogados	Ricardo Herrera Vásquez, César Puntriano
Philippi Prietocarrizosa Ferrero DU & Uría	Jaime Zavala, César Gonzáles
<b>HIGHLY RECOMMENDED</b>	
CMS Grau	Claudia Flecha, Cecilia Vargas
Damma Legal Advisors	Germán Lora
Estudio Carlos Blancas Bustamante Abogados	Carlos Blancas Bustamante
Estudio Echeopar - Member of Baker McKenzie International EY Peru	Mónica Pizarro
Gálvez & Dolorier Abogados	José Ignacio Castro Otero
Rebaza, Alcázar & De Las Casas	Javier Dolorier
	Maria Haydee Zegarra
<b>RECOMMENDED</b>	
Benites Vargas & Ugaz Abogados	Jorge Luis Acevedo Mercado
DLA Piper Perú	Cecilia Guzmán-Barrón
Estudio Olaechea	José Antonio Váldez, Lucianna Polar
Hernández & Cia	Michael Vidal
Laos, Aguilar, Limas & Asociados	Nancy Laos
Miranda & Amado	Eric Castro
Osterling Abogados	Ary Alcántara, Joyce Cieza
Payet, Rey, Cauvi, Pérez Abogados	Cristina Oviedo
<b>VALUABLE PRACTICE</b>	
Aramburú Castañeda Boero	Oscar Boero
De Los Ríos Abogados	Joaquín De los Ríos
Dentons	Jaime Zegarra, Pamela Duffy
Ds Casahierro Abogados	José Carlos Velarde
Escribens, Valdivieso, Vega Soyer & Guerra Abogados - EVVG	José Manuel Guerra Caballero
García Sayán Abogados	Alberto Variillas
Garrigues	Franco Muschi
León e Iparraguirre Abogados	Mariana Rodríguez Polo
Martinot Abogados	Luis Esteban Delgado Sigüeñas
Miguel Mur Abogados	Erick Valderrama
RGC Abogados	Germán Ramirez Gastón
Santiváñez Abogados	Maria Teresa Capella

### ARAMBURÚ CASTAÑEDA BOERO: HIGHLY TRUSTED LABOR EXPERTISE



Oscar Boero

Key figure: Oscar Boero  
Established: 1995

**Track record:** The firm advises on every aspect of labor law, although its main activity is individual labor issues, helping with contracts, labor planning, compensation structures, mergers and acquisitions, transfer of staff, collective terminations and negotiations. They are also active in judicial and administrative labor litigations.

**Team & differentiation:** Managing partner and head of the labor area Oscar Boero has more than twenty years' experience in the labor field. He works alongside a team of two lawyers and specializes in providing labor advisory and migration and labor litigation, and is also well known in regulatory circles, his main area of specialization here being telecommunications.

### DE LOS RIOS: SMALL YET HIGHLY SPECIALIZED BOUTIQUE

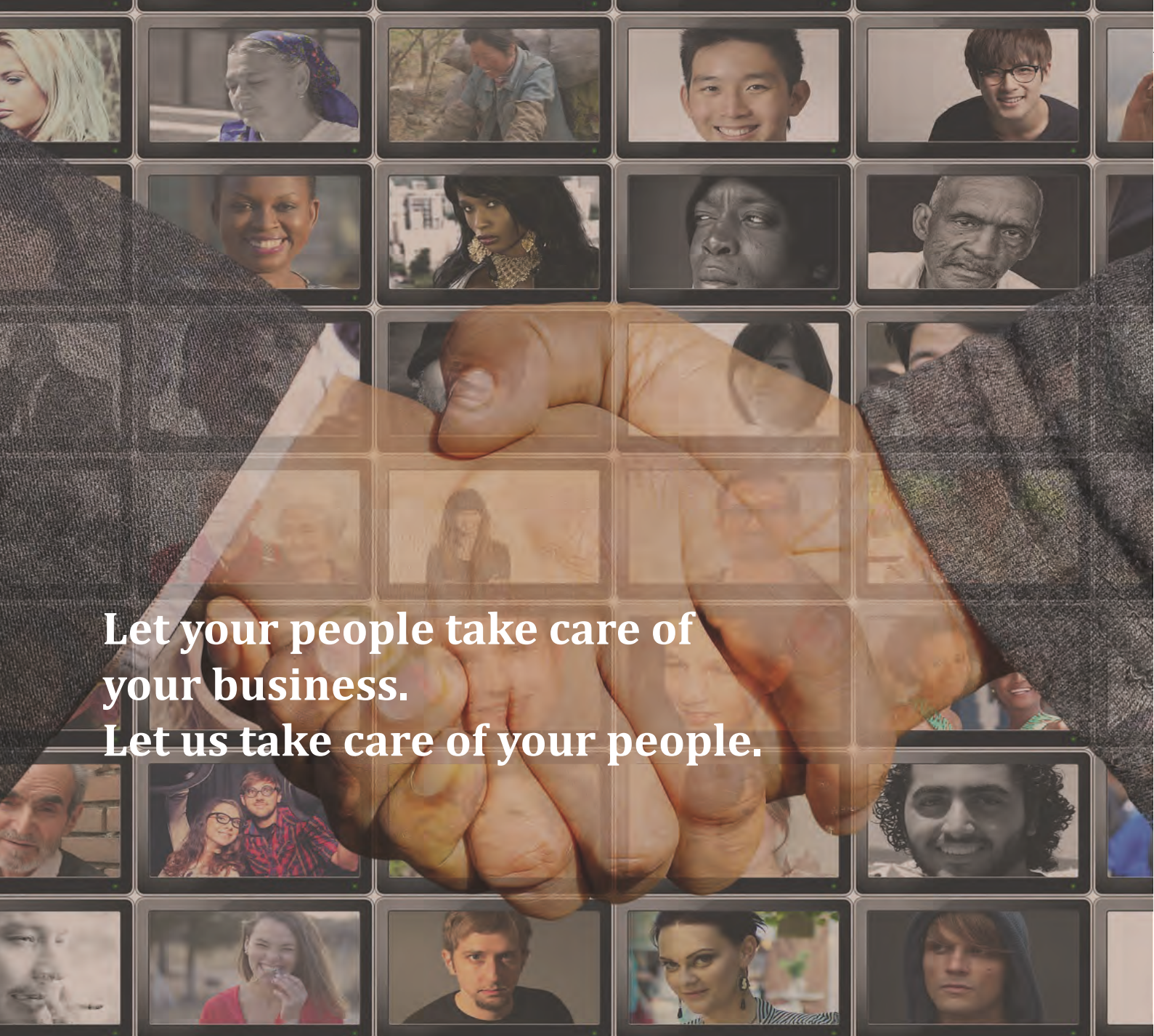


Joaquin de los Rios

Key figure:  
Joaquin de los Rios  
Established: 2015

**Track record:** De los Rios advises clients on day to day labor issues and strategic labor matters like reorganizations or cessations. The firm's main goal is to provide preventive advice, assessing a company's present situation, identifying possible labor contingencies and planning how to avoid them. It has worked for public and private institutions and local and international companies.

**Team & differentiation:** Founding partner Joaquin de los Rios is a labor and social security issues expert who teams with three other lawyers. The firm has strong litigation skills, acting on judicial and administrative (before SUNAFIL) labor litigation. The firm has developed a complementary project, Caplae, a business and labor training school.



Let your people take care of  
your business.  
Let us take care of your people.



MIGUEL MUR  
LAW FIRM

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Labor Department  
Lima - Peru

[www.miguelmur.com](http://www.miguelmur.com)  
[evalderrama@mur.pe](mailto:evalderrama@mur.pe)

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## LABOR

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>Ferrere</b>	Alberto Baroffio
<b>Guyer &amp; Regules</b>	Eduardo Ameglio
<b>Pérez del Castillo</b>	Matías Pérez del Castillo
<b>EXCELLENT</b>	
<b>Arcia Storace Fuentes Medina Abogados</b>	Dolores Storace
<b>Brum Costa</b>	Gustavo Gauthier
<b>Dentons Jiménez De Aréchaga, Viana &amp; Brause</b>	Diego Viana
<b>Hughes &amp; Hughes</b>	María Durán
<b>Posadas Posadas &amp; Vecino</b>	Valeria Techera, Luis Nin
<b>HIGHLY RECOMMENDED</b>	
<b>Bergstein Abogados</b>	Leonardo Melos
<b>Blanco &amp; Etcheverry</b>	Juan Carlos Blanco
<b>LegalMind Abogados</b>	Florencia Aguirre
<b>Murguía Aguirre</b>	Beatriz Murguía
<b>Rueda Abadi Pereira</b>	Daniel Tellechea



**EUROPE**

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## EMPLOYMENT LAW

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>CMS Reich-Rohrwig Hainz</b>	Bernhard Hainz, Christoph Wolf
<b>Wolf Theiss</b>	Matthias Unterrieder, Ralf Peschek
<b>EXCELLENT</b>	
<b>1 Binder Grösswang</b>	Horst Lukanec; Angelika Pallwein-Prettner
<b>Burgstaller &amp; Preyer</b>	Gerald Burgstaller, Helmut Preyer
<b>Schima Mayer Starlinger Rechtsanwälte GmbH</b>	Georg Schima; Birgit Vogt-Majarek
<b>2 Baker McKenzie</b>	Philipp Maier
<b>Cerha Hempel</b>	Julian Feichtinger
<b>Dorda</b>	Thomas Angermair, Elmar Drabek
<b>MOSA Rechtsanwälte</b>	Judith Morgenstern
<b>HIGHLY RECOMMENDED</b>	
<b>Eisenberger &amp; Herzog</b>	Jana Eichmeyer
<b>Eversheds Sutherland</b>	Silva Palzer
<b>Freimüller/ Obereder / Pilz</b>	Alois Obereder
<b>Gerlach Rechtsanwälte</b>	Markus Löscher, Roland Gerlach
<b>Herbst Kinsky Rechtsanwälte GmbH</b>	Franz Marhold
<b>Mosati</b>	Andreas Tinhofer
<b>Schoenherr</b>	Stefan Kühteubl
<b>Taylor Wessing</b>	Wolfgang Kapek
<b>RECOMMENDED</b>	
<b>DLA Piper Weiss-Tessbach</b>	Stephan Nitzl
<b>Engelbrecht Arbeitsrecht</b>	Helmut Engelbrecht, Maria Schedle
<b>Fellner Wratzfeld &amp; Partners</b>	Kurt Wratzfeld
<b>Freshfields Bruckhaus Deringer</b>	Karin Buzanich-Sommeregger
<b>Graf &amp; Pitkowitz</b>	Jakob Widner
<b>Kunz Wallentin Rechtsanwälte GmbH</b>	Daniel Liemberger
<b>Rechtsanwaltskanzlei Gahleitner</b>	Sieglinde Gahleitner
<b>Zeiler.partners</b>	Hans Georg Laimer
<b>VALUABLE PRACTICE</b>	
<b>Barnert Egermann Illigasch</b>	Clemens Egermann
<b>BLS Attorneys at Law</b>	Thomas Boller
<b>Dr Alexandra Knell</b>	Alexandra Knell
<b>Kinner Korenjak Law</b>	Wolfgang Kinner
<b>Körper-Risak Rechtsanwalts GmbH</b>	Katharina Körper-Risak, Moritz Lindner
<b>KWR Karasek Wietrzyk Rechtsanwälte GmbH</b>	Anna Mertinz
<b>Prchal Anwaltsbüro</b>	Robert Prchal
<b>PwC Legal Austria-oechner &amp; partner</b>	Ursula Roberts
<b>Saxinger, Chalupsky &amp; Partners</b>	Roland Heinrich, Bettina Pogliès-Schneiderbauer
<b>Schindler Attorneys</b>	Barbara Klinger



## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>Claeys &amp; Engels</b>	Bart Adriaens, Chris Engels
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Christian Bayart, Inge Vanderreken
<b>Baker McKenzie</b>	François Gabriel
<b>Loyens &amp; Loeff</b>	Filip Saelens, Kris De Schutter
<b>Lydian</b>	Jan Hofkens, Alexander Vanderbergen
<b>Stibbe</b>	Jérôme Aubertin, Elisabeth Matthys
<b>Van Olmen &amp; Wynant</b>	Chris Van Olmen, Nicolas Simon, Vincent Vuylsteke
<b>HIGHLY RECOMMENDED</b>	
<b>Altius</b>	Sven Demeulemeester, Philippe De Wulf
<b>Bird &amp; Bird</b>	Pieter De Koster
<b>CMS</b>	Gaël Chuffart
<b>Eubelius</b>	Véronique Pertry
<b>Linklaters</b>	Luc Vanaverbeke
<b>NautaDutilh</b>	Philippe François
<b>Reliance</b>	Edward Carlier, Koen De Bisschop, Erwin Crabeels, Anne-Valérie Michaux, Stéphanie De Ridder
<b>Sotra</b>	Olivier Rijckaert
<b>Strelia</b>	Herman Craeninckx
<b>TetraLaw</b>	Sylvie Lacombe, Eric Carlier, Baudoin Paquot
<b>Van Cutsem Wittamer Marnef &amp; Partners</b>	Pierre Beyens, Bertrand Wittamer, Tanguy Gillain
<b>Younity</b>	Jean-Philippe Cordier
<b>RECOMMENDED</b>	
<b>Ambos</b>	Carl Bevernage, Damien Stas de Richelle
<b>Curia</b>	Guido Lamal
<b>DLA Piper</b>	Eddy Lievens
<b>Fieldfisher</b>	Stefan Nerinckx
<b>Janson</b>	Johan Kerremans, Delphine Castiaux, Alain D'Ieteren*
<b>K Law</b>	Alexis Ceuterick
<b>Koan</b>	Robert De Baerdemaeker
<b>Laga</b>	Stijn Demeestere
<b>Lallemand Legros &amp; Joyn</b>	Karel Mortier
<b>Liedekerke</b>	Paul Geerebaert
<b>Philippe &amp; Partners</b>	Pierre-Yves Materne
<b>Seeds of Law</b>	Koen De Puydt, Steve Griess, Leila Mstoian
<b>Taquet, Clesse &amp; Van Eeckhoutte</b>	Dominique Claes, Didier Votquenne
<b>Thales Avocats</b>	Olivier Scheuer
<b>Tilleman van Hoogenbemt</b>	Filip Tilleman, Herman Van Hoogenbemt
<b>Van Bael &amp; Bellis</b>	Catherine Longeval

\*Senior Counsel





## Our analysis

### TETRA LAW: EXPERIENCED PLAYER IN EMPLOYMENT LAW



Sylvie Lacombe

**Key figures:** Sylvie Lacombe, Eric Carlier and Baudoin Paquot  
**Established:** 2012

**Track record:** Created in 2012, Tetra Law has developed into a serious player in employment law and litigation thanks to its core values: offering innovative legal services to improve business and employment relationships, working in close collaboration among team members, and achieving excellence through high level involvement and passion for the law profession.

**Team & differentiation:** The employment department, led by Sylvie Lacombe, has extensive knowledge of new regulations and case-law and takes a pragmatic approach to solving complex issues. The team's lawyers have advanced expertise in areas such as hiring questions, harassment and discrimination issues, international mobility of salaried workers and company reorganization.

### VAN OLMEN & WYNANT: EXPERTISE AND PERSONALISED ADVICE



Chris Van Olmen

**Key figures:** Chris Van Olmen, Nicolas Simon and Vincent Vuylsteke  
**Established:** 1993

**Track record:** Van Olmen & Wynant is an independent firm offering a double niche strategy, specialized resources, and personalized advice for its clients. The employment expertise covers the full spectrum of employment law with in-depth expertise in civil servants law. They have significant litigation expertise and appear before the Belgian labor and administrative courts.

**Team & differentiation:** In addition to partners Chris Van Olmen, Nicolas Simon and Vincent Vuylsteke, the employment team has 11 associates and two of counsel focused on individual employment law, collective labor law, compensation and benefits, international employment. The firm is a driving force behind L&E Global, a worldwide alliance of employers' counsel, giving the firm an edge in employment law matters.

### VAN CUTSEM WITTAMER MARNEF & PARTNERS: HIGHLY EVOLVED EMPLOYMENT PRACTICE



Bertrand Wittamer

**Key figures:** Bertrand Wittamer, Hans Van der Mullen, Pierre Beyens and Tanguy Gillain  
**Established:** 1977

**Track record:** With values including expertise, flexibility, and availability, it is no wonder that the Employment practice at Van Cutsem is well known in the Belgian market. The law firm has employment litigation expertise in the following areas: drafting of employment agreements, drafting of work regulations and policies, and advice on alternative forms of remuneration.

**Team & differentiation:** With a practice that includes four partners, Bertrand Wittamer, Hans Van der Mullen, Pierre Beyens, and Tanguy Gillain, Van Cutsem focuses on preventing disputes from arising in the first place. Well-being at work, liability of workers and officers and assistance in connection of social inspections are areas of expertise. The practice also offers services related to social security issues.

### SOTRA: SMALL BUT HIGHLY SPECIALIZED BOUTIQUE

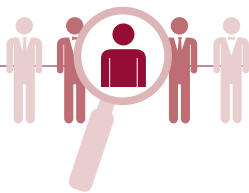


Olivier Rijckaert

**Key figure:** Olivier Rijckaert  
**Established:** 2014

**Track record:** A boutique specializing in labor law, in both the private and public sectors. Sotra's areas of expertise cover all aspects of employment matters, social security law and taxation of workers. With its considerable knowledge of the market, the team assists various clients: startups, SMEs and major companies – whether Belgians or multinationals.

**Team & differentiation:** Established by specialists with a combined decade of experience in these fields, Sotra has offices in Brussels and Namur, in order to offer its customers a personalized and local service. The law firm is also in partnership with specialist law firms abroad in order to handle any case with an international dimension.



#### 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

#### METHODOLOGY

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

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

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

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

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



## COLLECTIVE BARGAINING

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>1 August Debouzy</b>	E. Barbara, F. Haas, P. Durand, M-H. Bensadoun, V. Devos, C. Le Manchec, A. Qureshi
<b>Barthélemy Avocats</b>	Bruno Denkiewicz, François Millet
<b>Bredin Prat</b>	Laetitia Tombarello, Cyril Gaillard, Pascale Lagesse, Paul-Henri Antonmattei
<b>Capstan Avocats</b>	Team of partners
<b>CMS Francis Lefebvre Avocats</b>	Team of partners
<b>Flichy Grangé Avocats</b>	A. Cormier Le Goff, C. Michaud, S. Guedes Da Costa, J. Credoz Rosier, N. Fauché-El Aougr, J. Grangé, S. Bloch
<b>Fromont Briens</b>	Team of partners
<b>2 Actance Avocats</b>	Team of partners
<b>Brl Avocats</b>	T. Humbert, N. Czernichow, J. D'Aleman, G. Brédon, S. Sadaoui, V. Martin-Bozzi, T. Godey, H. Guyot
<b>Factorhy Avocats</b>	B. Desaint, G. Chastagnol, L. Gamet, L. Nicolai, U. Sansy, A. Roumieu, P. Larroque Daran, Q. Frisoni
<b>Fidal</b>	Sylvain Niel, Stéphane Béal
<b>Karman Associés</b>	Erwan Jaglin, Romain Chiss, Florence Froment-Meurice
<b>Vivant Avocats</b>	Caroline Merle, Antoine Vivant, Bertrand Castex
<b>EXCELLENT</b>	
<b>1 Chassany Watrelot &amp; Associés</b>	Philippe Chassany, Mathieu Raio de San Lazaro, Yves Merle, Xavier De Jerphanion, Jean Martinez
<b>De Pardieu Brocas Maffei</b>	Philippe Rozec
<b>Lusis Avocats</b>	Frédéric Leclercq, Mikaël Pelan, Hortense Gebel, Adeline Lavaron, Hélène Said
<b>MGG Voltaire</b>	David Guillouet, Marijke Granier Guillemarre, Philippe Pachoud, Loïc Héron
<b>Orrick Rambaud Martel</b>	Emmanuel Benard
<b>Proskauer Rose</b>	Beatrice Pola, Nicolas Leger, Cédric Jacquelet, Yasmine Tarasewicz, Alexandra Stocki
<b>UGGC Avocats</b>	Jennifer Carrel, Sophie Uetwiller, Karine Audouze
<b>2 Altana</b>	Pierre Lubet, Mickaël D'Allende
<b>Coblençe Avocats</b>	Elisabeth Laherre, Laurent Guardelli, Martine Riou, Catherine Davico-Hoarau
<b>Eunomie Avocats</b>	Lionel Sebillé, Jérôme Daniel, Thomas Lestavel, Cécile Tacchella, Nathalie Dauxerre
<b>FTMS Avocats</b>	Jean Nérét, Olivier Angotti, Sabrina Kemel, Isabelle Pontal
<b>Jeantet</b>	Nicolas Mancret
<b>Latham &amp; Watkins</b>	Matthias Rubner
<b>Vaughan Avocats</b>	I. Fernandez-Boni, A. Hamida, B., J-C. de Bellefon, B. Courtine, F. Perruchot, P. van Deth, A. Serres van Gaver
<b>3 Aguera Avocats</b>	Laure Mazon, Philippe de la Brosse
<b>Franklin</b>	Myriam de Gaudusson, Patrick Thiébart
<b>Gide Loyrette Nouel</b>	Foulques de Rostolan, François Vergne, David Jonin
<b>HDV Avocats</b>	Michel Morand
<b>LPA-CGR Avocats</b>	Alexandre Bensoussan, Françoise Pelletier, Sandra Hundsdörfer, Karine Bézille, Sophie Marinier
<b>NMCG</b>	Gaëlle Mérignac, Arnaud Blanc de la Naulte, Nathalie Maire, S. Abodja, C. Peroux, E. Delattre, Valérie Reynaud
<b>PRK &amp; Associés - Perol Raymond Khanna</b>	Philippe Raymond, Alexandre Khanna, Marie-Christine Perol, Franck Dremaux, Annick Perol, Stéphanie Kubler
<b>Raphaël Avocats</b>	Isabelle Ayache-Revah, Marion Ayadi
<b>Sutra Corre &amp; Associés</b>	Romain Sutra, Alain Sutra, Michèle Corre
<b>HIGHLY RECOMMENDED</b>	
<b>1 Allen &amp; Overy</b>	Claire Toumieux
<b>Ayache Salama</b>	Caroline André-Hesse, Justine Coret
<b>Baker Mckenzie</b>	Olivier Vasset, Denise Broussal, Gilles Jolivet
<b>Bersay</b>	Anne-Lise Puget, Nathalie Cerqueira
<b>Bird &amp; Bird</b>	Benjamine Fiedler, Nathalie Devernay
<b>Carvage Avocats</b>	Pierre Brégou, Laura Bertrand
<b>Clifford Chance</b>	François Farmine
<b>Cohen &amp; Gresser</b>	Angéline Duffour
<b>Cornet Vincent Ségurel</b>	Labor law team
<b>Daem Partners</b>	Laura Michl, Isabelle Mathieu
<b>Dechert</b>	Philippe Thomas, Thibault Meiers
<b>Delsol Avocats</b>	Philippe Pacotte, Camille Rousset, Elsa Lederlin, Delphine Bretagnolle
<b>DLA Piper</b>	Philippe Danesi, Marine Gicquel, Jérôme Halphen
<b>Dupuy &amp; Associés</b>	Florence du Gardier, Pierre Safar
<b>Eversheds Sutherland</b>	Myrtille Lapuelle, Deborah Attali
<b>Fidere Avocats</b>	Team of partners
<b>Freshfields Bruckhaus Deringer</b>	Gwen Senlanne
<b>Kersus</b>	Florence Richard, Jacques Dubourg
<b>Morgan Lewis</b>	Sabine Smith-Vidal, Charles Dauthier
<b>Ogletree Deakins</b>	Team of partners
<b>Racine</b>	Carla Di Fazio Perrin, Sarah Usunier, Philippe Rogez, Frédéric Broud
<b>2 Bmh Avocats</b>	Aymeric Le Goff, Isabelle Le Coq
<b>Bryan Cave Leighton Paisner</b>	Marion Brière Ségala, Claire Fougea, Kathie Claret
<b>Charles Russell Speechlys</b>	Kim Campion
<b>D'Alverny Avocats</b>	Célia Dufour
<b>Dentons</b>	Frédérique Meslay-Caloni, Katell Deniel-Allioux, Julie Caussade
<b>Harlay Avocats</b>	Frédérique David
<b>Hoche Avocats</b>	Frédérique Cassereau, Sophie Dechaumet
<b>Hogan Lovells</b>	Dominique Mendy, Thierry Meillat, Marion Guertault
<b>La Garanderie &amp; Associés</b>	Marie-Alice Jourde, Saskia Henninger, Guy Alfosea, Dominique de la Garanderie, Bertrand Merville, Frédéric Sicard
<b>Linklaters</b>	Lionel Vuidard
<b>McDermott Will &amp; Emery</b>	Jilali Maazouz
<b>PwC Société d'Avocats</b>	Corinne Guyot Chavanon, Aurélie Cluzel d'Andlau, Bernard Borrely
<b>Séjur Avocats</b>	Brigitte Pelletier, Florence Achir
<b>Stehlin &amp; Associés</b>	Anna-Christina Chaves
<b>3 Aklea</b>	Sidonie Lacroix-Girard
<b>Argo</b>	Mickael Valette
<b>Arsis Avocats</b>	Gladys Laferrière, Alexandre Lamy
<b>BFPL Avocats</b>	François Berbinau, Charlotte Hammelrath
<b>Biard Bouscatel &amp; Associés</b>	Philippe Biard, Claire Bouscatel, Marie Taverne
<b>BI &amp; Associés</b>	Sophie Bourguignon, Delphine Derumez, Aurore Guido-Deaibes, Anne-Laure Bénét
<b>Cloix &amp; Mendès-Gil</b>	Léa Duhamel
<b>De Gaulle Fleurance &amp; Associés</b>	Thierry Gillot, Deborah David
<b>Deprez Guignot Associés - DDG</b>	Laurent Carrié
<b>Desanlis</b>	Anne Lemarchand, Jean-Philippe Desanlis
<b>DS Avocats</b>	Patricia Jeannin, Monique Figueiredo
<b>Galion Avocats</b>	Lionel Paraire

GGV Avocats	Bénédicte Querenet-Hahn
Gowling WLG	Gaëlle Le Breton
Hughes Hubbard & Reed	Nadine Voisin
Joffe & Associés	Géraldine Lepeytre, Blaise Deltombe
Lmt Avocats	Christian Connor, Thierry Cheymol
MBA Société d'Avocats	Christine Hillig Poudevigne
Nomos	Anne Ciret, Virginie Delestre
Numa Avocats	Jean-Philippe Passanante, Raphaëlle Busser
Osborne Clarke	Jerome Scapoli, Maxime Pigeon
Paetzold Avocats	Stephan Paetzold, Andreas Paetzold, Fabien Créchet, Marine Saphy, Florian Paetzold
Paul Hastings	Stéphane Henry
Petrel & Associés	Pascal Petrel
SEA Avocats	Nicolas Sauvage
Sesame Avocats	Mathieu Combarnous, Barbara HART, Sébastien Ducamp
Simmons & Simmons	Laurence Renard
Simon Associés	Nicolas Billon, Anne-Laurence Faroux
Skadden	Philippe Després
Taylor Wessing	Markus Asshoff, Claudia Jonath
TNDA	Guillaume Verdier, Nicolas Durand-Gasselien, Véronique Tuffal-Nerson, Rémy Douarre, Martine Rivereau-Trzmeil
Vivien & Associés	Joelle Hannalais, Marie-Emilie Rousseau-Brunel

## RECOMMENDED

1 Amar Legal	Sophie Amar, Anne Grenaud
Arago	Frédéric Navarro
Bardavid Tourneur	Jean-François Tourneur, Élixa Bardavid
BCTG Avocats	Sabine De Paillerets-Matignon
CPC & Associés	Jérémy Delattre
Ddlc	Karen Durand-Hakim, Marie-Cécile de la Chapelle
Epp Rechtsanwältte Avocats	Emil Epp
EY Société d'Avocats	Anne-Elisabeth Combes
Guillemain Flichy	Stéphane Flichy
Herald	Guillaume Roland
Hertslet Wolfer & Heintz - HW&H	Pascal Gastebois
Jones Day	Emmanuelle Rivez-Domont
K&L Gates	Christine Artus, Raphaël Bloch
Lamy Lexel	Béatrice Chaîne, Isabelle Jaulin
Melville Avocats	Pierre Warin, Pierre Chevillard
Patchwork Avocats	Céline Bruneau, Stéphanie Ropars
PDGB	Denis Agranier, Patricia Gomez-Talimi
Ovive Avocats & Rechtsanwältte	Emilie Wider
Redlink	Benjamin Louzier, Deborah Fallik
Reinhart Marville Torre	Catherine Broussot-Morin, Soazig Préteseille-Taillardat
Sekri Valentin Zerrouk	Emilie Meridjen
Szpiener Toby Ayela Semerdjian	Marion Kahn-Guerra
Squire Patton Boggs	Pauline Pierce, Ludovic Roche, Jean-François Rage
STAS & Associés	Marion Kahn-Guerra
STC Partners	Etienne Pujol
Vaccaro Avocats Associés	Chrystelle Deschamps, François Vaccaro
Versant Avocats	Maxime Aunos, Guillaume Charent, Nicolas Pottier, Alix Friteux, Emilie Dutrain
Willway Avocats	Eric Pouliquen
Winston & Strawn	Virgile Puyau
2 Abeille & Associés	Denis Ferre, Laura Tetti, Jean-Baptiste Bado
Achache-Valluet-Arilla	Florence Achache, Delphine Cazeneuve, Carole Helmer
Advocacy 4	Karine Cohen
Alerion	Jacques Perotto
Ashurst	Muriel Pariente
Asser Avocats	Murielle Asser
Aston Avocats	Gwenaëlle Artur
Axlaw	Stephane Sélégny
Berthezène Nevouet Rivet	Christophe Nevouet, Fabien Masson
Bignon Lebray	Jérémy Boubliil, Bertrand Debosque, Marie-Charlotte Diriar, Antoine Benoit
Brunet Schmid Selas	Céline Brunet
Calinaud David Avocats	Frédéric Calinaud
Calix Société d'Avocats	Emmanuel Noirot
Chatain & Associés	Stéphane Lataste
CS Avocats Associés	Cédric Seguin, Cédric Garnier, Mathieu Bonardi
Daher Avocats	Hélène Daher
Dillenschneider Favaro Associés	Françoise Favaro
DM&D Avocats	Pierre Audiguier, Olivier Meyer
Eixamp Avocats	Arnaud Marguet, Frédéric Bardet
Eole Avocats	Olivier Bach, Christèle Morand, Alette Pennaneac'h Selosse, Eric Trimolet, Dorothee Rey
Equipage	Hélène Presle-Lejeune, Françoise Mepillat, Christine Stagnara, Jérôme Chomel de Varagnes
Fayan-Roux-Bontoux Associés	Frédéric Fayan-Roux, Séverine Aubert, Xavier Bontoux
Fieldfisher	Laurence Dumure Lambert
Gfo Avocats	Florence Dupont, Joëlle Muchada
HPML	Jean-Baptiste Vienne
KPMG Avocats	Olivier Masi, Albane Eglinger
L&KA Avocats	Eve Labalte
Lerins & BCW	Françoise Mertz, Johann Sultan
Majorelle Avocats	Jean-Charles Moriceau, Olivier Motte
Miguères Moulin	Luc Miguères
ML&A	Gabriel Halimi
Mouy Dangleterre Avocats	Elise Dangleterre
Norma Avocats	Sandrine Deroubaix, Julie Lamadon, Florent Millot, Claire Mathurin
Opleo Avocats	Sandrine Gardel
Orme Avocats	Karine Hollmann-Agard
Oxynomia Avocats Associés	Montaine Guesdon Vennerie
Pech de Laclause Bathmanabane & Associés	Pascal Bathmanabane, Jean-François Tréton
Pinsent Masons	Valérie Blandeau
Reed Smith	Séverine Martel
Richelieu Avocats	Benoît Gruau, Jean-Oudard de Préville
SCA	Georges Toumanoff
Scotto Partners	Bertrand Thibaut
Solucial Avocats	Thierry Doutriaux, Louis Vaneecloo, Caroline Barbe
Soulié & Coste-Floret	Jean-Marie Coste-Floret, Valérie Le Bras
Steering Legal	Gwenaëlle Artur
Teiten Avocats	Helyett Le Nabour, Gwenaëlle Teissèdre
Teitgen & Viottolo	Agnès Viottolo
Verdun Verniole Avocats	Franck Verdun, Marie-Chrystel Pican
Voxlaw	Geneviève Beauzac, Antonio Sardinha Marques
Woog & Associés	Marie-Véronique Lumeau

Our analysis

**BREDIN PRAT:  
AGILITY AND TECHNICAL EXPERTISE**



Pascale Lagesse

Key figure: Pascale Lagesse  
Established: 1966

**Track record:** Thanks to its highly skilled team of lawyers, Bredin Prat's employment law practice was able to immediately respond to its clients' pandemic-related needs. The firm has handled numerous workforce-reduction programs for leading multinational companies. The team has also been involved in several key M&A operations such as Mylan's acquisition of Aspen's Thrombosis business in Europe for €642m.

**Team & differentiation:** The arrival of eminent labor law professor Paul-Henri Antonmattei in the fall of 2020 has brought greater depth to the practice, allowing it to pass on his precious insight and academic know-how to clients. Now more than ever, Bredin Prat's multi-disciplinary practice is proving to be an invaluable asset for clients involved in complex restructuring and M&A operations.

**FLICHY GRANGÉ AVOCATS:  
LAWYERS WITHOUT BORDERS**



Joël Grangé

Key figure: Joël Grangé  
Established: 1999

**Track record:** Because of its recognized high-level expertise, Flichy Grangé Avocats is called upon by many international groups to deal with their employment and labor law issues. The firm was recently involved in defending the interests of a leading figure in the pneumatic industry in a high-risk litigation case. It also acted for a major shoe manufacturer, piloting a significant restructuring plan.

**Team & differentiation:** Made up of lawyers with experience working at international law firms, the team remains focused on helping clients handle their cross-border projects. Flichy Grangé Avocats is member and co-founder of L&E Global, an international platform of 25 prominent employment-law firms, and can draw upon the skills of a worldwide network of legal correspondents.

**FROMONT BRIENS:  
FACILITATING SOCIAL CHANGE**



Jean-Sébastien Capisano

Key figure: Jean-Sébastien Capisano  
Established: 1993

**Track record:** The team advises on major reorganization projects for clients including Boiron and Danone. Fromont Briens has demonstrated expertise handling cases with a strong psychosocial aspect. Corporate social responsibility and quality of life in the workplace are issues the firm can expertly navigate. 2020 witnessed the arrival of five new partners.

**Team & differentiation:** Arranged around dedicated areas of specialization, Fromont Briens acts for as many multinationals as it does French clients. Its international activity is boosted by a best-friends partnership with Littler, one of the world's leading labor-law firms which recently expanded to Ireland, Poland, Spain and Brazil.

**MIGUÉRÈS MOULIN:  
TRUSTED HUMAN-RESOURCES PARTNER**



Luc Miguérès

Key figure: Luc Miguérès  
Established: 2010

**Track record:** Miguérès Moulin is sought out for its vast labor law and restructuring expertise. Clients include a number of major European multinationals, who value the firm's pragmatic, tailor-made approach. With strong educative and outreach ability, the firm supports clients during their recruitment process as a privileged partner to human resources departments.

**Team & differentiation:** The team is extremely business-savvy and internationally oriented. Since 2012 the firm has been committed to following the United Nations Global Compact, a voluntary initiative based on CEO commitments to implement universal sustainability principles.

**OGLETREE DEAKINS:  
THINKING GLOBALLY ACTING LOCALLY**



Jean-Marc Albiol

Key figure: Jean-Marc Albiol  
Established: 2017 (French office)

**Track record:** Among the strongest labor law firms in France, Ogletree Deakins manages complex litigation and strategic issues for major French and international groups, listed and unlisted institutional clients. The team advises clients in the distribution, media and new technologies, wholesale trade, banking, luxury goods and pharmaceuticals sectors.

**Team & differentiation:** As a result of its "think global, act local" strategy, Ogletree Deakins has chosen to remain a niche firm by supporting its clients on all human resource management issues, while developing a global service reputed for its excellence and commitment. The team combines its expertise in French employment law with values of responsiveness and trust.

**BARTHÉLÉMY AVOCATS:  
FORWARD-THINKING FIRM**



François Millet

Key figure: François Millet  
Established: 1965

**Track record:** With an experienced team and 19 offices in France, Barthélémy Avocats provides advisory and litigation services of various shapes and sizes to clients in a range of sectors. Its partners have recently been engaged in major restructuring cases for a select international clientele. They are skilled at negotiating win-win outcomes during collective bargaining.

**Team & differentiation:** Being a pioneering employment law firm has not stopped Barthélémy from innovating to stay ahead of the pack. The firm offers clients access to a digital campus as well as a platform which allows them to pilot their own restructuring programmes. The firm has its own scientific council and has the backing of an international network for trans-national cases.



# SOMMET DES ENTREPRISES DE CROISSANCE

27 AVRIL 2021 | PARIS

LA RENCONTRE DES DIRIGEANTS ENTREPRENEURS



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## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>1</b>	
<b>Actance Avocats</b>	Team of partners
<b>Aguera Avocats</b>	Sahra Cheriti, Joseph Aguera, Christian Brochard, Caroline Blanvillain, Yann Boisadam, Christophe Bidal
<b>August Debouzy</b>	Marie-Hélène Bensadoun, Eric Manca, Emmanuelle Barbara, Virginie Devos, Catherine Le Manchec, Philippe Durand, Fabienne Haas
<b>Capstan Avocats</b>	Team of partners
<b>CMS Francis Lefebvre Avocats</b>	Team of partners
<b>Flichy Grangé Avocats</b>	Cyprien Pialoux, Blandine Allix, Emmanuel Raynaud, Florence Bacquet, Arnaud Chaulet
<b>Proskauer Rose</b>	Cédric Jacquélet, Yasmine Tarasewicz, Nicolas Leger, Beatrice Pola, Alexandra Stocki
<b>2</b>	
<b>BFPL Avocats</b>	Charlotte Hammelrath, François Berbinau
<b>Bredin Prat</b>	Cyril Gaillard, Laetitia Tombarello, Pascale Lagesse, Paul-Henri Antonmattei
<b>Brl Avocats</b>	G. Brédon, Thomas Godey, Thomas Humbert, Nicolas Czernichow, Véronique Martin-Bozzi, Jean D'Aleman, Henri Guyot
<b>Caravage Avocats</b>	Laura Bertrand, Pierre Bréguou
<b>Coblence Avocats</b>	Catherine Davico-Hoarau, Martine Riou, Elisabeth Laherre, Chantal Giraud-van Gaver, Laurent Guardelli
<b>De Pardiou Brocas Maffei</b>	Philippe Rozec
<b>Dupuy &amp; Associés</b>	Florence du Gardier, Pierre Safar
<b>Economie Avocats</b>	Jerome Daniel, Lionel Sebillé, Cécile Tacchella, Nathalie Dauxerre, Thomas Lestavel
<b>Factorhy Avocats</b>	G. Chastagnol, B. Desaint, L. Gamet, L. Nicolai, A. Roumieu, U.Sansy, P. Larroque Daran, Q.Frisoni
<b>Fromont Briens</b>	Team of partners
<b>FTMS Avocats</b>	Olivier Angotti, Jean Néret, Sabrina Kemel
<b>Gide Loyrette Nouel</b>	Baudouin de Moucheron, Aurélien Boulanger, David Jonin, François Vergne, Guillaume Navarro
<b>Jeanet</b>	Nicolas Mancret
<b>Karman Associés</b>	Florence Froment-Meurice, Romain Chiss, Erwan Jaglin
<b>Reinhart Marville Torre</b>	Olivier Bluche, Agathe Moreau
<b>TNDA</b>	Nicolas Durand-Gasselien, Rémy Douarre, Véronique Tuffal-Nerson, Martine Rivereau-Trzmeil, Guillaume Verdier, Karine Pérotin
<b>Vivant Avocats</b>	Caroline Merle, Antoine Vivant, Bertrand Castex
<b>EXCELLENT</b>	
<b>Altana</b>	Pierre Lubet, Mickaël D'Allende
<b>Argo</b>	Mickael Valette
<b>Ayache Salama</b>	Caroline André-Hesse, Justine Coret
<b>Bardavid Tourneur</b>	Jean-François Tourneur, Éliisa Bardavid
<b>Barthélémy Avocats</b>	Olivier Barraut
<b>Bird &amp; Bird</b>	Benjamine Fiedler, Nathalie Devernay
<b>Bougartchev Moyne Associés</b>	Kiril Bougartchev, Emmanuel Moyne, Geoffroy Goubin
<b>De Gaulle Fleurance &amp; Associés</b>	Thierry Gillot, Déborah David
<b>Dentons</b>	Julie Caussade, Katell Deniel-Allioux, Jean Louis Magnier, Frédérique Meslay-Caloni
<b>Franklin</b>	Myriam de Gaudusson, Patrick Thiébart
<b>Hughes Hubbard &amp; Reed</b>	Nadine Voisin
<b>La Garanderie &amp; Associés</b>	Marie-Alice Jourde, Saskia Henninger, Bertrand Merville, Frédéric Sicard
<b>Latham &amp; Watkins</b>	Matthias Rubner
<b>Lusis Avocats</b>	Adeline Lavaron, Mikaël Pelan, Hortense Gebel, Hélène Said, Frédéric Leclercq
<b>MGG Voltaire</b>	David Guillouet, Xavier Blunat, Anne Vincent-Ibarroondo, François Hubert, Loïc Héron
<b>Orrick Rambaud Martel</b>	Emmanuel Bernard
<b>Pech de Laclause Bathmanabane &amp; Associés</b>	Jean-François Tréton, Pascal Bathmanabane
<b>Pradel Avocats</b>	Camille-Frédéric Pradel, Michel Pradel, Virgile Pradel, Perle-Marie Pradel-Boureaux
<b>PRK &amp; Associés - Perol Raymond Khanna</b>	Alexandre Khanna, Philippe Raymond, Annick Perol
<b>Racine</b>	Philippe Rogez, Sarah Usunier, Frédéric Broud, Carla Di Fazio Perrin
<b>Raphael Avocats</b>	Isabelle Ayache-Revah, Marion Ayadi
<b>Sutra Corre &amp; Associés</b>	Alain Sutra, Michèle Corre, Romain Sutra
<b>Vaughan Avocats</b>	Jean-Charles de Bellefon, Paul van Deth, Thomas Fernandez-Boni
<b>HIGHLY RECOMMENDED</b>	
<b>1</b>	
<b>Advocacy 4</b>	Karine Cohen
<b>Allen &amp; Overy</b>	Claire Toumieux
<b>Arsis Avocats</b>	Gladys Laferrière, Alexandre Lamy
<b>Astaé Avocats</b>	Philippe Ravisy, Susana Lopes dos Santos, Noro-lanto Ravisy, Stéphanie Gillet
<b>BI &amp; Associés</b>	Anne-Laure Bénéat, Aurore Guido-Deaibes, Delphine Derumez, Sophie Bourguignon

<b>Bryan Cave Leighton Paisner</b>	Claire Fougea, Marion Brière Ségala, Kathie Claret
<b>Cabinet Zaks</b>	Stéphanie Zaks
<b>Chassany Watrelot &amp; Associés</b>	Jean Gerard, Mohamed Oulkhour, Franck Janin, Julia Pettex-Sabarat
<b>Clifford Chance</b>	François Farmine
<b>Daem Partners</b>	Isabelle Mathieu, Laura Michl
<b>Dartevelle &amp; Dubest</b>	Vincent Blondeau, Bernard Dartevelle, Philippe Rossignol, Fabrice Dubest
<b>Dechert</b>	Philippe Thomas, Thibault Meiers
<b>Deprez Guignot Associés - DDG</b>	Laurent Carrié
<b>Desanlis</b>	Jean-Philippe Desanlis, Anne Lemarchand
<b>DLA Piper</b>	Philippe Danesi, Marine Gicquel, Jérôme Halphen, Bijan EGHBAL
<b>DS Avocats</b>	Patricia Jeannin, Frédéric Godard-Auguste, Monique Figueiredo, Gwladys Beauchet
<b>Eversheds Sutherland</b>	Déborah Attali, Myrtille Lapuelle
<b>Fidal</b>	Xavier Delassault
<b>Fidere Avocats</b>	Team of partners
<b>Freshfields Bruckhaus Deringer</b>	Gwen Senlanne
<b>Galion Avocats</b>	Lionel Paraire
<b>Guillemin Flichy</b>	Thibault Guillemin, Stéphane Flichy
<b>HDV Avocats</b>	Valérie Bardin
<b>Hoche Avocats</b>	Frédérique Cassereau, Sophie Dechaumet
<b>HPML</b>	Jean-Baptiste Vienne
<b>Jeb Avocats</b>	Jamila El Berry
<b>Kersus</b>	Florence Richard, Jacques Dubourg
<b>Lerins &amp; BCW</b>	Françoise Mertz, Johann Sultan
<b>Linklaters</b>	Lionel Vuidard
<b>Lmt Avocats</b>	Thierry Cheymol, Christian Connor
<b>LPA-CGR Avocats</b>	Francoise Pelletier, Karine Bézille, Alexandre Bensoussan, Sandra Hundsdörfer
<b>MBA Société d'Avocats</b>	Sophie Lemaître, Christine Hillig Poudevigne
<b>McDermott Will &amp; Emery</b>	Jilali Maazouz
<b>Michel Ledoux &amp; Associés</b>	Michel Ledoux, Romain Hervet
<b>Nomos</b>	Virginie Delestre
<b>Orme Avocats</b>	Karine Hollmann-Agard
<b>Osborne Clarke</b>	Maxime Pigeon, Jerome Scapoli
<b>PDGB</b>	Denis Agranier, Patricia Gomez-Talimi
<b>Redlink</b>	Benjamin Louzier, Deborah Fallik
<b>Simon Associés</b>	Nicolas Billon
<b>Soulié &amp; Coste-Floret</b>	Valérie Le bras
<b>Séjur Avocats</b>	Brigitte Pelletier, Florence Achir
<b>UGGC Avocats</b>	Sophie Uettwiller, Jennifer Carrel
<b>Vivien &amp; Associés</b>	Marie-Emilie Rousseau-Brunel, Joelle Hannelais
<b>2 Achache-Valluet-Arilla</b>	Carole Helmer, Delphine Cazeneuve, Florence Achache
<b>Arago</b>	Frédéric Navarro
<b>Assous Avocats</b>	Jérémy Assous
<b>Axlaw</b>	Stephane Sélégnay
<b>BCTG Avocats</b>	Sabine De Paillerets-Matignon
<b>Bersay</b>	Nathalie Cerqueira, Anne-Lise Puget
<b>Biard Bouscatel &amp; Associés</b>	Philippe Biard, Claire Bouscatel, Marie Taverne
<b>BKP Avocats</b>	Nicolas Perrault, Clément Raingard
<b>Chhum Avocats</b>	Frédéric Chhum
<b>Cloix &amp; Mendès-Gil</b>	Léa Duhamel
<b>Cornet Vincent Ségurel</b>	Labor law team
<b>D'Alverny Avocats</b>	Célia Dufour
<b>Ddlc</b>	Marie-Cécile de la Chapelle, Karen Durand-Hakim
<b>Delsol Avocats</b>	Delphine Bretagnolle, Elsa Lederlin, Philippe Pacotte, Camille Rousset
<b>Dillenschneider Favaro Associés</b>	Françoise Favaro
<b>DM&amp;D Avocats</b>	Olivier Meyer, Pierre Audiguier
<b>Equipage</b>	Hélène Presle-Lejeune, Françoise Mepillat, Christine Stagnara, Jérôme Chomel de Varagnes
<b>Fieldfisher</b>	Laurence Dumure Lambert
<b>Gowling WLG</b>	Gaëlle Le Breton
<b>Hertslet Wolfer &amp; Heintz - HW&amp;H</b>	Pascal Gastebois
<b>Hogan Lovells</b>	Thierry Meillat, Dominique Mendy, Marion Guertault
<b>Ingouf Avocats</b>	Team of partners
<b>Jones Day</b>	Emmanuelle Rivez-Domont
<b>Kuckenburg Bureth Boineau Et Associés</b>	Constance Amedegnato, Catherine Boineau
<b>Laschon &amp; Vallais</b>	Marie-Pascale Vallais
<b>ML&amp;A</b>	Gabriel Halimi
<b>Morgan Lewis</b>	Sabine Smith-Vidal, Charles Dauthier
<b>Nexo</b>	Laurence Pinchou
<b>NMCG</b>	Arnaud Blanc de la Naulte, S. Abodja
<b>Ogletree Deakins</b>	Team of partners
<b>Oxynomia Avocats Associés</b>	Montaine Guesdon Vennerie
<b>Paetzold Avocats</b>	Florian Paetzold, Andreas Paetzold, Stephan Paetzold, Fabien Créchet, Marine Saphy
<b>Parthema</b>	Antoine Gontier, Sébastien Miara, Jasmine Le Dortz, Stéphane Jegou

<b>Paul Hastings</b>	Stéphane Henry
<b>Péchenard &amp; Associés</b>	Emmanuelle Sapène
<b>Richelieu Avocats</b>	Benoît Gruau, Jean-Oudard de Prévile
<b>Saint-Sernin Avocats</b>	Thibaut de Saint Sernin, Françoise de Saint Sernin
<b>Sekri Valentin Zerrouk</b>	Emilie Meridjen
<b>Sesame Avocats</b>	Sophie Bury, Mathieu Combarnous, Sébastien Ducamp
<b>Simmons &amp; Simmons</b>	Laurence Renard
<b>Squire Patton Boggs</b>	Pauline Pierce, Jean-François Rage, Ludovic Roche
<b>Steering Legal</b>	Gwenaëlle Artur
<b>Taylor Wessing</b>	Claudia Jonath, Markus Asshoff
<b>Teilen Avocats</b>	Helyett Le Nabour, Gwenaëlle Teissèdre
<b>Teitgen &amp; Viottolo</b>	Agnès Viottolo
<b>Trajan Avocats</b>	Sophie de Franceschi, Pascale Artaud
<b>Vaccaro Avocats Associés</b>	François Vaccaro, Chrystelle Deschamps
<b>Versant Avocats</b>	Alix Friteux, Guillaume Charent, Emilie Dutrain, Maxime Aunos, Nicolas Pottier
<b>Wan Avocats</b>	Isabelle Wekstein, Catherine Touboul, Nathalie Attias, Raphaël Naccach
<b>Willway Avocats</b>	Philippe Axelroude
<b>RECOMMENDED</b>	
<b>5QB Avocats</b>	Amélie d'Heilly
<b>Abeille &amp; Associés</b>	Denis Ferre, Laura Tetti, Jean-Baptiste Bado
<b>Agonlex</b>	Pascal Guinot
<b>Aklea</b>	Sidonie Lacroix-Girard
<b>Alyanakian Avocats</b>	Jean-Vasken Alyanakian
<b>Andersen Tax &amp; Legal/STCPartners</b>	Étienne Pujol
<b>ARG Avocats</b>	Arnaud Gris
<b>Asser Avocats</b>	Murielle Asser
<b>Baudet Avocats</b>	Sophie Baudet
<b>Bignon Lebray</b>	Marie-Charlotte Dirart, Bertrand Debosque, Antoine Benoit, Jérémie Boulblil
<b>Brunet Schmid Selas</b>	Céline Brunet
<b>Calinaud David Avocats</b>	Frédéric Calinaud
<b>Calix Société d'Avocats</b>	Emmanuel Noirot
<b>Charles Russell Speechlys</b>	Kim Campion
<b>Chatain &amp; Associés</b>	Stéphane Lataste
<b>CPC &amp; Associés</b>	Jérémie Delattre
<b>CS Avocats Associés</b>	Cédric Garnier, Mathieu Bonardi, Cédric Seguin
<b>Daher Avocats</b>	Hélène Daher
<b>Delvolvé Poniatowski Suay Associés</b>	Laurent Delvolvé
<b>Eixamp Avocats</b>	Arnaud Marguet
<b>Ekiye Avocats</b>	Philippe Chemla, Kevin Bouleau
<b>Eole Avocats</b>	Team of partners
<b>Fasken</b>	Team of partners
<b>Fda - Fénéon Delabrière Avocat</b>	Alexandre Pilliet
<b>FLV &amp; Associés</b>	Antoine Fourmentin, Nicolas Le Quintrec
<b>GGV Avocats</b>	Claire Mathurin, Florent Millot, Julie Lamadon, Sandrine Deroubaix
<b>Ginestie Magellan Paley-Vincent</b>	Nicolas Lepetit
<b>Gramond &amp; Associés</b>	Mélanie Labossais-Gramond, David Levy
<b>Harlay Avocats</b>	Frédérique David
<b>Herald</b>	Guillaume Roland
<b>Joffe &amp; Associés</b>	Blaise Deltombe, Géraldine Lepeytre
<b>K&amp;L Gates</b>	Team of partners
<b>Kantor-Le Borgne</b>	Lise Le Borgne, Maïa Kantor
<b>KPMG Avocats</b>	Olivier Masi
<b>Lamy Lexel</b>	Isabelle Jaulin, Béatrice Chaine
<b>Victoire avocats</b>	Marylaure Meolans
<b>Voirin Avocat</b>	Alexandra Voirin
<b>Weizmann Borzakian</b>	Yohanna Weizmann, Jérôme Borzakian
<b>Wenner</b>	Valérie Orsini-Morgado, Uwe Augustin
<b>Winston &amp; Strawn</b>	Virgile Puyau
<b>Woog &amp; Associés</b>	Marie-Véronique Lumeau
<b>Ydès Avocats</b>	Chrystelle DAUB, Elise Laplanche, Stéphane Szames
<b>Proffit Chantrier</b>	Ingrid Chantrier
<b>Siléas</b>	Emmanuelle Destaillets
<b>Solon Avocats</b>	Jérémie Chouraqui

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**LEADERS LEAGUE**





## SOCIAL ASPECTS OF M&A & WORKFORCE AUDITS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
August Debouzy	Philippe Durand, Marie-Hélène Bensadoun, Fabienne Haas, Anaïs Qureshi, Virginie Devos, Catherine Le Manchec
Bredin Prat	Laetitia Tombarello, Pascale Lagesse, Jérôme Cordier, Paul-Henri Antonmattei
Capstan Avocats	Team of partners
Clifford Chance	François Farmine
CMS Francis Lefebvre Avocats	Team of partners
Dentons	Auréli Fournier, Julie Caussade, Frédérique Meslay-Caloni, Katell Deniel-Allioux
Flichy Grangé Avocats	C. Michaud, F. Aubonnet, C. Ventejou, S. Guedes Da Costa, J. Grangé, J. Crédoz-Rosier, C. Schermann, F. Bacquet, S. Dumas, O.Kress
Freshfields Bruckhaus Deringer	Gwen Senlanne
Fromont Briens	Team of partners
Gide Loyrette Nouel	David Jonin, François Vergne, Foulques De Rostolan, Guillaume Navarro, Aurélien Boulanger, Baudouin De Moucheron
Latham & Watkins	Matthias Rubner
Orrick Rambaud Martel	Emmanuel Benard
Proskauer Rose	Beatrice Pola, Yasmine Tarasewicz, Nicolas Leger, Cécile Martin, Cédric Jacquelet
<b>EXCELLENT</b>	
<b>1</b> Actance Avocats	Team of partners
Allen & Overy	Claire Toumieux
Bird & Bird	Benjamine Fiedler, Nathalie Devernay
Bri Avocats	Jean D'aleman, Nicolas Czernichow, Thomas Godey, Guillaume Brédon
Chassany Watrelot & Associés	Julien Boucaud-Maitre, Jérôme Watrelot
Deakins	Team of partners
Dechert	Philippe Thomas, Thibault Meiers
DLA Piper	Philippe Danesi, Marine Gicquel, Bijan Eghbal
Franklin	Patrick Thiébart, Myriam De Gaudusson
FTMS Avocats	Olivier Angotti, Isabelle Pontal
Karman Associés	Romain Chiss, Erwan Jaglin, Florence Froment-Meurice
Linklaters	Lionel Vuidard
Lusis Avocats	Mikaël Pelan, Hélène Said, Frédéric Leclercq, Adeline Larvaron, Hortense Gebel
McDermott Will & Emery	Jilali Maazouz
Paul Hastings	Stéphane Henry
PwC Société d'Avocats	Bernard Borrelly, Aurélie Cluzel D'andlau, Corinne Guyot Chavanon
Raphaël Avocats	Isabelle Ayache-Revah, Philippe Rogez, Marion Ayadi
<b>2</b> Altana	Pierre Lubet, Mickaël D'allende
Ayache Salama	Caroline André-Hesse, Justine Coret
Baker Mckenzie	Olivier Vasset, Denise Broussal, Gilles Jolivet
Barthélémy Avocats	Philippe Pataux, Bruno Malvaud, Jérôme Artz
De Gaulle Fleurance & Associés	Thierry Gillot, Cécile Buzy, Déborah David
De Pardieu Brocas Maffei	Philippe Rozec
Economie Avocats	Jerome Daniel, Lionel Sebille, Thomas Lestavel, Nathalie Dauxerre, Cécile Tacchella
EY Société d'Avocats	Anne-Elisabeth Combes, Roselyn Sands
Factorhy Avocats	G. Chastagnol, B. Desaint, L. Gamet, L. Nicolai, A. Roumieu, U. Sansy, P. Larroque Daran, Q. Frisoni
Fidal	Patricia Rotermund, Stéphane Béal, Aymeric Hamon, Gregory Olczak-Godefert, Arnaud Sainte-Marie, Lorraine Raimbert
Fieldfisher	Laurence Dumure Lambert
Gowling WLG	Gaëlle Le Breton
Hogan Lovells	Thierry Meillat, Dominique Mendy, Marion Guertault
Jeantet	Nicolas Mancret
Jones Day	Emmanuelle Rivez-Domont
LPA-CGR Avocats	Alexandre Bensoussan, Karine Bézille, Sandra Hundsdörfer, Françoise Pelletier, Sophie Marinier
MG& Voltaire	Marijke Granier Guillemarre, Guillouet David, Loïc Héron
PRK & Associés - Perol Raymond Khanna	Philippe Raymond, Alexandre Khanna, Annick Perol, Marie-Christine Perol, Franck Dremaux, Stéphanie Kubler
Stehlin & Associés	Anna-Christina Chaves
UGGC Avocats	Jennifer Carrel, Sophie Uettwiller
Vivant Avocats	Antoine Vivant, Merle Caroline, Bertrand Castex
<b>HIGHLY RECOMMENDED</b>	
Achache-Valluet-Arilla	Florence Achache, Delphine Cazeneuve, Carole Helmer
Amar Legal	Sophie Amar
Arago	Frédéric Navarro
Ashurst	Nataline Fleury
Bardavid Tourneur	Jean-François Tourneur, Éliasa Bardavid
BCTG Avocats	Sabine De Paillerets-Matignon
Bersay	Nathalie Cerqueira, Anne-Lise Puget
Bryan Cave Leighton Paisner	Claire Fougea, Marion Brière Ségala, Kathie Claret
Coblence Avocats	Elisabeth Laherre, Laurent Guardelli, Catherine Davico-Hoarau, Martine Riou
Cohen & Gresser	Angéline Duffour
Daem Partners	Laura Michl, Isabelle Mathieu
Delsol Avocats	Camille Rousset, Philippe Pacotte, Delphine Bretagnolle, Elsa Lederlin
Desanlis	Anne Lemarchand, Jean-Philippe Desanlis
DS Avocats	Patricia Jeannin, Gwladys Beauchet, Monique Figueiredo
Dupuy & Associés	Florence Du Gardier, Pierre Safar
Epp Rechtsanwälte Avocats	Emil Epp
Eversheds Sutherland	Déborah Attali, Myrtille Lapuelle
GGV Avocats	Bénédicte Querenet-Hahn, Sandra Hundsdörfer
Harlay Avocats	Frédérique David
Hoche Avocats	Frédérique Cassereau, Sophie Dechaumet
HPML	Jean-Baptiste Vienne
Hughes Hubbard & Reed	Nadine Voisin
Joffe & Associés	Géraldine Lepeytre, Blaise Deltombe
Kersus	Florence Richard, Jacques Dubourg
KPMG Avocats	Albane Eglinger, Olivier Masi
La Garanderie & Associés	Marie-Alice Jourde, Saskia Henninger, Guy Alfosea, Dominique De La Garanderie
Lmt Avocats	Christian Connor, Thierry Chevamol
Marvell Avocats	Serge Wilinski



<b>MBA Société d'Avocats</b>	Christine Hillig Poudevigne, Sophie Lemaître
<b>Morgan Lewis</b>	Sabine Smith-Vidal, Charles Dauthier
<b>Neo Avocats</b>	François Millet
<b>Opleo Avocats</b>	Pierre-Olivier Bernard
<b>Osborne Clarke</b>	Maxime Pigeon
<b>Racine</b>	Carla Di Fazio Perrin, Sarah Usunier, Frédéric Broud, Philippe Rogez
<b>Redlink</b>	Benjamin Louzier, Deborah Fallik
<b>Reinhart Marville Torre</b>	Catherine Brousot-Morin, Soazig Prêteseille-Taillardat
<b>Sekri Valentin Zerrouk</b>	Emilie Meridjen
<b>Sesame Avocats</b>	Sophie Bury, Barbara Hart
<b>Simmons &amp; Simmons</b>	Laurence Renard
<b>Simon Associés</b>	Anne-Laurence Faroux, Nicolas Billon
<b>Skadden</b>	Philippe Desprès
<b>Squire Patton Boggs</b>	Pauline Pierce, Ludovic Roche, Jean-François Rage
<b>STC Partners</b>	Etienne Pujol
<b>Séjour Avocats</b>	Florence Achir
<b>Taj - Société d'avocats</b>	Véronique Child, Malik Douaoui
<b>Taylor Wessing</b>	Markus Asshoff, Claudia Jonath
<b>Vaughan Avocats</b>	Jean-Charles De Bellefon, Fabrice Perruchot, Bruno Courtine
<b>Vivien &amp; Associés</b>	Joelle Hannelais, Marie-Emilie Rousseau-Brunel
<b>Winston &amp; Strawn</b>	Virgile Puyau

## RECOMMENDED

<b>Aguera Avocats</b>	Team of partners
<b>Aklea</b>	Sidonie Lacroix-Girard
<b>Alerion</b>	Jacques Perotto
<b>Aramis</b>	Frédéric Milcamp
<b>Arsis Avocats</b>	Gladys Laferrière, Alexandre Lamy
<b>Aston Avocats</b>	Team of partners
<b>Bignon Lebray</b>	Jérémy Boubli, Bertrand Debosque, Marie-Charlotte Diriar, Antoine Benoit
<b>BKP Avocats</b>	Clément Raingeard, Nicolas Perrault
<b>Bmh Avocats</b>	Aymeric Le Goff, Isabelle Le Coq
<b>Brunswick La Morinerie Avocats</b>	Team of partners
<b>Cabinet Finalteri</b>	Anne-Gaëlle Finalteri
<b>Calinaud David Avocats</b>	Frédéric Calinaud
<b>Calix Société d'Avocats</b>	Emmanuel Noiro
<b>Caravage Avocats</b>	Laura Bertrand, Pierre Brégou
<b>Charles Russell Speechlys</b>	Kim Campion
<b>Cornet Vincent Ségurel</b>	Labor law team
<b>D'Alverny Avocats</b>	Célia Dufour
<b>Ddlc</b>	Marie-Cécile De La Chapelle, Karen Durand-Hakim
<b>Delcade</b>	Julien Tayeg, Frédérique Sallée
<b>Ebl Lexington Avocats</b>	Karine Clolus-Dupont, Daphné Rouchaud, Paul-Adrien Cortet
<b>Eixamp Avocats</b>	Arnaud Marguet
<b>Ekipe Avocats</b>	Kevin Bouleau, Philippe Chemla
<b>Eole Avocats</b>	Team of partners
<b>Fidere Avocats</b>	Marie-Claire Pottecher, Amandine Gonçalves, Geoffroy De Raincourt
<b>FTPA Avocats</b>	Alexandre Ebtetaei
<b>Galion Avocats</b>	Lionel Paraire
<b>Gfp Avocats</b>	Florence Dupont, Joëlle Muchada
<b>Gramond &amp; Associés</b>	Mélanie Labossais Gramond, David Levy
<b>Guillemin Flichy</b>	Stéphane Flichy
<b>Isabelle Mayadoux</b>	Isabelle Mayadoux
<b>K&amp;L Gates</b>	Team of partners
<b>L&amp;KA Avocats</b>	Eve Labalte
<b>Lerins &amp; BCW</b>	Françoise Mertz, Johann Sultan
<b>Marquet Sobel Poyer</b>	Sérafine Poyer
<b>Miguères Moulin</b>	Luc Miguères
<b>Nexo</b>	Laurence Pinchou
<b>Orme Avocats</b>	Karine Hollmann-Agard
<b>Patchwork Avocats</b>	Stéphanie Ropars, Céline Bruneau, Laurent Moreuil
<b>PDGB</b>	Patricia Gomez-Talimi, Denis Agranier, Marie Content, Marie Albertini
<b>Petrel &amp; Associes</b>	Pascal Petrel
<b>Pinsent Masons</b>	Team of partners
<b>Proffit Chantrier</b>	Ingrid Chantrier
<b>Reed Smith</b>	Séverine Martel
<b>Rigaud Avocats</b>	David Rigaud, Pascale Baron, Xavier Pignaud, Amélie Wazir-Leparquier
<b>SBKG &amp; Associés</b>	Team of partners
<b>SCA</b>	Georges Toumanoff
<b>SEA Avocats</b>	Nicolas Sauvage
<b>Steering Legal</b>	Gwenaëlle Artur
<b>Studio Avocats</b>	Leila Hamzaoui
<b>Vaccaro Avocats Associés</b>	François Vaccaro
<b>Versant Avocats</b>	Maxime Aunos, Guillaume Charent, Emilie Dutrain, Alix Frileux, Nicolas Pottier
<b>Voxlaw</b>	Antonio Sardinha Marques, Geneviève Beauzac
<b>Weizmann Borzakian</b>	Jérôme Borzakian, Yohanna Weizmann
<b>White &amp; Case</b>	Alexandre Jaurett
<b>Wize Avocats</b>	Alex Igor Chmelewsky
<b>Woog &amp; Associés</b>	Marie-Véronique Lumeau
<b>Ydès Avocats</b>	Chrystelle Daub, Elise Laplanche, Stéphane Szames

## BERSAY: TRUSTED PARTNER TO COMPANIES LARGE AND SMALL



Nathalie Cerqueira

Key figures:  
Nathalie Cerqueira  
& Anne-Lise Puget  
Established: 1995

**Track record:** The firm has counselled and litigated on behalf of both French and international SMEs and major multinationals. Thanks to its time-honored partnerships, the firm's partners are regularly sought out by Japanese firms looking to set up in France, engage in collective bargaining or restructure their French subsidiaries.

**Team & differentiation:** From its presence in Israel to its membership of the European Law Association, Bersay has uncommon expertise in comparative law. At the cutting edge of technology, the firm gives its client's superior document management via its hubshare service. The firm's partners are regularly engaged in issues of equality.



## MOBILITY AND EXPATRIATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>EY Société d'Avocats</b>	Emmanuel Morisson-Couderc
<b>PwC Société d'Avocats</b>	Auréli Cluzel d'Andlau, Corinne Guyot Chavanon, Bernard Borrely, William Phillips
<b>EXCELLENT</b>	
<b>Actance Avocats</b>	Team of partners
<b>Almenide Avocats</b>	Romain Loire, Sébastien Rodriguez
<b>Bredin Prat</b>	Pascale Lagesse, Cyril Gaillard, Laetitia Tombarello, Paul-Henri Antonmattei
<b>CMS Francis Lefebvre Avocats</b>	Team of partners
<b>Fidal</b>	Christine Pellissier, Michel Hallopeau
<b>Flichy Grangé Avocats</b>	Caroline Scherrmann, Stephanie Dumas, Florence Aubonnet, Olivier Kress
<b>Global Tax Network</b>	Pascal Banchereau, Elisabeth Toffaloni
<b>KPMG Avocats</b>	Alain Loehr, Ann Atchade, Estelle Cupillard
<b>Taj - Société d'avocats</b>	Diane Artis, Philippe Legeais, Nadia Hamya
<b>HIGHLY RECOMMENDED</b>	
<b>1 Aster</b>	Laurent Chevalier
<b>August Debouzy</b>	Emmanuelle Barbara, Virginie Devos, Isabelle Hadoux-Vallier
<b>Economie Avocats</b>	Lionel Sebillé, Nathalie Dauxerre, Cécile Tacchella, Thomas Lestavel, Jerome Daniel
<b>Galahad</b>	Stéphanie Le Men Tenailleau, Nicolas Pregliasco
<b>Huetax</b>	Céline Huet, Dounia Tal
<b>LPA-CGR Avocats</b>	Francoise Pelletier, Alexandre Bensoussan, Sandra Hundsdörfer, Karine Bézille, Sophie Marinier
<b>Opleo Avocats</b>	Sandrine Gardel, Pierre-Olivier Bernard
<b>Osborne Clarke</b>	Maxime Pigeon, Jerome Scapoli
<b>Vaughan Avocats</b>	Sandra Thiry, Cécile Cottin-Dusart
<b>2 Achache-Valluet-Arilla</b>	Florence Achache, Carole Helmer, Delphine Cazeneuve
<b>Aklea</b>	Sidonie Lacroix-Girard
<b>Ashurst</b>	Muriel Pariente
<b>Astaé Avocats</b>	Susana Lopes dos Santos, Philippe Ravisy, Noro-lanto Ravisy, Stéphanie Gillet
<b>Axten Avocats Associés</b>	Jean-Philippe Passanante, Raphaëlle Busser
<b>Baker Mckenzie</b>	Agnès Charpenet, Denise Broussal
<b>Barthélémy Avocats</b>	Mehdi Caussanel Haji
<b>Brl Avocats</b>	N. Czernichow, G. Brédon, J. D'aleman, T. Godey, T. Humbert, S. Sadaoui, V. Martin-Bozzi, H. Guyot
<b>Capstan Avocats</b>	Team of partners
<b>Chassany Watrelot &amp; Associés</b>	Mohamed Oulkhoudir
<b>De Pardieu Brocas Maffei</b>	Philippe Rozec
<b>Epp Rechtsanwälte Avocats</b>	Emil Epp
<b>Freshfields Bruckhaus Deringer</b>	Gwen Senlance
<b>Fromont Briens</b>	Team of partners
<b>GGV Avocats</b>	Bénédicte Querenet-Hahn
<b>Haywood Wise</b>	Haywood Martin Wise
<b>LCE avocats</b>	Jacques Saint-Jalmes
<b>Lmt Avocats</b>	Christian Connor, Thierry Cheymol
<b>McDermott Will &amp; Emery</b>	Jilali Maazouz
<b>MGG Voltaire</b>	Marijke Granier Guillemarre
<b>MSE Avocats</b>	Suzanne Seran, Camille Morel d'Arleux
<b>Nomos</b>	Anne Ciret
<b>Orrick Rambaud Martel</b>	Emmanuel Benard
<b>Proskauer Rose</b>	Cédric Jacquelet, Beatrice Pola, Yasmine Tarasewicz, Nicolas Leger, Cécile Martin, Alexandra Stocki
<b>Qivive Avocats &amp; Rechtsanwälte</b>	Emilie Wider
<b>Racine</b>	Carla Di Fazio Perrin, Frédéric Broud, Sarah Usunier, Philippe Rogez
<b>Raphaël Avocats</b>	Isabelle Ayache-Revah, Marion Ayadi
<b>Taylor Wessing</b>	Markus Asshoff, Claudia Jonath, Christophe Flaicher
<b>UGGC Avocats</b>	Sophie Uetwiller

## RECOMMENDED

<b>Agonlex</b>	Pascal Guinot
<b>Alerion</b>	Jacques Perotto
<b>Allen &amp; Overy</b>	Claire Toumieux
<b>Altana</b>	Pierre Lubet, Mickaël D'Allende
<b>Amar Legal</b>	Sophie Amar
<b>ARG Avocats</b>	Arnaud Gris
<b>Ayache Salama</b>	Caroline André-Hesse, Justine Coret
<b>BCTG Avocats</b>	Sabine De Paillerets-Matignon
<b>Bird &amp; Bird</b>	Nathalie Devernay
<b>Charles Russell Speechlys</b>	Kim Campion
<b>Clifford Chance</b>	Eric 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>Delsol Avocats</b>	Elsa Lederlin, Delphine Bretagnolle, Philippe Pacotte, Camille Rousset
<b>Dentons</b>	Jean-Louis Magnier, Aurélie Fournier, Julie Caussade, Frédérique Meslay-Caloni, Katell Déniel-Allioux
<b>DS Avocats</b>	Glwadys Beauchet, Frédéric Godard-Auguste, Patricia Jeannin, Monique Figueiredo
<b>Eversheds Sutherland</b>	Déborah Attali, Myrtille Lapuelle
<b>Franklin</b>	Patrick Thiébart, Myriam de Gaudusson
<b>Galion Avocats</b>	Lionel Paraire
<b>Gide Loyrette Nouel</b>	David Jonin, François Vergne
<b>Gowling WLG</b>	Gaëlle Le Breton
<b>Guillemin Flichy</b>	Stéphane Flichy
<b>Harlay Avocats</b>	Frédérique David
<b>Hertslet Wolfer &amp; Heintz - HW&amp;H</b>	Pascal Gastebois
<b>Hoche Avocats</b>	Frédérique Cassereau, Sophie Dechaumet
<b>Jeanetet</b>	Nicolas Mancret
<b>Kersus</b>	Florence Richard, Jacques Dubourg
<b>La Garanderie &amp; Associés</b>	Marie-Alice Jourde, Saskia Henninger, Guy Alfosea, Dominique de la Garanderie
<b>Lerins &amp; BCW</b>	Françoise Mertz, Johann Sultan
<b>Linklaters</b>	Lionel Vuidard
<b>Majorelle Avocats</b>	Jean-Charles Moriceau, Olivier Motte
<b>Morgan Lewis</b>	Sabine Smith-Vidal, Charles Dauthier
<b>Ogletree Deakins</b>	Jean-Marc Albiol, Cécile Martin
<b>Paetzold Avocats</b>	Marine Saphy, Fabien Créchet, Florian Paetzold, Stephan Paetzold, Andreas Paetzold
<b>Simmons &amp; Simmons</b>	Laurence Renard
<b>Simon Associés</b>	Nicolas Billon, Anne-Laurence Faroux
<b>Solucial Avocats</b>	Thierry Doutriaux, Caroline Barbe, Louis Vaneecloo
<b>Sophie Reichman</b>	Sophie Reichman
<b>Squire Patton Boggs</b>	Pauline Pierce, Jean-François Rage, Ludovic Roche

### VAUGHAN: MASTERS OF MOBILITY



Sandra Thiry

Key figure: Sandra Thiry  
Established: 2005

**Track record:** The firm has, once again this year, demonstrated its expertise at structuring mobilities and drafting complex contracts. The team represented a pharmaceutical and skin-care products company in the restructuring of a number of its activities and helped it formulate a new corporate strategy.

**Team & differentiation:** This creative, fleet-of-foot firm can bank on the resourcefulness of its partners who are adept at providing innovative solutions to complex problems. The firm is a member of the GBL Alliance, an international network of which Thomas Fernandez-Boni is president. Thanks to its Nordic Desk, Vaughan has become a go-to firm for Swedish, Finnish and Norwegian companies.

### COHEN & GRESSER: RIGOR & CREATIVITY



Angeline Duffour

Key figure:  
Angeline Duffour  
Established: 2002

**Track record:** Cohen & Gresser represents an international clientele in reorganisations, restructuring, collective bargaining and high-stakes technical litigation. Angeline Duffour and her team regularly advise major multinationals from the pharmaceuticals, chemicals, metallurgic, luxury goods and transport sectors.

**Team & differentiation:** Creativity, rigor and responsiveness are the watchwords for this team of lawyers, which has developed expertise in the areas of mobility and internal investigations. The firm draws on the resources of its best-friends network and can count on the expertise of its London office. The firm intends to expand in North America.



## LABORFORCE OPTIMIZATION: WORK STOPPAGES & STAFF ILLNESS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
Ayming	Christophe Godefroy, Denis Blanc
Leyton	Julien Vernay, Florian Gallant
<b>EXCELLENT</b>	
BDO France	Philippe Benech, Xavier Bontoux
Gac Group	Marie-Anne Rocheteau
HR Consultancy partners (Randstadt group)	Arnaud Cartier
Inventage	Jean-Marc Kalaidjian, Céline Perrin Kalaidjian, William Coitou
Prévantis	Marie Caroline Jouve, Vanessa Riel, Olivier Garand
<b>HIGHLY RECOMMENDED</b>	
7 Partners	Nicolas Goncalves
Ad Consultem	Carole Attal
Deloitte Consulting	Philippe Burger
Latitude RH (Groupe Menway)	Christian Ferrari
Mar & Law	Lydia Turc
RMG Conseil	Fabrice Dufour, Jean Marc Gonon
Sintorin	Elodie Gallet de Saint-Aurin, Guillaume Gallet de Saint-Aurin

### LEYTON: THE GROWTH ACCELERATORS



Maxime Jacquier

Key figure:  
Maxime Jacquier  
Established: 1997

**Track record:** Leyton acts on behalf of small and medium sized companies as well as major international groups assisting them with optimizing their social security contributions, issues related to employee absences and the recovery of per diem allowances. Upsa, Air Liquide, Oracle and Kuehne+Nagel are clients.

**Team & differentiation:** Leyton can call upon the services of external experts to improve the competitiveness of your business. Via its extensive international network, the firm helps clients boost growth and performance, supporting them through economic, environmental and technological transitions. It has an increased profile globally, notably in the US.





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## HR TRANSFORMATION & CHANGE MANAGEMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>Accenture</b>	Céline Laurenceau
<b>Deloitte Consulting</b>	Philippe Burger, Arnaud Lavit d'Hautefort
<b>Julhiet Sterwen</b>	Bruno Balichard, Julien Lever, Luc Tardieu
<b>Wavestone</b>	Claude Bodeau, Yannick Taupiac
<b>EXCELLENT</b>	
<b>Algoe Consultants</b>	Pascal Gustin
<b>BPI group</b>	Sybille Delaporte
<b>Capgemini Invent</b>	Mathieu Dougados, Isabelle Lamothe
<b>Eurogroup Consulting</b>	Marie-Laure Fayet, Nathalie Rolland
<b>Gras Savoye Willis Towers Watson</b>	Laurent Termignon, Sébastien Biessy
<b>Kea &amp; Partners</b>	Thibaut Cournarie
<b>Kpmg - Carewan By Kpmg</b>	Jean-David Aurange, Céline Lerenard, Christian Darvogne, Geoffrey Carpentier, Anne Trinh
<b>Latitude RH (Menway group)</b>	Christian Ferrari
<b>LHH</b>	Aurélie Feld
<b>Mazars Alter&amp;Go</b>	Olivier Lenel
<b>OnePoint</b>	Serge Assayag
<b>PwC</b>	Team of partners
<b>SBT - Human(S) Matter</b>	Edouard Blanchard, Alexandre Beaussier, Olivier Fronty, Vincent Riboulet, Gabrielle Halpern, Éric Alonso
<b>Spinpart</b>	Carole Benaim, Sophie D'angleville
<b>Talent Solutions - Right Management</b>	Dominique Brard
<b>HIGHLY RECOMMENDED</b>	
<b>1 Aneo</b>	Ludovic Milléquant
<b>Balthazar</b>	Jean-Noël Felli, Patrick Ottavi
<b>BearingPoint</b>	Olivier Parent Du Châtelet
<b>Cognizant Business Consulting</b>	Marie-Christine Barnaud
<b>ConvictionsRH</b>	Mathieu Laudereau, Maider Nebout, Jean-Marc Froment, Thomas Estadiou, Jean-Pierre Beylat
<b>Greenworking</b>	Olivier Brun, Cécilia Durieu
<b>Quaternaire</b>	Philippe Delwarde
<b>Sia Partners</b>	Mathieu Courtecuisse
<b>Sémaphores</b>	Yvon Gay, Thomas Germain
<b>Tempo&amp;co</b>	Sophie Rozet
<b>Topics</b>	Bruno Mettling
<b>Uside</b>	Laurence Saunder, Eric Albert, Jean-Luc Emery
<b>2 Alixio</b>	Raymond Soubie, Hervé Bernoud
<b>Alternego</b>	Philippe Emont, Stéphanie Reetz
<b>Axys Consultants</b>	Frédérique Winckel, Delphine Bourgeot, Laurence Suprano, Grégory Saccomani
<b>Bcg</b>	Alison Bailey
<b>C&amp;S Partners</b>	Gérald Bouhourd
<b>Colombus Consulting</b>	Catherine Elmido-ro-Hélaine
<b>Groupe JLO</b>	Jean-Luc Odeyer
<b>HR Mind</b>	Pascal Le Fèvre, Philippe Adalbert De Martaize
<b>Identité RH</b>	Gilles Verrier
<b>Korda &amp; Company</b>	Philippe Korda, Christophe Korda, Nathalie Fontaine, Pascal Faure
<b>Magellan Partners</b>	Karim Cherif
<b>MNM Consulting</b>	Nicolas Monomakhoff
<b>OasYs Mobilisation</b>	David Destoc
<b>Oneida Associés</b>	Philippe Grabli
<b>Oresys</b>	Yves Salomon, Patrick Leluc, Nicolas Garin
<b>Rhapsodies Conseil</b>	Olivier Barthélemy
<b>Siaci Saint Honoré</b>	Alice Desbouvrie, Clémence Perrin, Anne Cartier
<b>Sopra Steria Next</b>	Julia Lacaze D'arco, Olivier Devin, Nicolas Petitjean
<b>Stimulus - Psya</b>	David Mahé, Emmanuel Charlot, Patrick Légeron, Olivier Tirmarche
<b>We'll</b>	Christian Pousset
<b>Will Be Group</b>	Natacha Leymarie
<b>Willing</b>	Cyril Vegni, Benjamin Provost
<b>RECOMMENDED</b>	
<b>Adh Groupe</b>	Denis Heftre, Florence Bénichoux
<b>Akoya Consulting</b>	Vincent Barat, Antoine Aubeis, Jocelyn Muret
<b>Albus Partners</b>	Jean-Michel Vial
<b>Ekilibre Conseil</b>	Jean-Christophe Villette, Célia Kuster
<b>ICM Associates</b>	Charles Gancel
<b>JFA Et Interfaces</b>	André Ferron, Didier Getto, Joseph Parrilla
<b>Keyrus</b>	Elodie Soubigou
<b>Lg &amp; A Conseil</b>	Laetitia De Gaulle
<b>LGP Conseil</b>	Lucie Launay
<b>MLA Conseil</b>	Bertrand Maguet
<b>Moonspark</b>	Patrice Naudy, Virginie Captier, Lucie Boquet, Thibault Chêne, Pierre Santarelli, Fabrice Casanova
<b>More Human Partners</b>	Stéphane Moriou, Fabrice De Saint Sauveur, Stéphanie Launay
<b>Orbis Consultants</b>	Jean-Luc Marraro
<b>Peoplefirst</b>	Philippe Maurette
<b>Perfhomme</b>	V. Mione, C. Chomillier, C. Gilles, B. Metzger, M. Coquet, C. Caro, E. Dhenin, M. D'emilia, N. Deshayes, D. Ayala
<b>Pilotis</b>	Philippe Tramond
<b>Pragma Management</b>	Nicolas Masson
<b>Viatys Conseil</b>	Julien Borderie



## WORK-LIFE BALANCE & PSYCHOSOCIAL RISK PREVENTION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
1 Stimulus - Psya	Patrick Légeron, David Mahe, Aurélie Judlin, Emmanuel Charlot
2 Empreinte Humaine	Christophe Nguyen, Jean-Pierre Brun
Uside	Laurence Saunder, Eric Albert, Jean-Luc Emery
<b>EXCELLENT</b>	
1 Eleas	Éric Nicolas
Groupe JLO	Jean-Luc Odeyer
lapr	David Destoc, Aude D'argenlieu
Sémaphores	Thomas Germain
Workplace Options France	Sébastien Beurlet, Christian Mainguy
2 Artelie Conseil	Bénédicte Haubold
Axis Mundi	Patrick Amar
Greenworking	Olivier Brun, Cécilia Durieu
Préventis	Martine Feltrin, Emilie Dupret
Qualisocial	Camy Puech
<b>HIGHLY RECOMMENDED</b>	
Better Human	Florence Bénichoux
Ekilibre Conseil	Jean-Christophe Villette, Célia Kuster, Quentin Zyss
GAE Conseil	Alexis Peschard, Blandine Peschard
Icas France	Yves Bassens
Plein Sens	Etienne Forcioli Conti
Primum non nocere	Olivier Toma
Secafi	François Cochet
Technologia	Jean-Claude Delgenes
<b>RECOMMENDED</b>	
Absilia	Didier Anthor
AlterAlliance	Bruno Lefebvre, Valérie Schégin
Alternego	Jean Edouard Gresy, Stéphanie Reetz, Philippe Emont, Marie Donzel, Patrick Scharnitzky
Ariane Conseil (Imagine Human)	Valérie Tran, Stéphanie Galvan
Assists	Julien Langlade
Ayming	Christophe Godefroy, Denis Blanc
Cateis	Franck Martini
Cohésion International	Frédéric Jacquélet
Deloitte Consulting	Philippe Burger
Forhuman	Richard Lavergne, Patrick Charrier
HR Consultancy partners (Group Randstad)	Arnaud Cartier
Initiatives Prévention (Evocime)	Laurent Rabaglia
Julhiet Sterwen	Luc Tardieu, Julien Lever
Latitude RH (Menway Group)	Christian Ferrari
Listen Léon	Marion Choppin, Yannick Dalbin
Midori	Matthieu Poirat
Mobilisation Management	Wilfrid Vacher
Praelium	Julie Borrás, Sébastien Rieu
Présence Conseil	Philippe Neuville
Psynergia Conseil	Alexandre Mergui
Puzzle Concept	François-Régis Lenoir
Siaci Saint Honoré	Myriam El Khomry, Emmanuel de Beauschene
Toit de Soi	Didier Logerais



## LEGAL HEADHUNTERS: PARTNERS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>1</b> D'Antin Conseil Legal Executive Search	Frédéric d'Antin
SSQ	Mélanie Tremblay, Marc Muzard
<b>2</b> Boissonnat Partners	Yves Boissonnat
Simon Thomas	Charles Simon Thomas
<b>EXCELLENT</b>	
<b>1</b> Boyden France	Caroline Oulié
Dana Human Capital	Roland Dana
Equiteam	Dominique Montabrie
Korn Ferry	Marc Bartel
Tillerman Executive Search	Arnaud de Bonneville
<b>2</b> Emeric Lepoutre & Partners	Emeric Lepoutre
Fox Rodney Search	Adrian Fox
Heidrick & Struggles	Matthieu Galian
LexTeam Executive	Mustafa Sarioglu
Lincoln Group	Anne-Cécile Nègre
Mokpo Consulting	Gatien Job
Robert Walters	Florence Ropion
Sachinka	Anne Bassi
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Catherine Paillusseau	Catherine Paillusseau
Chevillard Executive	Martin Chevillard
Egon Zehnder International	Joost Maes, Jérôme Hamon
Eric Salmon & Partners	Eric Salmon
Fed Legal	Ian de Bondt
Jurispartner	Christian Lamy
La Laurencie Legal Executive Search	Amaury de La Laurencie
Laurence Simons International	Laurent Pompanon
Saint Germain Executive	Stéphane Pazin, Benoit Desjardin
TeamSearch	Thierry Montécatine
<b>2</b> Alexander Hughes	Julien Rozet
Aperlead	Xavier Tandonnet, Marie-Agnès de Malefete-Bouyssou
Cross Border	Nicolas Cimon
Hays	Marion Gadot
Marie-Pierre Dambly Search	Marie-Pierre Dambly
Mermoz & Associés	Hippolyte Bourlet
RBO Consulting	Sébastien Robineau
Rinnovo	Antoine Valle
Synapse Executive Search	Sonal Colas de la Noue
Talent Gate	Patricia Berreby, Alicia Biscayart
Team Rh	Julie-Isabelle Binon



## LEGAL HEADHUNTERS: ASSOCIATES

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>Fed Legal</b>	Ian de Bondt
<b>Robert Walters</b>	Coralie Rachet, Florence Ropion
<b>SSQ</b>	Marc Muzard, Reine Kouvinga
<b>EXCELLENT</b>	
<b>Chevillard Executive</b>	Martin Chevillard
<b>D'Antin Conseil Legal Executive Search</b>	Frédéric d'Antin
<b>Dana Human Capital</b>	Roland Dana
<b>MAJ Consulting</b>	Juliette Leblanc, Maria-Inés Espinoza
<b>Mokpo Consulting</b>	Gatien Job
<b>Servane Bouchard Executive search</b>	Servane Bouchard
<b>TeamSearch</b>	Thierry Montécatine, Alexandra Pomerol
<b>HIGHLY RECOMMENDED</b>	
<b>Equiteam</b>	Dominique Montabrie, Laurent Bouchet
<b>LexTeam Executive</b>	Mustafa Sarioglu
<b>Lincoln Group</b>	Anne-Cécile Nègre
<b>Saint Germain Executive</b>	Benoit Desjardin
<b>Simon Thomas</b>	Charles Simon Thomas
<b>Team RH</b>	Julie-Isabelle Binon
<b>RECOMMENDED</b>	
<b>1 Fox Rodney Search</b>	Simon Benoît, Romain Hériaud
<b>Korn Ferry</b>	Marc Bartel
<b>Synapse Executive Search</b>	Sonal Colas de La Noue
<b>Talent Gate</b>	Patricia Berreby, Alicia Biscayart
<b>Tillerman Executive Search</b>	Arnaud de Bonneville
<b>2 Alexander Hughes</b>	Charles Lai, Jean-Charles Nantier
<b>Aperlead</b>	Joséphine de Saint Vincent
<b>Cross Border</b>	Nicolas Cimon
<b>Granit Rh</b>	Xavier Simon
<b>Hays</b>	Marion Gadot
<b>Kraven Partners</b>	Marie Geyskens
<b>Marie-Pierre Dambly Search</b>	Marie-Pierre Dambly
<b>Mercator Group</b>	François Carn
<b>Neithwork</b>	Marika Nazareva
<b>Phileum</b>	Géraldine Scialom
<b>Rbo Consulting</b>	Sébastien Robineau
<b>Rinnovo</b>	Antoine Valle
<b>Theodore Search</b>	Jacques Garancher
<b>Wyd Executive Search</b>	Sylvain Minh





## LEGAL HEADHUNTERS: LEGAL & TAX DEPARTMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
D'antin Conseil Legal Executive Search	Frédéric d'antin
Equiteam	Laurent Bouchet, Dominique Montabrie
Tillerman Executive Search	Arnaud de Bonneville
<b>EXCELLENT</b>	
<b>1</b> Bcp Executive Search	Blandine Cordier-Palasse
Boyden France	Caroline Oulié
Dana Human Capital	Roland Dana
<b>2</b> Eric Salmon & Partners	Eric Salmon, Anne Romet, Vianney Basse, Alain de Borchgrave, Jean-Michel Riou
Heidrick & Struggles	Team of partners
Jurispartner	Christian Lamy
Mokpo Consulting	Gatien Job
Robert Walters	Constance Philippon
Teamsearch	Thierry Montécatine, Alexandra Pomerol
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Boissonnat Partners	Yves Boissonnat
Egon Zehnder International	Jérôme Hamon
Fed Legal	Audrey Deleris, Romain Franck
Horton International	Gérard Dietrich
Korn Ferry	Marc Bartel
Legalteam Solutions	Sharon Golec
Simon Thomas	Charles Simon Thomas
<b>2</b> Ad & So	Gregoire Bertin
Agora Search	Franck Burillon
Chevillard Executive	Martin Chevillard
Cross Border	Nicolas Cimon
La Laurencie Legal Executive Search	Amaury de La Laurencie
Robert Half	Sophie Hauret
Saint Germain Executive	Stéphane Pazin
<b>RECOMMENDED</b>	
<b>1</b> Alexander Hughes	Nicolas Rossi
Aliotts Executive Search	Thomas Anglès D'auriac
Atorus Executive	Marie Hombrouck
Emeric Lepoutre & Partners	Emeric Lepoutre
Hays	Marion Gadot
Jouve & Associés	Sylvie de Vésinne-Larüe
Laurence Simons	Stéphanie Greaves
Lincoln Group	Anne-Cécile Nègre
Maj Consulting	Juliette Leblanc, Maria-Inés Espinoza
Mercator Group	Fraçois Carn
Mermoz & Associés	Hippolyte Bourlet
Morgan Philips Hudson	Samuel Tamagnaud
Page Group	Nicolas Blettner
Russell Reynolds Associates	Julie Rullier
Talent Gate	Patricia Berreby, Alicia Biscayart
Team Rh	Julie-Isabelle Binon
Upward Legal	Anne Sutter
<b>2</b> Aperlead	Marie-Agnès de Malefete-Bouyssou, Joséphine de Saint Vincent
Aquantis Consulting	Vincent Gautier, Grégory Bodin
Arthur Hunt	Corinne Myrteza
Kreno Consulting	Sylvie Morel, Laure Larnaud, Dominique Delaporte
Macanders	Marc-Edouard Brunelet
Perfhomme	Christophe Bellaigue, Frédéric Mével, Jean-Claude Estrampes, Nathalie Deshayes
Rinnovo	Antoine Valle
Vms France	Jean-Paul Vermès



# AFRICA INVESTMENTS FORUM & AWARDS

The Africa Investments Forum & Awards gathers public and private drivers of Africa's growth, in areas such as Infrastructure & City Planning, M&A and Energy.

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## LABOR LAW

## Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>CMS Hasche Sigle</b>	Björn Gaul, Martina Hidalgo
<b>Gleiss Lutz</b>	Martin Diller, Stefan Lingemann, Christian Arnold
<b>Kliemt.HR</b>	Michael Kliemt, Burkard Göpfert
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Thomas Ubber, Hans-Peter Löw, Markulf Behrendt
<b>Freshfields Bruckhaus Deringer</b>	Klaus-Stefan Hohenstatt, Thomas Müller-Bonanni
<b>Noerr</b>	Andreas Butz, Hans-Christoph Schimmelpfennig
<b>HIGHLY RECOMMENDED</b>	
<b>1 Baker McKenzie</b>	Alexander Wolff, Christian Reichel, Günther Heckelmann
<b>Beiten Burkhardt</b>	Wolfgang Lipinski, Christopher Melms, Thomas Lambrich
<b>Heuking Kühn Lüer Wojtek</b>	Astrid Wellhöner, Andreas Walle
<b>Hogan Lovells</b>	Eckard Schwarz, Ingrid Ohmann-Sauer
<b>Küttner</b>	Tim Wissmann, Jürgen Röller
<b>Latham &amp; Watkins</b>	Tobias Leder, Anne Kleffmann
<b>Luther</b>	Axel Braun, Robert von Steinau-Steinrück
<b>Seitz</b>	Stefan Seitz, Thomas Kania
<b>2 Altenburg</b>	Stephan Altenburg
<b>DLA Piper</b>	Jens Kirchner, Kai Bodenstedt
<b>EPP Rechtsanwälte Avocats</b>	Sophie Gosman, Ulrich Martin, Jörg Luft
<b>Görg</b>	Marcus Richter, Lars Neviau
<b>Greenfort</b>	Mark Lembke, Jens-Wilhelm Oberwinter
<b>Hengeler Mueller</b>	Christian Hoefs, Hendrik Bockenheimer
<b>Pusch Wahlig</b>	Thomas Wahlig, Tobias Pusch
<b>Schweibert Lessmann &amp; Partner</b>	Ulrike Schweibert, Nicole Engesser Means
<b>Vangard</b>	Frauke Biester-Junker, Thomas Griebe
<b>RECOMMENDED</b>	
<b>1 Arqis</b>	Tobias Neufeld
<b>Dentons</b>	Markus Diepold, Sascha Grosjean
<b>Eversheds Sutherland</b>	Frank Achilles, Stefan Kursawe
<b>Justem</b>	Caroline Bitsch
<b>Laborius</b>	Peter Schrader
<b>Linklaters</b>	Matthew Devey
<b>Oppenhoff</b>	Jörn Kuhn, Alexander Willemsen, Gilbert Wurth
<b>Osborne Clark</b>	David Plitt
<b>Schramm Meyer Kuhnke</b>	Holger Meyer, Nils Schramm
<b>Watson Farley &amp; Williams</b>	Nikolaus Krienke
<b>2 Bird &amp; Bird</b>	Martin Nebeling, Barbara Geck
<b>Ebner Stolz</b>	Thomas Heß
<b>Mayer Brown</b>	Guido Zeppenfeld
<b>Norton Rose Fulbright</b>	Frank Weberndörfer
<b>QIVIVE</b>	Christoph Kühn, Emilie Wider
<b>Raue</b>	Sascha Herms
<b>T/S/C</b>	Johannes Schipp
<b>Taylor Wessing</b>	Marc-André Gimmy
<b>White &amp; Case</b>	Hendrik Röger
<b>Taylor Wessing</b>	Marc Gimmy
<b>T/S/C</b>	Johannes Schipp
<b>White &amp; Case</b>	Hendrik Röger

**ALLEN & OVERY:  
ROBUST EMPLOYMENT SPECIALISTS**


Thomas Ubber

Key figure: Thomas Ubber  
Established: 1930

**Track record:** Allen & Overy advises national and international companies on matters including cross-border disputes, collective bargaining, industrial action law, remuneration policies, in addition to providing transactional advice. The law firm's diverse client portfolio mainly includes transport and banking companies.

**Team & differentiation:** With locations in Hamburg, Düsseldorf, Frankfurt and Munich, the seven-partner, eighteen-associates team is led by Hans Peter Löw who has more than 20 years' experience in employment law. The practice has extensive expertise in cross-border law employment issues including restructuring and reorganization.

**EPP RECHTSANWÄLTE AVOCATS:  
KNOWLEDGEABLE AND TRUSTWORTHY LABOR EXPERTISE**


Jörg Luft

Key figure: Jörg Luft  
Established: 1994

**Track record:** Offering classical labor-law support, the practice focuses primarily on employment contracts, dismissal procedures and management matters and defends employers before German and French courts. They have long-term relationships with clients from the luxury, food, and automotive and supply industries.

**Team & differentiation:** With five offices in Germany and France, this team differentiates itself by having a strong Franco-German essence. Each member speaks French, German and English. They not only manage legal issues but also provide integrated payroll and day-to-day tax services. Sought out for outsource social management assistance.



## LABOR & EMPLOYMENT: ADVISORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
BonelliErede	Marcello Giustiniani
LABLAW	Francesco Rotondi, Michela Bani
Toffoletto De Luca Tamajo	Franco Toffoletto, Raffaele De Luca Tamajo
Trifiro' & Partners	Giacinto Favalli, Salvatore Trifiro'
<b>EXCELLENT</b>	
Baker McKenzie	Uberto Percivalle, Massimiliano Biolchini
Chiomenti	Emanuele Barberis, Annalisa Reale
Deloitte Legal	Luca Failla
Gatti Pavesi Bianchi Ludovici	Paola Tradati, Nicola Bonante
Gianni, Origoni, Grippo, Cappelli & Partners	Alessandra Ferroni, Saverio Schiavone
Grimaldi Studio Legale	Angelo Zambelli
Hogan Lovells	Vittorio Moresco
Legance	Alberto Maggi
Maresca, Morrico, Boccia & Associati	Arturo Maresca
Nctm	Michele Bignami
<b>HIGHLY RECOMMENDED</b>	
Aldocalza	Aldo Calza
Bird & Bird	Amedeo Rampolla
Carnelutti	Giuseppe Bulgarini d'Ecli
De Berti Jacchia Franchini Forlani	Guido Callegari, Gaspare Roma
Eversheds	Marcello Floris, Valentina Pomares
Fava e Associati	Gabriele Fava
Ichino Brugnattelli e Associati	Pietro Ichino
LCA Studio Legale	Giuseppe Bologna
Lexellent	Giulietta Bergamaschi, Giovanni Battista Benvenuto, Stefano Piras
Marazza & Associati	Marco Marazza, Domenico De Feo
Morpurgo e Associati	Claudio Morpurgo
Norton Rose Fulbright	Attilio Pavone
Orsingher Ortu	Alessandro De Palma
Pessi e Associati	Roberto Pessi, Giuseppe Sigillò Massara
Scorcelli & Partners	Renato Scorcelli
Simmons & Simmons	Davide Sportelli
Stanchi Studio Legale	Andrea Stanchi
<b>RECOMMENDED</b>	
Studio Legale Cartella-Manzoni	Carlo Manzoni
Daverio & Florio Studio Legale	Fabrizio Daverio
Ellexia Avvocati e Commercialisti	Gianluca Crespi
Ferrario Provenzali Nicodemi & Partners	Roberto Ferrario, Paolo Provenzali, Andrea Nicodemi
Franzosi Dal Negro Setti	Paola Polliani
Grande Stevens Studio Legale	Filippo Disertori
Lettieri & Tanca	Mattia Lettieri, Francesco Tanca
Little	Carlo Majer, Edgardo Ratti
Nunziante Magrone	Giuseppe Cucurachi
Pavia e Ansaldo	Enrico Del Guerra
Portolano Cavallo	Andrea Gangemi
Quorum	Andrea Patrizi
Tonucci & Partners	Cristina Mazzamauro
Ughi & Nunziante	Federico Torzo



## LABOR & EMPLOYMENT: LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
BonelliErede	Marcello Giustiniani
Lablaw	Francesco Rotondi, Angelo Quatro
Toffoletto De Luca Tamajo	Franco Toffoletto, Raffaele De Luca Tamajo
Trifiro' & Partners	Giacinto Favalli, Salvatore Trifiro'
<b>EXCELLENT</b>	
Aldocalza	Aldo Calza
Gatti Pavesi Bianchi Ludovici	Paola Tradati, Nicola Bonante
Gianni, Origoni, Grippo, Cappelli & Partners	Alessandra Ferroni, Saverio Schiavone
Grimaldi Studio Legale	Angelo Zambelli
Ichino Brugnattelli e Associati	Pietro Ichino
Scorcelli & Partners	Renato Scorcelli
<b>HIGHLY RECOMMENDED</b>	
Baker McKenzie	Uberto Percivalle, Massimiliano Biolchini
Chiomenti	Emanuele Barberis, Annalisa Reale
De Berti Jacchia Franchini Forlani	Guido Callegari, Gaspare Roma
Deloitte Legal	Luca Failla
Eversheds	Marcello Floris, Valentina Pomares
Fava e Associati	Gabriele Fava
Hogan Lovells	Vittorio Moresco
LCA Studio Legale	Giuseppe Bologna
Legance	Alberto Maggi
Lexellent	Giulietta Bergamaschi, Giovanni Battista Benvenuto, Stefano Piras
Marazza & Associati	Marco Marazza, Domenico De Feo
MMBA	Arturo Maresca
Morpurgo e Associati	Claudio Morpurgo
Nctm	Michele Bignami
Orsingher Ortu	Alessandro De Palma
Pedersoli Studio Legale	Francesco Simoneschi
Pessi e Associati	Roberto Pessi, Giuseppe Sigillò Massara
Simmons & Simmons	Davide Sportelli
Stanchi Studio Legale	Andrea Stanchi
<b>RECOMMENDED</b>	
Bird & Bird	Amedeo Rampolla
BSVA	Giovannina Ventura
Carnelutti	Marco Sartori
Daverio & Florio Studio Legale	Fabrizio Daverio
Ellexia Avvocati e Commercialisti	Gianluca Crespi
Ferrario Provenzali Nicodemi & Partners	Roberto Ferrario, Paolo Provenzali, Andrea Nicodemi
Franzosi Dal Negro Setti	Paola Polliani
Grande Stevens Studio Legale	Filippo Disertori
Lettieri & Tanca	Mattia Lettieri, Francesco Tanca
Littler	Carlo Majer, Edgardo Ratti
Nunziante Magrone	Giuseppe Cucurachi
Pavia e Ansaldo	Enrico Del Guerra
Portolano Cavallo	Andrea Gangemi
Quorum	Andrea Patrizi





## PAYROLL SERVICES

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES	OFFICES
<b>LEADING</b>		
<b>ArlatiGhislandi</b>	Valeria Amoruso	Milan; Rome; Genoa; Brescia
<b>De Fusco &amp; Partners</b>	Enzo De Fusco	Rome
<b>NexumStp</b>	Paolo Stern, Gianluca Petricca	Milan; Rome; Naples; Turin; Padua; Bologna; Perugia; Vicenza; Ferrara; Olbia
<b>Pirola Pennuto Zei &amp; Associati</b>	Carlo Dori	Milan; Rome; Naples; Turin; Padua; Bologna; Florence; Verona; Brescia; Parma
<b>Studio Rota Porta</b>	Alessandro Rota Porta	Milan; Nizza Monferrato
<b>EXCELLENT</b>		
<b>Ceccato Tormen &amp; Partners</b>	Paolo Tormen	Abano Terme; Treviso
<b>Italia Paghe</b>	Lucio Sindaco	Rome; Naples; Teverola; Bergamo
<b>Studio Dott. Luca Tullio Lazzerini</b>	Luca Tullio Lazzerini	Milan
<b>Studio Volontè &amp; Associati</b>	Matteo Ferrè	Milan
<b>HIGHLY RECOMMENDED</b>		
<b>Studio Pagani Payroll</b>	Elena De Patto, Donatella Mariani	Milan



## EMPLOYMENT LAW

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	André Marc, Gilles Dall'Agnol*
<b>Arendt &amp; Medernach</b>	Louis Berns, Philippe Schmit
<b>Castegnaro</b>	Guy Castegnaro, Ariane Claverie
<b>Kleyr Grasso</b>	Christian Jungers, Philippe Ney, Anissa Bali, Céline Defay
<b>EXCELLENT</b>	
<b>1 BSP (Bonn Steichen &amp; Partners)</b>	Anne Morel
<b>Elvinger, Hoss &amp; Prussen</b>	Pierre Elvinger, Léon Gloden
<b>Molitor</b>	François Cautaearts, Michel Molitor, Régis Muller, Paolo da Silva
<b>2 Adam &amp; Bleser</b>	Romain Adam, Claude Bleser, Dominique Farys, Stéphanie Anen
<b>Brucher, Thielgten &amp; Partners</b>	Marie Bena
<b>Schiltz &amp; Schiltz</b>	Anne Ferry
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Annie Elfassy
<b>Bonn &amp; Schmitt</b>	Alain Grosjean, Gabriel Bleser, Pol Steinhaüser
<b>Clifford Chance</b>	Albert Moro, Isabelle Comhaire*
<b>DSM Avocats à la Cour</b>	Mario di Stefano
<b>Etude Hélène Weydert</b>	Hélène Weydert
<b>Loyens &amp; Loeff</b>	Sabrina Martin, Farah Jeraj*
<b>Luther</b>	Marie Sinniger
<b>NautaDutilh</b>	Antoine Laniez
<b>Norton Rose Fulbright</b>	Yuri Auffinger*, Stéphane Braun
<b>PwC Legal</b>	Marielle Stevenot
<b>Thewes &amp; Reuter</b>	Pierre Reuter
<b>Wagener</b>	Christophe Brault*, Donald Venkatapen
<b>Wildgen</b>	François Brouxel, Muriel Picquard*

\*Counsel



## Our analysis

### BSP (BONN STEICHEN & PARTNERS): STABLE AND CONSISTENT VOICE IN EMPLOYMENT LAW



Anne Morel

Key figure: Anne Morel  
Established: 1994

**Track record:** BSP's labor law practice has long-standing relationships with clients and major international law firms and its success in both contentious and non-contentious matters is undisputed. It focuses primarily on the retail sector, automobile, banking, construction, financial, health and technology industries. BSP recently assisted clients from the childcare services and IT sectors in collective redundancy process.

**Team & differentiation:** Headed by Anne Morel, ably assisted by five qualified lawyers, the Employment, Compensations & Benefits department offers legal services and advice related to employment contracts, service agreements, termination processes, cross-border employment law issues, internal policies, CBA and much more. It assist clients with immigration and social security topics. Anne Morel is published, provides training and has lectured extensively.

### KLEYR GRASSO: AMONG THE LARGEST LABOR LAW PRACTICES IN LUXEMBOURG



Christian Jungers

Key figure:  
Christian Jungers  
and Céline Delay  
Established: 1994

**Track record:** Kleyr Grasso's employment law practice continues to strengthen and grow. The firm advises local and international clients across all sectors in relation to contentious and non-contentious social and employment law matters. Their expertise extends from negotiating collective work agreements and individual and collective terminations, including settlement and social plans.

**Team & differentiation:** With 18 lawyers specializing in employment law, Kleyr Grasso has one of the biggest labor law practices in Luxembourg. The department joined the L&E Global network as a full member in 2016, which enables it to lead cross-border cases. Clients consult Kleyr Grasso for employment termination advice and defence before all Luxembourg labor courts. Some clients include those in aviation services, finances, technology, and communications.

### WILDGEN: A NEW AND UP & COMING LABOR PRACTICE

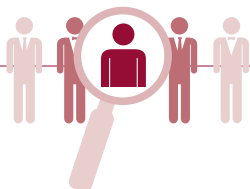


Muriel Picquard

Key figures:  
Muriel Picquard  
and François Brouxel  
Established: 1923

**Track record:** The labor practice at Wildgen has extensive knowledge in this sector of activity and offers a full-service experience to its clients. They plan to specialize and reinforce themselves in GDPR as it is in high demand. The new practice has received plenty of work through the pandemic as Covid-19 has directly affected companies and their protocols concerning working from home. Their clients come from HR, IT, real estate, and infrastructure sectors.

**Team & differentiation:** As a newly added practice at Wildgen, the Employment Law team is made up of 10 lawyers, including Director Muriel Picquard. With locations in Luxembourg and the UK, these lawyers provide their clients with a wide range of in-depth legal services for contentious and non-contentious issues. The practice continues to employ their cultural labor knowledge with their international clients to create a space of openness and understanding.



#### METHODOLOGY

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

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

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

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

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

#### The criteria are:

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



# Les Cercles DÉCIDEURS RH



Le Cercle  
LEADERSHIP &  
STRATÉGIE RH



Le Cercle  
ENGAGEMENT  
ET QUALITÉ DE VIE  
AU TRAVAIL



Le Cercle  
TALENT MANAGEMENT  
& FORMATION





## EMPLOYMENT LAW

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
CMS	Katarzyna Dulewicz
Raczkowski Paruch	Bartłomiej Raczkowski
Wardynski & Partners	Szymon Kubiak, Agnieszka Lisiecka
<b>EXCELLENT</b>	
A. Sobczyk i Współpracownicy Law Offices	Arkadiusz Sobczyk
Dentons	Aleksandra Minkowicz-Flanek
Domanski Zakrzewski Palinka	Bogusław Kapłon
Wojewódka i Wspólnicy kancelaria prawa pracy	Marcin Wojewódka
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> BKB Baran Książek & Bigaj	Daniel Książek
Eversheds Sutherland Wierzbowski	Ewa Łachowska-Brol
Greenberg Traurig Grzesiak	Anna Hałas-Krawczyk
Sołtysiński Kawecki & Szlęzak	Agnieszka Fedor, Roch Pałubicki
Zawirska Gasior - Radcowie Prawni I Adwokaci	Krzysztof Gąsior, Patrycja Zawirska
<b>2</b> Baker McKenzie	Michał Lisawa, Piotr Rawski
Chajec Don-Siemion & Zyto	Ewa Don-Siemion, Piotr Kryczek
Clifford Chance	Tomasz Derda
DLA Piper	Agnieszka Lechman-Filipiak
Gujski, Zdebiak. Kancelaria Adwokacko	Dawid Jakub Zdebiak, Waldemar Gujski
Sadkowski I Wspólnicy	Marzena Łabędź, Michał Wystocki
Squire Patton Boggs Swiecicki Krzesniak	Małgorzata Grzelak
Wolf Theiss	Peter Daszkowski
<b>RECOMMENDED</b>	
Bird & Bird Szepietowski I Wspólnicy	Karolina Stawicka
BWW Banasik Wozniak i Wspólnicy	Aleksandra Woźniak
EY Law	Zuzanna Zakrzewska
Hogan Lovells	Agnieszka Szczodra-Hajduk, Marek Wroniak
Linklaters	Monika Krzyszkowska-Dąbrowska
Noerr	Radosław Biedecki
Penteris	Agnieszka Pytlas
Wiewiórski Legal	Marek Maciej Wiewiórski, Magdalena Szeptycka
WKB Wiercinski, Kwiecinski, Baehr	Wioleta Polak





## LABOR LAW

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>DLA Piper</b>	Benjamim Mendes, João Guedes
<b>Morais Leitão, Galvão Teles, Soares da Silva &amp; Associados</b>	Helena Tapp Barroso, Luís Miguel Monteiro, Pedro Pardal Goulão
<b>PLMJ</b>	Nuno Ferreira Morgado, Nuno Guedes Vaz, Tiago Cortes
<b>SRS Advogados</b>	César Sá Esteves, Ana Luísa Beirão, Cláudia Varela, Maria de Lancastre Valente, Mariana Caldeira Sarávia
<b>EXCELLENT</b>	
<b>Abreu Advogados</b>	Carmo Sousa Machado, Patrícia Perestrelo
<b>CMS</b>	Susana Afonso Costa, Sofia Mateus
<b>PBBR - Sociedade de Advogados RL</b>	Inês Reis
<b>HIGHLY RECOMMENDED</b>	
<b>Campos Ferreira, Sá Carneiro &amp; Associados</b>	Pedro Furtado Martins
<b>Cuatrecasas</b>	Maria da Glória Leitão, Sandra Lima da Silveira, Rui Vaz Pereira
<b>Garrigues</b>	Rui Valente
<b>Linklaters</b>	Marta Afonso Pereira
<b>VdA</b>	Rui Andrade, Américo Oliveira
<b>RECOMMENDED</b>	
<b>Andersen</b>	José Mota Soares
<b>BAS - Sociedade de Advogados</b>	Alexandra Almeida Mota, Pedro Madeira de Brito, Dália Cardadeiro
<b>CCA Law</b>	Pedro Antunes
<b>CRS Advogados</b>	Telmo Guerreiro Semião
<b>FCB Sociedade de Advogados</b>	Inês Albuquerque e Castro
<b>Miranda &amp; Associados</b>	Diogo Leote Nobre
<b>PRA – Raposo, Sá Miranda &amp; Associados</b>	Joana de Sá
<b>Raposo Bernardo &amp; Associados</b>	Ana Cláudia Rangel
<b>Serra Lopes, Cortes Martins &amp; Associados</b>	Inês Pinheiro
<b>Sérvulo &amp; Associados</b>	Rita Canas da Silva
<b>Uría Menéndez - Proença de Carvalho</b>	André Pestana Nascimento



## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>Abdón Pedrajas</b>	Antonio Pedrajas, Ivan López García de la Riva, Alfonso Pedrajas, Sonia Cortes, Inés Molero Navarro
<b>Cuatrecasas</b>	Jordi Puigbó, Francisco Conde, Valentín García
<b>Garrigues</b>	Rosa Zarza, Adriano Gómez, María José Ramos
<b>Sagardoy Abogados</b>	Román Gil, Martín Godino, David Isaac Tobía, María Jesús Herrera, Raquel Muñiz, José Manuel Martín
<b>Uría Menéndez</b>	Mario Barros, Juan Reyes, Sergio Ponce
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Silvia Bauza
<b>Baker McKenzie</b>	Fermín Guardiola, David Díaz, José Prieto, Mireia Sabaté
<b>Ceca Magán Abogados</b>	Enrique Ceca, Alberto Novoa, Ana Gómez
<b>DLA Piper</b>	Pilar Menor
<b>Pérez-Llorca</b>	Daniel Cifuentes, Luis E. Fernández Pallarés, Laura Pérez Benito
<b>HIGHLY RECOMMENDED</b>	
<b>Andersen</b>	Alfredo Aspra
<b>BDO Abogados</b>	Montse Rodríguez, Ignacio Sampere
<b>Clifford Chance</b>	Juan Calvente
<b>CMS Albiñana &amp; Suárez de Lezo</b>	César Navarro, Elena Esparza
<b>Eversheds Sutherland</b>	Jacobo Martínez
<b>Gómez-Acebo &amp; Pombo</b>	Ignacio Campos Tarancón
<b>Hogan Lovells</b>	Luis Enrique De la Villa
<b>King &amp; Wood Mallesons</b>	Carlos Gil
<b>RECOMMENDED</b>	
<b>Ashurst</b>	Diana Rodríguez Redondo
<b>Bird &amp; Bird</b>	Miguel Pastur
<b>Deloitte Legal</b>	Fernando Bazán, Xavier Pallarés
<b>DWF-RCD</b>	Cristina Samaranch, Jonathan Gil
<b>Freshfields Bruckhaus Deringer</b>	Raquel Flórez
<b>Legaltrade Abogados</b>	Arancha Cantos
<b>López-Ibor Abogados</b>	Javier Palacio, Gerardo Zárate
<b>Ontier</b>	Javier Aurelio Rodríguez
<b>Ramón y Cajal Abogados</b>	Santiago Pulido
<b>Roca Junyent</b>	María Rosa Rodríguez Gutiérrez, Álex Santacana Folgueroles

### EVERSHEDS SUTHERLAND: A SAFE BET



Jacobo Martínez

Key figure: Jacobo Martínez  
Established: 2011

**Track record:** Labor is one of the core practice areas of the firm' Spanish arm. The team regularly acts for all types of clients in a wide array of industries, including retail, infrastructure, manufacturing, health & life sciences, hotels & leisure, logistics and aerospace industries. Some noteworthy clients include Bimba y Lola, Teleflex Medical, Johnsons Control Group and Iata.

**Team & differentiation:** Led by managing partner Jacobo Martínez, the sizable labor team at Eversheds is recognized for its deep understanding of complex remuneration schemes, the employment aspects of corporate transactions (including due diligence and post-acquisition dismissals), restructurings, collective negotiations and employment litigation. Other key names include Adrián Pérez and Luis Aguilar.



## LABOR ADVISORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>Cuatrecasas</b>	Jordi Puigbó, Juan Bonilla, Francisco Conde, Valentín García, Salvador del Rey, Rubén Agote
<b>Garrigues</b>	Rosa Zarza, Adriano Gómez, María José Ramos
<b>Sagardoy Abogados</b>	Román Gil, Martín Godino, David Isaac Tobía, María Jesús Herrera, Raquel Muñiz, José Manuel Martín
<b>Uría Menéndez</b>	Mario Barros, Juan Reyes, Sergio Ponce
<b>EXCELLENT</b>	
<b>Abdón Pedrajas Littler</b>	Antonio Pedrajas, Ivan López García de la Riva, Alfonso Pedrajas, Sonia Cortes, Inés Molero Navarro
<b>Allen &amp; Overy</b>	Silvia Bauza
<b>Baker McKenzie</b>	Fermín Guardiola, David Díaz, José Prieto, Mireia Sabaté
<b>Ceca Magán Abogados</b>	Enrique Ceca, Alberto Novoa, Ana Gómez
<b>DLA Piper</b>	Pilar Menor
<b>Eversheds Sutherland</b>	Jacobo Martínez, Luis Aguilar
<b>King &amp; Wood Mallesons</b>	Carlos Gil
<b>Pérez-Llorca</b>	Daniel Cifuentes, Luis E. Fernández Pallarés, Laura Pérez Benito
<b>HIGHLY RECOMMENDED</b>	
<b>Andersen</b>	Alfredo Aspra
<b>BDO Abogados</b>	Montse Rodríguez, Ignacio Sampere
<b>Bird &amp; Bird</b>	Miguel Pastur
<b>Clifford Chance</b>	Juan Calvente
<b>CMS Albiñana &amp; Suárez de Lezo</b>	César Navarro, Elena Esparza
<b>Gómez-Acebo &amp; Pombo</b>	Ignacio Campos Tarancón
<b>Hogan Lovells</b>	Luis Enrique De la Villa
<b>RECOMMENDED</b>	
<b>Araoz &amp; Rueda</b>	Alfonso Suárez
<b>Ashurst</b>	Diana Rodríguez Redondo
<b>Deloitte Legal</b>	Fernando Bazán, Xavier Pallarés
<b>DWF-RCD</b>	Cristina Samaranch, Jonathan Gil
<b>Everfive Abogados</b>	Santiago Carrero, Rita Fernández-Figares
<b>Freshfields Bruckhaus Deringer</b>	Raquel Flórez
<b>Legaltrade Abogados</b>	Arancha Cantos
<b>Linklaters</b>	Maira Guitart
<b>López-Ibor Abogados</b>	Javier Palacio y Gerardo Zárate
<b>Maio Legal</b>	Ángela Toro
<b>Ontier</b>	Javier Aurelio Rodríguez
<b>Ramón y Cajal Abogados</b>	Santiago Pulido
<b>Roca Junyent</b>	María Rosa Rodríguez Gutiérrez, Alex Santacana Folgueroles
<b>Simmons &amp; Simmons</b>	Eduardo Peñacoba
<b>Suarez de Vivero</b>	Iván Suárez
<b>Zurbarán Abogados</b>	Miguel Cuéllar Portero

## LEGAL HEADHUNTERS

### Best Recruitment Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>F&amp;B Consultores</b>	Paula Fuentes
<b>Signium</b>	Ignacio Bao
<b>SSQ</b>	Dr. Alejandro Kress
<b>EXCELLENT</b>	
<b>Iterlegis</b>	María Burgos, Marta del Coto
<b>IurisTalent</b>	Javier Moreno, Xavier Miravalls
<b>Page Executive</b>	Sancho Peña
<b>Talengo</b>	José Ignacio Jiménez, Mayte Martínez
<b>Transearch</b>	Carlos Cortés
<b>Wyser</b>	Marta Sanz
<b>HIGHLY RECOMMENDED</b>	
<b>Boyden</b>	Miguel-Angel Zuñil
<b>Hays</b>	Mila González
<b>Morgan Phillips</b>	Luis Díaz Obregan
<b>Robert Walters</b>	Víctor Monreal

## LABOR & EMPLOYMENT

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>Baker McKenzie</b>	Peter Reinert
<b>Blesi &amp; Papa</b>	Alfred Blesi, Roberta Papa
<b>Homburger</b>	Balz Gross
<b>Lenz &amp; Staehelin</b>	Rayan Houdrouge, Matthias Oertle, Dominique Müller
<b>Niederer Kraft Frey</b>	Andreas Casutt, Thomas Sprecher
<b>Schellenberg Wittmer</b>	Vincent Carron
<b>Streff von Kaenel</b>	Adrian Von Kaenel, Roger Rudolph
<b>Walder Wyss</b>	Philippe Nordmann, Ueli Sommer
<b>EXCELLENT</b>	
<b>BianchiSchwald</b>	Stéphanie Fuld
<b>Bär &amp; Karrer</b>	Thomas Stoltz, Laura Widmer
<b>CMS von Erlach Poncet</b>	Christian Gersbach
<b>Kellerhals Carrard</b>	Urs Marti, Christoph Zimmerli
<b>Meyerlustenberger Lachenal / Froiep</b>	Thomas Kälin
<b>Pestalozzi</b>	Martin Mueller, Christian Roos
<b>Thouvenin Rechtsanwälte</b>	Thomas Loher
<b>Troillet Meier Raetzo</b>	Anne Troillet, Anne Meier
<b>Vischer</b>	Marc Ph. Prinz
<b>Waeber Avocats</b>	Christian Bruchez, Giuseppe Donatiello
<b>HIGHLY RECOMMENDED</b>	
<b>Bratschi</b>	Angela Hensch
<b>Burckhardt</b>	Regula Hinderling, Gudrun Österreicher
<b>CBWM &amp; Associés</b>	Aline Bonard, Boris Heinzer
<b>Eversheds Sutherland</b>	Olivier Dunant, Peter Haas
<b>Gillioz Dorsaz &amp; Associés</b>	Vanessa Maraia-Rossel
<b>Humbert Heinzen Lerch Rechtsanwälte</b>	Denis Humbert, André Lerch
<b>Lustenberger Rechtsanwälte</b>	Monika McQuillen
<b>Staiger Attorneys At Law</b>	Philipp Haymann
<b>Wenger Plattner</b>	Roland Bachmann



## LABOR LITIGATION: REPRESENTATION OF MANAGERS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>Brahams Dutt Badrick French</b>	Gareth Brahams, Arpita Dutt
<b>Cm Murray</b>	Sarah Chilton, Beth Hale, Clare Murray
<b>Farrer &amp; Co</b>	Anna Birtwistle, William Dawson, Eleanor Rowswell, David Smellie
<b>Lewis Silkin</b>	Nicholas Hadaway, Richard Miskella
<b>Mishcon de Reya</b>	Joanna Blackburn, Daniel Naftalin
<b>Withers</b>	Elaine Aarons, Meriel Schindler
<b>EXCELLENT</b>	
<b>Bates Wells</b>	William Garnett, Paul Jennings, Lucy McLynn
<b>Bird &amp; Bird</b>	Penny Hunt, Ian Hunter, Tim Spillane
<b>Charles Russell Speechlys</b>	Trevor Bettany
<b>Dechert</b>	Jason Butwick, Charles Wynn-Evans
<b>Doyle Clayton</b>	Peter De Maria
<b>Edwin Coe</b>	Emma Sangeelee, Linky Trott
<b>Fox Williams</b>	Joanna Chatterton, Jane Mann, Aron Pope
<b>Kingsley Napley</b>	Corinne Aldridge, Richard Fox
<b>Penningtons Manches Cooper</b>	Paul Mander
<b>Russell-Cooke</b>	Anthony Sakrouge
<b>Winckworth Sherwood</b>	Bettina Bender, Jo Keddie, Susan Kelly
<b>HIGHLY RECOMMENDED</b>	
<b>BDB Pitmans</b>	Jesper Christensen
<b>Fox &amp; Partners</b>	Ivor Adair, Caroline Field, Catriona Watt
<b>Harbottle &amp; Lewis</b>	Yvonne Gallagher, Howard Hymanson
<b>Irwin Mitchell</b>	Emilie Cole, Shah Qureshi
<b>Kervin &amp; Barnes</b>	Gareth Kervin
<b>Keystone Law</b>	Paul Daniels, Angharad Harris, Nick Tsatsas
<b>Leigh Day</b>	Chris Benson
<b>Macfarlanes</b>	Hayley Robinson
<b>Payne Hicks Beach</b>	Peter McRoberts
<b>Royds Withy King</b>	Richard Woodman
<b>Slater and Gordon</b>	Deborah Casale
<b>Stephenson Harwood</b>	Kate Brearley, Mark Catchpole
<b>Stewarts Law</b>	Joseph Lappin
<b>RECOMMENDED</b>	
<b>Bellevue Law</b>	Florence Brocklesby
<b>Brown Rudnick</b>	Nicola Kerr
<b>DWFM Beckman</b>	Elizabeth Johnson
<b>Ince</b>	Laura Livingstone
<b>Rahman Lowe Solicitors</b>	Jahad Rahman
<b>Simkins</b>	Susan Thompson, Victoria Willson
<b>Wallace</b>	Daniel Isaac
<b>Wedlake Bell</b>	Richard Isham





## LABOR LITIGATION: REPRESENTATION OF EMPLOYERS

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Mark Mansell, Sarah Henchoz
<b>Baker McKenzie</b>	John Evason, Monica Kurnatowska
<b>Herbert Smith Freehills</b>	Andrew Taggart
<b>Lewis Silkin</b>	Michael Burd, James Davies, Toni Lorenzo, Richard Miskella
<b>Simmons &amp; Simmons</b>	Julian Taylor
<b>EXCELLENT</b>	
<b>Clifford Chance</b>	Michael Crossan, Alistair Woodland
<b>DAC Beachcroft</b>	Khurram Shamsee
<b>Linklaters</b>	Nicola Rabson
<b>Mishcon de Reya</b>	Joanna Blackburn, Daniel Naftalin
<b>HIGHLY RECOMMENDED</b>	
<b>1 Addleshaw Goddard</b>	Michael Leftley
<b>CMS</b>	Melanie Lane, Catherine Taylor, Alison Woods
<b>Hogan Lovells</b>	Stefan Martin
<b>Mayer Brown</b>	Christopher Fisher, Miriam Bruce
<b>Travers Smith</b>	Ed Mills
<b>2 Bird &amp; Bird</b>	Ian Hunter
<b>Bryan Cave Leighton Paisner</b>	Lisa Mayhew, Rebecca Harding-Hill
<b>Dechert</b>	Jason Butwick, Charles Wynn-Evans
<b>DLA Piper</b>	Tim Marshall
<b>Eversheds Sutherland</b>	Paul Fontes, Diane Gilhooley
<b>Farrer &amp; Co</b>	David Smellie
<b>Freshfields Bruckhaus Deringer</b>	Kathleen Healy, Nicholas Squire, Caroline Stroud
<b>Gq Littler</b>	Richard Harvey, Darren Isaacs, Jon Gilligan, Paul Quain
<b>Macfarlanes</b>	Seán Lavin, Hayley Robinson
<b>Osborne Clarke</b>	David Cubitt, Victoria Parry
<b>Squire Patton Boggs</b>	Caroline Noblet
<b>Stephenson Harwood</b>	Mark Catchpole
<b>RECOMMENDED</b>	
<b>Charles Russell Speechlys</b>	Trevor Bettany
<b>Clyde &amp; Co</b>	Robert Hill
<b>Deloitte Legal</b>	Andrew Lilley
<b>Fox Williams</b>	Joanna Chatterton
<b>Morgan, Lewis &amp; Bockius</b>	Matthew Howse
<b>Pinsent Masons</b>	Edward Goodwyn
<b>PwC</b>	Tom Ince, Chris Perkins, Tom Williams
<b>Reed Smith</b>	Robin Jeffcott
<b>RPC</b>	Patrick Brodie
<b>Taylor Wessing</b>	Paul Callaghan
<b>VALUABLE PRACTICE</b>	
<b>Ashurst</b>	Crowley Woodford
<b>Bates Wells</b>	Lucy McLynn
<b>CM Murray</b>	Merrill April, Clare Murray
<b>Dentons</b>	Virginia Allen
<b>Doyle Clayton</b>	Peter De Maria
<b>Kingsley Napley</b>	Corinne Aldridge
<b>Norton Rose Fulbright</b>	Paul Griffin
<b>Penningtons Manches Cooper</b>	Paul Mander
<b>Slaughter and May</b>	Charles Cameron
<b>White &amp; Case</b>	Nicholas Greenacre
<b>Withers</b>	Meriel Schindler
<b>NOTEWORTHY PRACTICE</b>	
<b>Arnold &amp; Porter</b>	Henry Clinton-Davis
<b>Bevan Brittan</b>	Jodie Sinclair
<b>Brahams Dutt Badrick French</b>	Gareth Brahams
<b>Capsticks Solicitors</b>	Victoria Watson
<b>Gibson, Dunn &amp; Crutcher</b>	James Cox
<b>Howard Kennedy</b>	Jane Amphlett
<b>Irwin Mitchell</b>	Shah Qureshi, Sybille Steiner
<b>Kennedys</b>	Matthew Leake
<b>Keystone Law</b>	Nicholas Robertson, Nicholas Tsatsas
<b>King &amp; Spalding</b>	Jules Quinn
<b>Latham &amp; Watkins</b>	Sarah Gadd
<b>McDermott Will &amp; Emery</b>	Katie Clark
<b>Memery Crystal</b>	Stephen Ravenscroft
<b>Orrick, Herrington &amp; Sutcliffe</b>	Nicola Whiteley
<b>Paul Hastings</b>	Suzanne Horne
<b>Winckworth Sherwood</b>	Jo Keddie

UK



## RESTRUCTURING

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
Akin Gump Strauss Hauer & Feld	Barry Russell, James Roome, James Terry
Allen & Overy	Katrina Buckley, Ian Field, Earl Griffith, Jennifer Marshall
Clifford Chance	Adrian Cohen, Philip Hertz, Iain White
Freshfields Bruckhaus Deringer	Ken Baird, Adam Gallagher, Richard Tett, Neil Golding
Kirkland & Ellis	Kon Asimacopoulos, Partha Kar, Sean Lacey
Linklaters	Tony Bugg, Bruce Bell, Rebecca Jarvis, James Douglas, Richard Bussell
<b>EXCELLENT</b>	
Hogan Lovells	Stephen Foster, Deborah Gregory
Latham & Watkins	John Houghton, Simon Baskerville, Yen Sum
Milbank	Nick Angel, Yushan Ng
Sidley Austin	Tamara Habayeb
Slaughter and May	Ian Johnson
Weil, Gotshal & Manges	Adam Plainer, Andrew Wilkinson
White & Case	Christian Pilkington
<b>HIGHLY RECOMMENDED</b>	
Ashurst	Giles Boothman
Bryan Cave Leighton Paisner	Ben Jones
CMS	Peter Wiltshire, Rita Lowe
Dentons	Nigel Barnett
Herbert Smith Freehills	Kevin Pullen
Jones Day	Ben Larkin
Paul Hastings	David Ereira
<b>RECOMMENDED</b>	
Addleshaw Goddard	Ged Barnes, Paul Fleming
Eversheds Sutherland	Simon Waller, Jamie Leader
Mayer Brown	Michael Fiddy
Norton Rose Fulbright	Sarah Coucher, James Stonebridge
Pinsent Masons	Steven Cottee
Simmons & Simmons	Peter Manning
Skadden, Arps, Slate, Meagher & Flom (UK)	Dominic McCahill
Sullivan & Cromwell	Christopher J Howard
Taylor Wessing	Nick Moser





SOMMET  
DU  
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08 JUILLET  
21<sup>e</sup> ÉDITION



CONFÉRENCE  
DU  
MANAGEMENT  
DU DROIT

TROPHÉES  
DU DROIT  
P A R I S





**ASIA**

DR



## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
Baohua Law Firm	Jay Chen, BaoHua Dong, John Dong
JunHe	Hongjuan Bai, Minghao (Gordon) Feng, Jianjun Ma, Dongpeng Wang
King & Wood Mallesons	Jiang Junlu, Lucy Lu, Linda Liang, Juquan Yin
Zhong Lun Law Firm	Haiyan Duan, Carol Zhu
<b>EXCELLENT</b>	
Baker McKenzie FenXun	Jonathan Isaacs, Zheng Lu
Deheng Law Offices	Wang Jianping, Wenwei Su
Lanbai Law Firm	George Lu, Lily Mu
River Delta Law Firm	Jingbo (Jason) Lu, (Cathy) Qu Xiaorong
<b>HIGHLY RECOMMENDED</b>	
AnJie Law Firm	Sun Lin, Shen Jun, Liu Zhenghe
DaHui Lawyers	Cloud Li, Xing Wan
Dentons China	Shane (Xin) Luo, Lijie Zhang
Fangda Partners	Lisa Zhao, Bo Zhou
Han Kun Law Offices	Xiu Pei
Hogan Lovells International	Roy Zou
Jincheng Tongda & Neal	Feng Liang, Chunyun Pang
Lantai Partners	Xie Lina, Cheng Yang
PW & Partners	James Peng
Transasia Lawyers	Isabelle Wan
<b>RECOMMENDED</b>	
Beijing Easyhal Law Firm	Wu Yingping
Global Law Office	Weiwei Gu, Zhao Li
Laboroot Law Firm	Wei Haozheng
R&P China Lawyers	Robin Tabbers
Sino-Win Law Firm	Fan Chunyan, Xiao Shengfang





## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
1 Nishith Desai Associates	Vikram Shroff
Trilegal	Atul Gupta, Swar Nima
2 IndusLaw	Avik Biswas
<b>EXCELLENT</b>	
1 Cyril Amarchand Mangaldas	Rashmi Pradeep
Kochhar & Co.	Debjani Aich, Vijay Ravi
2 Bhasin And Bhasin Associates	Amit Bhasin
J Sagar Associates	Shivpriya Nanda
Khaitan & Co	Anshul Prakash
Majmudar & Partners	Neerav Merchant, N.Raja Sujith
Shardul Amarchand Mangaldas & Co.	Pooja Ramchandani
<b>HIGHLY RECOMMENDED</b>	
ALMT Legal	Kruti Desai, Aliff Fazelbhoy
AZB & Partners	Veena Gopalakrishnan, Nohid Nooreydzan
Bharucha & Partners	Justin Bharucha
HSA Advocates	Jivesh Chandrayan
L&L Partners	Suyash Srivastava
Phoenix Legal	Sawant Singh
Samvad Partners	Poornima Hatti, Ashwini Vittalachar
Singhania & Partners	Rudra Srivastava
<b>RECOMMENDED</b>	
Advaita Legal	Monali Dutta
Chadha & Co.	Namita Chadha, Savita Sarna
Clasis Law	Vineet Aneja, Vikram Bhargava
Fox Mandal	Shyamal Mukherjee
LexCounsel	Dimpy Mohanty
Mani Chengappa & Mathur	Utham Chengappa
Poovayya & Co.	Siddhartha George
SNG & Partners	Rajesh Gupta



## LABOR LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
<b>LEADING</b>	
<b>1</b> Anderson Mori & Tomotsune	Yukiko Imazu, Kazutoshi Kakuyama, Hideki Thurgood Kanoh
Mori Hamada & Matsumoto	Yoshikazu Abe, Taichi Arai, Chisako Takaya
<b>2</b> K&L Gates	Ryan Dwyer, Takahiro Hoshino, Nobuki Wada
<b>EXCELLENT</b>	
Baker McKenzie (Gaikokuho Joint Enterprise)	Tomohisa Muranushi
Daiichi Fuyo Law Office	Shione Kinoshita
DLA Piper	Lawrence Carter
Nagashima Ohno & Tsunematsu	Norimitsu Arai, Masahiro Matsuoka
Nishimura & Asahi	Jiro Abe, Yuri Sugano
TMI Associates	Motoi Fujii, Mie Fujimoto
Vanguard Lawyers Tokyo	Kazuki Okada, Akiko Yamakawa
<b>HIGHLY RECOMMENDED</b>	
Anzai Law Offices	Masaru Anzai
Atsumi & Sakai	Tatsuo Yamashima
City-Yuwa Partners	Noriko Higashizawa, Akira Nagasaki
Iwata Godo	Hiroki Fujiwara, Daisuke Tokumaru
Junpo Law Office	Ichiro Natsume
Nakayama & Otokozawa	Tatsuo Nakayama
Orrick, Herrington & Sutcliffe	Yumiko Ohta
Ushijima & Partners	Rikisuke Yamanaka

EXPERT

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**INSIGHTS**



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# Whistleblowers: Major Changes on the way

Whistleblowing and internal investigations have been a key issue for several years now for lawyers and human resources managers. The upcoming transposition into French law of the EU Directive of 23 October 2019 will no doubt lead to major changes. This issue will be of interest to lawyers and human resources managers of foreign companies with operations in France and should be closely monitored.



**Pascale Lagesse**



**Pierre Laland**

## ABOUT THE AUTHORS

Pascale Lagesse, partner, heads Bredin Prat's Employment Law practice. She has over 30 years of experience advising international corporate clients, with a particular focus on the employment issues arising out of mergers & acquisitions and corporate downsizings and restructurings. Pascale is active in a variety of legal organizations and is currently the Assistant Treasurer of the International Bar Association.

Pierre Laland, associate advises on collective and individual employment law matters. His practice focuses on collective bargaining, employee representation and company saving schemes and profit-sharing plans.

Barely three years after the entry into force of the "Sapin 2 Law" of 9 December 2016, the French whistleblowing mechanism offering protection to whistleblowers must now be adapted in order to comply with EU law. Aware of the various concerns of all parties involved, on 19 January 2021 the French Ministry of Justice opened a consultation exercise inviting the public to make proposals on the changes to French law, with the consultation ending on 21 March 2021.

The consequences of such changes to the law on companies require that a distinction be made between the adaptations that the Directive imposes and those left to the discretion of EU Member States.

### **Imposed changes: internal reporting is no longer necessarily the first step**

In view of the opposition to work-related whistleblowing from opponents arguing that such practices are viewed negatively in France, that there is a real risk of irreversible reputational damage for companies and that absolute transparency can lead to authoritarian excesses, the Sapin 2 law is a law of compromise striking a delicate balance between protecting whistleblowers acting in "good faith" on the one hand and companies which could

become victims of false allegations which wrongly tarnish their reputation.

Under the Sapin 2 Law, a person reporting misconduct committed by their company can only qualify as a whistleblower and benefit from protection against disciplinary retaliation by their employer if certain specific conditions are met, including, in particular:

- the whistleblower must be a private individual (and not a legal entity),
- reporting misconduct must not be motivated by considerations of personal advantage and the whistleblower must be acting in good faith,
- the reported misconduct must be a certain specific type of wrongdoing (crime, misdemeanour, wrongdoing which poses a serious threat to public interest, etc.) and of which the whistleblower personally has knowledge.

The definition of a whistleblower is therefore radically altered by the Directive. While acting for no personal advantage and personally having knowledge of the alleged misconduct are at the core of the definition of a whistleblower under the Sapin 2 Law, these elements are absent from article 4 of the Directive. On the contrary, article 4 expressly extends protection to "facilitators", which could make

way for situations where people reporting a breach on the basis of mere rumours could claim whistleblower protection.

In addition to this change to the actual definition of a whistleblower, it is even more concerning to see that the Directive requires that French law abandon the priority given to the internal reporting chan-

**"It is better to have anonymous whistleblowing internally within the company rather than external whistleblowing to third parties"**

nel within the company, thus jeopardising the fine balance reached through the Sapin 2 Law concerning the procedure of "stages". After transposition of the Directive, a whistleblower will have the choice of reporting internally or reporting directly to the relevant authority without losing the benefit of whistleblower protection. The merger of the first two stages introduced by the Sapin 2 Law is likely to automatically result in an increased risk to brand image and a company's reputation,



## KEY POINTS

- The upcoming transposition of the EU Directive on whistleblowers will be important for both European and international companies operating within the EU.
- Member States will have to adapt their definition of a whistleblower and will no longer be able to prioritize internal reporting channels.
- The Directive offers some leeway that companies should take advantage of in order to supplement their national legislation in particular regarding the question of anonymous reporting.

as the reported conduct can in fact be unfounded and prove to be untrue. In order to limit these risks to the extent possible, companies must improve their internal reporting procedures by focusing on providing their employees with information and training in order to encourage them as much as possible to give preference to the internal reporting channel.

### Take advantage of alternative approaches when possible

One of the avenues to be explored in order to continue to encourage internal reporting, within the company, could be to approach the question of anonymity from a different angle.

As anonymity could place the company in a difficult situation, this practice could be authorised, subject to certain conditions being met, for internal reporting of misconduct, based on the following reasoning: it is better to have anonymous whis-

tleblowing internally within the company rather than external whistleblowing to third parties. The Directive leaves Member States relatively free in this respect, as mentioned in Recital 34. It might therefore be beneficial if the admissibility of the whistleblower's report were not conditional upon the whistleblower remaining anonymous and that such anonymity did not prevent the report from being processed.

In addition, French law concerning work-related whistleblowing is mainly criticised for its sectorial approach: while the Sapin 2 Law introduced general protection for whistleblowers, the lawmakers did not remove any of the provisions setting out specific cases for protection. What is worse, they added others, therefore creating multiple layers of reporting channels and statuses of protection, with major issues as to how these mechanisms are supposed to co-exist.

To the extent that the EU Directive only provides for one internal reporting channel, the imposed adaptation of French law regarding work-related whistle-blowing as a result of its transposition into French law could be an opportunity to merge a certain number of mechanisms (general reporting channel, specific anticorruption reporting channel, channel introduced by the French law of 27 March 2017 relating to parent companies' duty of vigilance, etc.) in order to bring clarification to the rules applicable for all parties concerned. While the Directive requires that French lawmakers adapt French domestic law to make it compliant with EU law, these lawmakers must keep in mind the more global objective of drawing the fine line between exercising one's civil duty and blowing the whistle with malicious intent, in order to preserve the salutary balance between protecting both whistleblowers and the company's interests.



# “Our practice has developed a legal consultancy and compliance role, as clients try to limit their risk exposure”



Interview with

**ANNE MOREL**

Head of Employment,  
Compensations & Benefits,  
**BSP (BONN STEICHEN &  
PARTNERS)**

Labor law expertise has been one of the key practices of BSP since its creation in 2012. Led by Anne Morel, this five-member team includes immigration and data-protection litigation experts. She gives Leaders League her insight on the issues currently impacting this area of law.

**LEADERS LEAGUE.** BSP’s labor law practice has widened the scope of its expertise in recent years. What was the thinking behind this?

**Anne Morel.** The needs of the client have evolved in recent years. Previously, clients would come to us when legal problems had already surfaced and were in need of rapid solutions, often legal representation before a tribunal. These days we are equally solicited to put in place compliance solutions in response to the ever-increasing amount of regulatory constraints. Therefore, we have seen our practice develop a legal consultancy and compliance role, as clients try to limit their risk exposure.

**You primarily act for employers in labor disputes. What sort of representation are they looking for?**

We note a certain sophistication as regards their modern-day legal issues in the sense that clients today have increased access to greater amounts of information, which means that they no longer necessarily come to us for raw legal information but require interpretation and analysis. They are increasingly demanding and want not just advice but training too.

Therefore, at BSP we offer clients the chance to train on specific subjects, which helps them address their problems in a practical manner. We also train them up on topics generally more of interest to newly arrived employers in Luxembourg. On top of this, we regu-

larly represent clients before tribunals. In addition, we have developed a significant data protection practice specifically tailored to labor law. Data protection law now touches all areas of the legal landscape, not least of which labor relations, which is a subject now seeing lots of work with companies setting up more sophisticated background checks, but equally there are a lot of legal ramifications to employee surveillance at work or, indeed, wherever they carry out their jobs.

**Your activity is split between providing advice and litigating. How is BSP’s expertise equipped to cover these two areas?**

Employers regularly get in touch when they want to put in place HR policies or regulatory solutions to ensure they are in compliance with local laws. We provide them with informed legal advice and help them make the best decisions possible.

We are also hired to advise clients during negotiations in order to help them find extrajudicial solutions to resolve or avoid disputes. Faced with a possible litigation, we advise employers on the probability of finding success through a tribunal. We balance the cost of going to court, taking into consideration the likely length of a case, with the repercussions of finding an amicable solution with the other party in a dispute. The final decision of the client can now be made after weighing up the pros and cons of each path, such as duration, cost, reputational risk and confidentiality.

In light of the current healthcare crisis, the vast majority of issues handled by our practice are linked to remote work and new ways of working as well as health and safety at work and the prevention of mental health risks. ♦

**“At BSP we offer clients the chance to train on specific subjects, which helps them address their problems in a practical manner”**

# “German labor law offers greater flexibility to employers than its French equivalent”



Interview with

**JÖRG LUFT**

Partner, **EPP RECHTSANWÄLTE AVOCATS**



and

**ULRICH MARTIN**

partner, **EPP RECHTSANWÄLTE AVOCATS**

EPP Rechtsanwälte Avocats has three decades-worth of expertise in both German and French labor law. Specialists in cross-border issues, partners Jörg Luft and Ulrich Martin, tell us about the key labor law elements that any company hiring in Germany should bear in mind.

**LEADERS LEAGUE.** Could you detail the key elements to bear in mind for a French company looking to set up shop in Germany?

**Jörg Luft and Ulrich Martin.** Generally speaking, German labor law offers greater flexibility to employers than its French equivalent, which has a greater level of protection for workers. In Germany, employers can offer prospective employees a broader range of contracts. They can employ staff via a German subsidiary of a French company, and so hire staff in Germany to work in Germany under German labor law. In addition, they can avail of a steady supply of workers, domiciled in Germany yet able to work for a French company.

Furthermore, there are German branches where workers are hired by the parent company under French labor laws who nevertheless work in Germany. There are also the cases of cross-border workers (those who live in France but whose job is in Germany) or posted workers (a worker who was initially hired to work in France, but who has been moved to a German affiliate).

**What contractual issues does a French company hiring staff in Germany face?**

When it comes to social security charges, the company must contribute a figure that comes in at about 20% of a worker's gross salary. That's about half of what an employer pays the state in France, without any distinction between management and non-management staff.

Concerning the rules governing temporary employment. A worker can be kept on a temporary contract for two years, renewable three times in the 24 month limit (four years in a new com-

pany, or five for workers 52 years old and over). Another form of temporary contract exists that can, in principle, be renewed indefinitely. Someone on this type of contract can be let go at anytime without receiving any redundancy payment.

In Germany the working week is typically 40 hours, with the possibility to fix it at 48 hours. Overtime does not generally have to be paid at an increased hourly rate nor is there a fixed amount of overtime you can do.

**And when it comes to firing?**

For companies employing less than 10 people, employed on German soil, you can fire a member of staff anytime you want, without a reason, without having to pay them off, provided you respect the legal notice period. There is also less formality to getting rid of an employee in Germany: there is no required face to face meeting, you can just inform the person by letter without being obliged to state why they are being let go, nor the need to offer a redundancy package.

**What happens if the firing is contested?**

In this case the worker has a strict three-week time-limit from reception of a letter notifying them of their redundancy to take their case to an industrial tribunal. Germans hold dear the work of the Arbeitsgerichte or labor tribunal, whose role is not to be confused with the French Conseils de Prud'homme. As a general rule, these tribunals are staffed by professional judges. The first meeting of the parties is always a conciliation in front of a single judge. If an agreement between the parties cannot be found at this stage, the tribunal goes forward and a ruling is tendered. ♦



# “The debate over remote work must be framed in terms of quality of life at work”



Interview with

**FLORENCE BACQUET**  
partner, **Flichy Grangé**



and

**CAROLINE SCHERRMANN**  
partner, **Flichy Grangé**

Flichy Grangé partners Florence Bacquet and Caroline Scherrmann help companies tackle remote working issues head on, paying attention to both the micro and macro aspects. They spoke to Leaders League about upcoming French legislation governing working from home.

**LEADERS LEAGUE.** As a way to continue functioning during the pandemic, remote work quickly became the solution. Does regulation covering it have some catching up to do?

**Florence Bacquet.** The jurisprudence of the Conseil d'Etat (French administrative supreme court) has reminded us that the nationwide protocol designed to ensure the health and safety of staff at work does not absolve employers of ensuring that risks are properly evaluated and the necessary steps are put in place. Going by the letter of the law, recourse to remote work should only be taken after agreement between the employer and their staff. However, if there is significant risk of infection spreading at the company, management can mandate working from home. Looking to the future after Covid, the social partners do not seem to currently be in favor of allowing companies to impose remote working.

**What progress has been made to enshrine the right to disconnect in law?**

**Caroline Scherrmann.** The first thing I would stress is that, in order for any such law to be workable, a meaningful dialogue needs to take place over not just the right to not respond to work related requests outside of work hours, but also the needs of individual companies vis à vis digital solutions (collection and storage of data, usage statistics, staff and managerial surveys). The effectiveness of any law on the right to disconnect depends on its adaptability to a company's method of operating. That said, several concrete measures have been envisaged. A kind of early warning system could be set up for those workers finding it difficult to separate their professional and personal lives. For example, staff could have the right to set up automatic response

messages to colleagues informing them that the person contacted will not respond to their request out of hours. In addition, another possibility is that if, beyond an occasional increase in working hours, an employee finds himself working outside of their usual hours on a repeated basis, an automatic meeting with their manager could be triggered to discuss their workload and organization. Should this not resolve the issue, a meeting with the head of HR can follow.

**What can we expect from the upcoming remote work agreement?**

**E.B.** It is essential that these agreements provide for a regular follow up, once they have been put in place. Companies need to pay close attention to how remote work is organized and, if necessary, correct over time any issues it may lead to, notably psychosocial problems. More generally, the debate over remote work must be framed in terms of quality of life at work, in order to tackle the problems that can occur when remote work is not properly regulated. This includes things like expense accounts and meal vouchers, which should not be stopped just because a person is working from home. The law must be applied evenly to limit the scope for opportunism and, indeed, opportunistic litigation.

**C.S.** From a digital point of view, we believe that the remote work agreement must also take into account the heightened risk of cybercrime that comes with working from home. It increases the risks of companies falling prey to hacks, and staff working from home need to be more aware of this. Training programmes should be put in place to minimize this emerging risk, which would also, more generally, help staff make a smoother transition to this type of work. ♦

# “With Brexit, it would seem that Europeans have obtained protection against social dumping”



Interview with  
**OLIVIER KRESS**  
partner, **Flichy GRANGÉ**

“The departure of the UK does not necessarily mean that we do not need to set up an European Works Council”

Brexit raises challenges that only law firms specializing in social law are able to understand. Olivier Kress, partner at Flichy Grangé Avocats, sheds light on the subject.

**LEADERS LEAGUE.** What are the rules that to be applied to UK-based employees of a French company after Brexit?

**Olivier Kress.** The regulation number 883/2004 is the instrument that established the possibility of a secondment (with the help of the A1 form) for a maximum duration of 24 months, exceptionally extendible by common agreement. The withdrawal agreement governing the UK's withdrawal from the European Union provides, in article 31, that this same regulation number 883/2004 and thus its provisions on the secondment, continue to apply to the covered people outlined in title III of the withdrawal agreements. Consequently, the majority of people who could benefit from the secondment from a member state of the EU to the UK and vice versa from the UK to a member state of the EU, can still benefit under the same conditions.

**What is the fate of the European Works Council? Are the representatives of British employees able to continue to sit in on the council ?**

Since December 31st 2020, the UK is no longer a member state of the European Union and thus employees in the UK will no longer be considered employees in the member states. These employees no longer have to be taken into consideration when setting up a European Works Council, nor for the exercise of the duties of the committee. This can have repercussions for the obligation falling on the central direction of engaging negotiations in preparation for the creation or renewal of an EWC, but also in the representation of employees in this specific group of negotiation.

**Brexit would mean that it's no longer necessary to set up an EWC?**

Not necessarily, as long as the business or group in question has a cross-border el-

ement, even excluding the UK. Thus, as long as the business employs 1,000 employees and continues to involve businesses in more than two member states of the EU or of the European Economic Area, which of at least two involve more than 250 employees, it is considered to meet the criteria. Be careful though, an “exit” from English corporations in the field of the EWC is not necessarily automatic: certain relative agreements to the EWC can formally extend their field of application to companies of localized groups in countries outside of the EU/EEA (for example, the agreements that allow for the inclusion of a Swiss subsidiary in its field of application).

**During negotiations, one of the obstacles from the European side concerned the risk of social dumping. Are these fears genuine?**

The agreement of December 24th, the most recent one, covered the right for each of the parties to formulate its policy regarding the right to work and social protection. However, this must happen in a relatively supervised fashion. Indeed, the two sides must commit to not reducing their levels of social protection and right to work below the current rules or risk to jeopardizing the balanced conditions of the competition by practicing a form of social dumping. The agreement provides that the parties will continue to strive to increase their level of social protection and right to work. Those commitments focus on the fundamental rights of work, health norms and work safety, the conditions of work and employment, the right to information and consultation at work, and even the rules concerning the restructuring of businesses. It will be necessary, to wait and see in practice, but it would seem that Europeans have obtained, in writing, the type of protection against social dumping that they wished for. ♦



# Littler | Fromont Briens: Globally Local



Interview with

**GUILLAUME DESMOULIN**  
Partner,  
**FROMONT BRIENS | LITTLER**



and

**STEPHAN SWINKELS**  
Shareholder, **LITTLER**

More and more French law firms are joining international networks and platforms to develop their impact on the international market. Fromont Briens | Littler partner Guillaume Desmoulin and Littler shareholder Stephan Swinkels discuss the advantages of the Fromont Briens partnership with Littler, a winning partnership that continues to grow for the French labor law boutique.

**LEADERS LEAGUE.** Could you tell us a bit about how the Littler group is organized

**Stephan Swinkels.** Regarding the group's legal structure, we are what is called a Verein in Switzerland. Think of it this way: A club with many different members, all grouped under one same entity: Littler. Each law firm is independent, but they all act under the same brand when advising clients internationally. This distance, however, does not prevent us from working very closely together. Our year is punctuated by major events that allow the group's lawyers to meet, network and build relationships which will allow them to collaborate effectively on their future cases. The employers' conference in Phoenix reunites 1,000 globally significant clients, our teams take advantage of the event to get together with one another and meet clients. Similarly, a weekend meet-up of all our partners is organized every year. Last year it took place in Los Angeles. These occasions contribute to making all of the members a united, tightly knit team, capable of providing excellent service to its clients anywhere in the world.

**Guillaume Desmoulin.** We are organized similarly to other global Anglo-Saxon firms. As Stephan explained, each member-firm is independent, but we work hand in hand, under the Littler brand and communicate with clients with one voice.

**How many law firms are part of the network?**

**Stephan Swinkels.** 21 law firms represented in more than 60 offices, the majority of which are in the United States.

**What are the advantages of such an international platform?**

**Guillaume Desmoulin.** Generally speaking, international networks and alliances give back as much as one is ready to give. Therefore, you've got to be fully involved. Our organization is much more integrated than that. Thanks to Littler, Fromont Briens | Littler was able to reach the next level and is now in a position to offer real international support. This change in dimension led to an almost entirely new offer and a new set of skills within the firm. The inflow of cases is more significant. Being a Littler member is also an asset when it comes to our attractiveness: young lawyers are often interested in gaining international experience, so being part of Littler makes recruiting easier. We offer the possibility to work with clients all over the world.

**“Being a Littler member is also an asset when it comes to our attractiveness: young lawyers are often interested in gaining international experience, so being part of Littler makes recruiting easier”**

**How do you facilitate staff mobility?**

**Guillaume Desmoulin.** The firm offers staff the opportunity of doing an internship in the US and in return hosts lawyers from foreign firms in France. The Littler Academy is a two-day seminar open to senior staff interested in international practices. It

## ABOUT THE AUTHORS:

### **Stephan Swinkels, shareholder, Littler**

Stephan Swinkels has been a lawyer specializing in international labor and employment law for more than 20 years. His main job is to make sure the different law firms of the Littler group function well together, handling their coordination. Swinkels also works to develop the firm's network and prospects potential new markets in countries where Littler is not yet active.

### **Guillaume Desmoulin, partner at Fromont Briens | Littler**

With 15 years of experience in labor law, Guillaume Desmoulin has been a Fromont Briens | Littler partner since 2012. The firm's x-factor is its focus on recruiting young lawyers and giving them the legal tools needed to evolve within the firm. Desmoulin has always had a knack for international matters, which is why he was put in charge of Fromont Briens' integration into Littler's international network in 2016.

is organized in the US and in Europe. 44 collaborators took part in the London Littler Academy event last year, this year we hope to see as many people in Paris.

**“Generally speaking, international networks and alliances give back as much as one is ready to give. Therefore, you’ve got to be fully involved”**

### **What trends do you observe in terms of labor and employment law?**

**Guillaume Desmoulin.** In France the Macron reforms have been high on the news agenda for over two years now. Today we are in the processing phase of these reforms. The reform on professional background is equally relevant. In this regard, Fromont Briens | Littler established a hub allowing companies to get advice on the matter. The question of gender equality is addressed by numerous cases.

**Stephan Swinkels.** From an international perspective, psychosocial risks, well-being at work, changing work patterns and equal pay are frequently discussed issues. In addition, new and evolving European regulations on parental leave are eagerly awaited.

### **Anything else you would care to add?**

**Stephan Swinkels.** As a final thought, you have to keep in mind that some elements are essential if clients are to successfully work with you. The firm must provide a global offer, be multi-ethnic with balanced gender representation and must be able to innovate: Littler is at the forefront because it offers tools that can be integrated into existing work structures. I am, for example, thinking about a commercially available software program which allows businesses to draw up balance sheets and statistics on pay equity in their firm, that indicates the work that still needs to be done. Businesses expect their lawyers to be almost like members of their teams, present to help them implement their projects. ♦

# “From the very beginning, Sotra was conceived as a fully digital and paperless law firm”



Interview with

**OLIVIER RIJCKAERT**  
Managing Partner, **SOTRA**

**“Electronic monitoring of employees will require attention, since lots of companies will want to implement control systems for remote working”**

With offices in all three Belgian regions, Sotra is a Belgian law firm specializing in labor law and legal services linked to human resources. Managing Partner Olivier Rijckaert tells us more about their approach to delivering services as well as their clients' labor-law concerns.

**LEADERS LEAGUE. What is special about the way Sotra provides services? Olivier Rijckaert.** As a niche firm, we only recruit and train attorneys with a high level of specialization in employment law. Our team of 14 lawyers is one of Belgium's largest and most experienced in this area of law. In addition, we always ensure that a maximum of two attorneys (one senior, one junior) are dedicated to each client. This guarantees fast and easy communication, while avoiding excessive costs related to sub-delegation.

**Technology and digital tools are transforming the way law firms work: this is true for Sotra, one assumes?**

From the very beginning, Sotra was conceived and founded as a fully digital and paperless law firm. We are currently the only Belgian law firm to have pushed the concept of paperlessness to the maximum 100%: there is no paper at all in our office. This offers numerous advantages to our lawyers and staff, but also to our clients: they can access the entirety of their files and data anytime, wherever in the world they are, in an easy, secure fashion. This considerably reduces attorney and administrative costs for our clients given the increased efficiency offered by paperless work. Furthermore, as a top-technology firm we have also developed new and original tools like an app dedicated to employment law, a Netflix-like platform where all our seminars and webinars are available on demand.

**You are part of the ELLINT international network: what is its added value?**

ELLINT is a fantastic network of boutique employment-law firms of the highest quality. By being part of this network, we have access to the best employment lawyers throughout Europe to assist our clients in multi-jurisdiction-

al projects. When we refer a client to a member of the network, we are sure that they will receive the best possible service. All this, while maintaining our independence as a national firm, gives us the best of both worlds.

**You advise major companies, SMEs and startups: what needs have arisen in recent months? What do you perceive as growing concerns and requests in term of labor advice?**

The Covid crisis has caused profound transformation at work: health & safety issues, travel issues, GDPR and processing of employee medical data, temporary unemployment systems, state aid, collective dismissals and restructurings... as advisers, we had to quickly adapt and learn new regulations, often written in a hurry and written badly. Clients needed an emergency response 24/7, and we had to be extremely creative since the situation was not anticipated.. We coped very well, thanks in part to our reliance on technology, which allowed us to shut down our premises immediately while maintaining client service around the clock. Flexible and remote working will certainly be key topics for months and, probably, years to come. These areas are not very well regulated yet and we can certainly show a lot of creativity to assist our clients and help them build the best company policies and systems. Electronic monitoring of employees will require attention since lots of companies will want to introduce monitoring systems for remote work. This will raise issues in terms of privacy, GDPR, availability of staff, etc. Finally, we expect lots of companies will be forced to restructure. It will require a lot of work and assistance in terms of negotiation with the works councils and employee representatives. ♦

# “There will be a significant reactivation in the transactional sector”



Interview with

**JACOBO MARTÍNEZ**

Managing Partner and Head of Labor,  
**EVERSHEDS SUTHERLAND  
(SPAIN)**

“Tourism, hospitality and some commerce sectors are the most affected”

Following the slowdown caused by the Covid-19 pandemic, in 2021 we will see activity related to labor, procedural and insolvency restructuring processes taking the spotlight, according to Jacobo Martínez.

**LEADERS LEAGUE.** What have been the most significant changes in labor law since the start of the crisis? **Jacobo Martínez.** The coronavirus pandemic has affected multitude of sectors and companies. The government has established a model based on ERTE procedure- Record of Temporary Employment Regulation, according to a conjunctural situation that responds to a circumstance limited on time, understanding that this is not a structural or permanent stage.

**After a year of unusual activity, what trends are we going to see regarding labor in the near future?**

Companies expect measures related to internal flexibility within business for structural or permanent needs, that can reduce the number of redundancies in cases not related to a conjunctural situation. Spain needs a different system to attend, not only the crisis but also to the problem of structural unemployment that our country suffers.

**What's sectors have been more affected by the crisis caused by the pandemic?**

The impact of the pandemic has been different depending on the sector and the type of company. Obviously: tourism, hospitality and some commerce sectors are the most affected.

**What are your key objectives for the Spain office as new managing partner?**

Double the firm's billing as well as the number of professionals in the company, increasing productivity in a context that could be summarized in the consolidation of the firm as a company, as it is a critical growth at this complex moment, so that there is clearly a consolidation of business processes.

**What is your perspective on the recovery of the economy? How will the pace of recovery effect the legal sector in Spain?**

We presume that at the end of next year there will be a significant reactivation in the transactional sector, mainly in opportunistic operations in the market regardless of its competitiveness, with the parallel development of an activity related to labor, procedural and insolvency restructuring processes. ♦





# “There will be a significant reactivation in the transactional sector”



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

Head of Allen & Overy's employment practice in Spain, Silvia Bauza has had an extremely busy year. She walks us through the government's measures to protect employees, outlines working-from-home regulations, and discusses the key issues faced by clients at this point in the pandemic.

**LEADERS LEAGUE.** What have been the measures that the government has taken to protect employees in Spain?

Silvia Bauza. There have been several legal measures implemented to protect employees, such as the prohibition of justified dismissals on Covid-19 grounds. There have also been extraordinary measures regarding unemployment benefit: when an employee is put on an ERTE (temporary work adjustment plan), irrespective of whether this ERTE derives from Covid-19, he or she would be entitled to receive a

ployers to maintain the same level of employment for six months after an ERTE when the employer has benefited from Social Security exemptions. From a remote working perspective, companies were obligated to adopt appropriate measures. The preferential nature of remote working in Spain was legally enshrined until 21 September 2020. Employees also had the right to adapt or reduce their working day in exceptional coronavirus-related circumstances, such as caring for a close family member or a live-in partner.

**As working from home is now the new trend, is there a legal framework to protect employees as well as employers?**

Given the preferential nature of remote working during the pandemic, the Spanish government approved Royal Decree-Law 28/2020 on remote working, which entered into force on October 13, 2020. It enacts a set of obligations for the employer in cases where services are provided remotely by the employees (this is a regulation applicable not to remote working derived from Covid, but to remote working as a form of work organization itself). It states that remote working is voluntary for employees; imposing

**“The government has not addressed the issue of mandatory vaccination for employees”**

state unemployment benefit. The new law is more employee-friendly – for example, employees are eligible regardless of whether they have contributed the minimum amount necessary to access it.

There is also a legal guarantee for em-







it is also voluntary for companies, except where an employee's right to work remotely is otherwise recognized by law or by the applicable collective bargaining agreement [CBA]. Companies must cover the costs of remote working, and remote employees have the same rights as if they were working on-site. Employers and workers' legal representatives have to collectively bargain their respective remote working policies.

**What are the main legal challenges in Spain now due to the crisis?**

The main challenge now is guaranteeing a sustainable and equitable recovery of business, maintaining the validity of the ERTE, and avoiding companies closing. Social dialogue and collective bargaining are essential to prevent of massive job loss in the short and medium term.

The Spanish government is advancing on a variety of issues, such as increasing the minimum wage (which is set to remain €950 per month, but is subject to increasing debate); the improvement of contractors' working conditions, bringing them more in line with formal employees' working conditions; and the strengthening of individual and collective digital rights, including data protection, identity in the digital environment, pseudo-anonymity, digital security, and the right

to equality and non-discrimination.

There has also been a high-profile discussion of a four-day work week, though despite a debate in parliament, no measures have been adopted to bring this forward. A ministerial order that will develop the procedure for evaluating job positions offering equal pay for women and men is more likely to progress.

Separately, the government has approved measures that discourage employees' early retirement.

**What are the principal issues your clients are facing in the second year of the crisis?**

Clients are facing the troubles of sustaining their businesses and maintaining employee contracts. As the crisis continues, we are seeing that the measures taken for temporary suspensions of employment will no longer apply in the long term. If a business is stable, the issue then becomes how to implement a safe return of employees to their offices. Safety, comfort, efficiency, and the willingness of employees to carry out their functions inside the office environment are all key considerations.

Employers are also starting to question the possibility of imposing mandatory vaccination for employees returning to the office. Currently in Spain, vaccination is voluntary and the government has not addressed the issue of mandatory vaccination. ♦

# Flexibility is not just a question of allowing an employee to work from home



Interview with

**MARIA DE LANCASTRE VALENTE**  
Partner & Head of Employment  
International Advisory,  
**SRS ADVOGADOS**

“Flexible working conditions, economic resilience, vaccinations and mobility will be the key drivers in the Portuguese workforce’s return to strength”

SRS Advogados partner Maria de Lancastre Valente walks us through changes to Portuguese employment law, how the firm maintained its client relationship, and what the workplace of the future might look like.

**LEADERS LEAGUE.** What changes have occurred in Portuguese employment law since the start of the crisis?

**Maria de Lancastre Valente.** The Covid-19 crisis ushered in an extremely intense period in terms of legislative activity.

When compared, for instance, to the publication of the Labour Code in 2003 and its revision in 2013, this legislative activity occurred in a context of extreme uncertainty and volatility.

The main driver behind this was the creation of a legal and economic programme to help businesses and the workforce to remain afloat. The star of this program was the simplified lay-off regime, which was a simplified version of the suspension of employment or reduction of working hours regime already in existence in the Labour Code. The other protagonist was (and remains) the overall approach to work itself. Many countries including Portugal experienced their first lockdown as a massive shut-down operation: schools, commerce, services all closed from one day to the next with the majority of the workforce working from home.

In Portugal, remote working was not a familiar concept for many companies or employees. Although the regime is in place since 2003, the idea of working from home carried with it an “unproductive” stigma and many companies simply overlooked or discouraged it.

The 2020 Covid crisis demonstrated that that remote work does not necessarily drive down productivity; on the contrary, studies show that in many cases employees are more productive when working from home. Home-working has generally been well received and is here to stay.

**What are the key drivers for Portuguese businesses and the workforce in 2021?**

In my opinion, flexible working conditions, economic resilience, Covid-19 vaccinations and mobility will be the key drivers in the Portuguese workforce’s return to strength.

Flexibility is not just a question of allowing an employee to work from home. It is a question of reinventing the employer-employee relationship. We are now pushing beyond the boundaries of the traditional definition of an employer who gives orders, supervises the employee at the workplace under a rigid work schedule and pays salaries based on the time he or she offers, instead of actual results or productivity. It is replacing the idea of subordination by collaboration. However, for this to happen, action must be taken at a legislative level. Multinationals were already investing in this flexibility-oriented approach at a national level and the Covid crisis served as an accelerator. Many companies are now moving at a faster pace than the law. There is a current project commissioned by the government to review the remote work regime where topics of work life balance, employee privacy, health and safety are to be addressed. It will be interesting to compare it with current expectations.

Also, our economic resilience will determine a lot of what we see in the coming years. This unprecedented situation has had a tremendous effect on Portugal: we are a country whose economy relies heavily on tourism and service-based jobs. In 2020 alone, Portugal recorded a drop of 7.8% in its GDP.

What I find interesting is that the principles society has been striving to work towards over the past few decades – improving working conditions (particularly salaries), rendering education equally accessible to all, ad-

vocating for equal conditions between men and women – are being subjected to very real “stress tests”. And the results of these stress tests suggest that society is less resilient or successful than it may have wanted to be in reaping the benefits of its efforts in an adverse context. This is relevant because it will, in my opinion, help explain the behaviour of our businesses in the post-Covid “rebound” years.

As 2021 progresses, I expect to see businesses take significant containment measures to cut costs; those that have been able to avoid downsizing will probably have no choice to do so in 2021. Those that already have may need further measures to become leaner and more cost-efficient. Unemployment levels are expected to rise significantly.

However, I believe there are sectors such as pharmaceuticals and technology that will continue to see growth and investment.

It is also expected that Portugal will follow the steps of other countries that are already debating vaccination and whether it will be mandatory for the workplace. Also, similarly to what has been happening for a number of years in the international business environment, employers in Portugal will be paying more attention to mental and emotional health.

#### **How do you envision the future workplace in Portugal?**

We are social creatures and psychology shows us that socialization is a key factor in mental health. My view is that the physical environment of the workplace will remain necessary in our future. The workplace and office environment offer a sense of belonging, identity and interaction.

Business strategy is currently designed around human capital and companies are making a huge effort to invest in their employees and encourage their engagement by offering them intangible assets or compensation like organisational values and culture. I believe these require face-to-face collective communication and collaboration to be successful and to keep employees happy, motivated and productive.

I don't see a future where office space will disappear, especially at a time

when companies are investing so heavily in employee well-being and corporate culture. It has become a part of their brand.

Office space may be designed differently, but it will continue to exist. Presence in the office will be less frequent to allow employees to maintain a healthy work-life balance, but it will remain as a place of business gathering and aggregation.

#### **How did the restrictions of 2020 change your relationship or interaction with clients?**

In my case, face-to-face meetings were not the norm even before the crisis. However, thanks to this situation and increased use of virtual communication, video meetings with clients became an opportunity to put names to faces for the first time, in some cases many years into our relationship. I also found myself communicating with clients more often than before, even with those where I have long standing relationships.

I think the relationship between lawyers and clients strengthened as they became partners in vulnerability and shared a larger portion of the risk inherent in their clients' decisions

Suddenly the relationship turned personal and vulnerable as the communication included seeing how we live, our home workspaces, being interrupted by our children during meetings, sharing personal difficulties – experiencing a greater bond because we are all in the same boat.

Work performance pressures increased as the situation brought us to circumstances that we had never experienced before. Legislation was being published daily, in a context of unprecedented volatility, and clients needed quick and efficient answers. This combination of factors intensified the level of pragmatism with which lawyers were already expected to respond. It meant pushing the boundaries of solutions, creativity and communication. It was partnership at a new level.

The overall experience has been very positive and there are certainly lessons I have taken away and that will remain at the top of my client action focus list for 2021 and the years to come. ♦

**“The principles society has been striving towards over the years have been put under a very real stress test”**

# Bringing the aspect of coaching into any profession is an advantage, especially in executive search



Interview with

**PAULA FUENTE**  
Managing Partner,  
**F&B CONSULTORES**

“Collaborative culture can be a challenge for some law firms as lawyers are quite competitive”

Executive Search specialist, Paula Fuentes of F&B Consultores in Spain discusses the value of coaching in the legal sector.

## LEADERS LEAGUE. How is coaching complimentary to executive search services?

**Paula Fuente.** Bringing the aspect of coaching into any profession is an advantage, especially in recruitment. The ability to ask the right questions and be an active listener can make all the difference when bringing employer and employee together. In both professions, coaching and recruiting it is crucial to get to know the candidate. Understanding their character, preferences, motivation, and objectives is necessary to assist them in the exploration of new life scenarios both professionally and personally.

In my role as a coach, I interview clients, asking them a series of questions to provoke further self-discovery and knowledge. This helps them to clearly identify how they want to see their career evolve and what steps they need to take. In the Headhunting role, the questioning process is geared towards assessing whether a client has the skills, attitude that match the law firm's culture and needs.

## What type of coaching do you offer law firms?

As I am a former lawyer, I have a deep knowledge and understanding of both lawyers and the legal sector. I am familiar with the environment, the peculiarities, the culture, and the demands. My professional career path has been in the Spanish legal sector where I have seen the evolution of the Spanish firms and the influence of the international firms. This has given me a great advantage in assisting firms with their strategy and search for talent. I have worked with countless lawyers helping them to build their teams as well as their performance skills including attracting and retaining talent, effective decision making, managing conflict, leadership training.

## What is the principal issue you find in coaching lawyers?

Lawyers are quite intelligent, studious, hard-working people. They also have the reputation of being success driven, demanding of themselves and others, highly competitive and self-important.

Self-importance is healthy to understand your own needs and establish your identity but can

be an obstacle in the ability to create a team environment, offer a balanced work atmosphere or have effective leadership skills. Collaborative culture can be a challenge for some law firms as lawyers are quite competitive.

## What effect has the Covid crisis had on law firm culture?

Law firms as well as all other companies have found themselves in the most unusual circumstances where fear and uncertainty were at an all-time high. Managing Partners, Practice Heads and anyone in a leadership position was forced to adapt quickly and efficiently. I believe the VUCA PRIME culture (vision, clarity and agility, Bog Johansen 2009) is best to counteract the VUCA environment in which we are now in (volatile, uncertain, complex and ambiguous). This will enable leaders to further develop their skills shifting from a boss to a leader. The crisis has signalled that it is time for changing our old models.

The legal sector which is extremely traditional changed overnight which caused a lot of stress at all levels. Working from home was not a common practice in the Spanish legal sector where physical presence in the office at all hours was expected. Now as we enter year two of the Covid crisis, home working is now the norm. This has an enormous impact on law firm culture as people are adapting to the new way of working, balancing home life and working life in a crisis. The new way of working led to a change in the management models to create a more collaborative work environment working toward a shared vision. The previous model of management in law firms of bosses/senior management giving orders is now being replaced with leadership that motivates and unites the lawyers.

In the legal sector productivity at all costs is highly valued and the onset of the crisis caused values of trust, commitment, consideration and resilience to be equally as important. Emotional intelligence is not only appreciated in law firm culture, is it expected and in high demand. This concept has proven to be a key factor in a company's success. Law firms with the assistance of coaching are moving in this direction towards success. ♦



# “We are a boutique headhunting firm, exclusively focused on legal and tax profiles”



Interview with  
**MARÍA BURGOS**  
Senior Consultant, **ITERLEGIS**



and  
**MARTA DEL COTO**  
Senior Consultant, **ITERLEGIS**

María Burgos and Marta del Coto, senior consultants at Iterlegis Legal Staffing Solutions in Spain, discuss the importance of having a legal background to better serve their clients.

## **LEADERS LEAGUE. Where have you seen the most movement in job positions due to the crisis?**

**Marta del Coto.** It is said that lawyers, in one way or another, are always needed; both in downturn and growth situations. The pandemic has not been any different. The areas that have experienced the greatest growth or demand during the first year of these health and economic crises have been mainly labor law, restructuring and insolvency, financial law, and disputes. We foresee that lawyers specialized in those areas will continue to be very

## **“It is very important that lawyers work on their personal brand”**

active. As the economy starts its reactivation, those who specialize in M&A or real estate, which have been practically frozen during the last year due to the lack of investment activity, will also see an increase in activity.

## **Is it necessary for legal recruiters to have a legal background?**

**Marta del Coto.** There are those in the headhunting market who carry out search and selection of legal and tax profiles without having either legal education or experience in the legal marketplace, so a legal background is not a sine qua non condition. One of the main elements that differentiate Iterlegis and the Vialegis group in general from other headhunters is precisely that we have legal backgrounds. We are a boutique headhunting firm focused exclusively on the search for and selection of legal and tax profiles.

All our consultants are lawyers, most of them with experience in law firms as well as in in-house positions. This first-hand knowledge makes us a preferred advisor for the marketplace, since we truly understand the needs of our clients – i.e. law firms and companies – and of our candidates.

## **What is the evolution that you have seen in the legal sector?**

**María Burgos.** The legal sector has faced major challenges during the last year, especially after the national lockdown. In the first semester of 2020, the human resources departments of national and international law firms had to work hard to implement more flexible policies that permitted lawyers to provide legal support to their clients without putting their health at risk. Technology has played an essential role for such purposes; law firms have invested important resources accordingly. Currently, the location of the lawyer is not as relevant as his availability, which has resulted in a more flexible way to provide legal services.

## **Is it important for lawyers to work on their personal brand?**

**María Burgos.** I believe it is very important for lawyers to work on their personal brand. At the end of the day, the relation between a lawyer and his client is based on personal confidence. A lawyer may work for a well-reputed national or international law firm, but a client will only choose that lawyer or that firm if he trusts the team members.

It is necessary for associates to work on their personal brand right from the start of their career; this becomes even more relevant when they reach senior positions. ♦



# “Taking care of our staff is important at a global level”



Interview with  
**DAVID MAHÉ**  
President, **STIMULUS CONSEIL**



and  
**CHRISTINE LOOS**  
Director of International Strategy,  
**STIMULUS CONSEIL**

Mental health is a key component of staff productivity and a positive workplace atmosphere. David Mahé and Christine Loos, of the consultancy Stimulus, are experts on workplace quality of life and psycho-social issues. They caution that management needs to pay attention to these issues both for the short-term good of staff and the long-term health of their companies.

**LEADERS LEAGUE. What lesson has the pandemic taught you?**

**David Mahé.** Now more than ever, mental health constitutes a vital issue for any company, one which, in each of the 113 countries in which we are present, we take very seriously. The pandemic has taught us that management has a key role to play in ensuring the mental wellbeing of the people who work for them. Taking care of our staff is important at a global level. As one of the, if not *the*, key social environments people have, the dignity of every person in the workplace must be protected. This factors into maintaining job satisfaction and spending power, but more than that, includes adapting to the specific set of issues the pandemic has brought and developing the savoir faire to ensure the health and safety of staff.

**Have you seen different approaches in different countries?**

**Christine Loos.** While not wishing to go overstate things, it seems, to me at least, that there are two approaches: an Anglo-Saxon one and a Continental European one. The first values the needs of the individual above all else. An indication of this is the level of sophistication of Employee Assistance Programs (EAPs) in countries such as the UK or Canada. This aspect is not so well developed in Europe, where they prioritize the needs of the collective, and focus on the organization, working conditions, solidarity and equality. I would say that both approaches are complimentary and that is the strength of taking a truly international outlook, so that mental health at work is not, in effect, reduced to the sum of the mental health of individuals.

**What do you mean by that?**

**D.M.** The important thing to realize when assessing health issues at work is to have a global view. An organization where there is a good culture makes people want to work there. This is achieved not only by management fostering an atmosphere of autonomy and recognition, but also by executives showing exemplary behavior. All these elements go into ensuring that the performance of the group is superior to the importance of the individual.

**“Offering staff flexible working hours is a good start. But this alone is not enough. You must also show them gratitude and give them purpose”**

**What tools can management deploy to transform the mental health of staff into a driver of growth?**

**C.L.** There are three levels to this: prevention, awareness and care. As regards prevention, we encourage directors to take the time to consider the impact decisions they take have on staff’s mental health. To help them, there are guidelines they can consult to measure impact and order risk. They might also want to take the time to invest in developing their staff’s soft skills. Relational and emotional

awareness play a significant part in the success of the modern company. These tools can be employed to improve the quality of life at work. That said, they won't have any appreciable effect unless they are accompanied by a duty of care. With this in mind, we developed Stimulus Care Service, a platform which provides psychological, social and legal support to staff, but also advice on the full range of issues that crop up in the workplace. These three levels are important for preserving good mental health in the workplace, no matter the country.

**Isn't there a risk that management can, however well intentioned, become too intrusive?**

C.L. Only if the company's health and safety policy is not accompanied by rigorous ethical checks and balances. All of our platforms guarantee user anonymity, whether on the content discussed or in reporting our findings to management. Another key factor of success is free access to these services and not making their use mandatory.

D.M. I would add that managers have a critical role to play in creating a climate of trust around the use of these services, once they are made available to staff. To ensure this, managers must learn to listen rather than seek to control, which they had a tendency to do during the pandemic. Managers who know how to mobilize staff energy put their teams in the best frame of mind to improve going forward.

**How best to re-engage team members post pandemic?**

D.M. Offering them flexible working hours is a good start. But this alone is not enough. You must also show staff gratitude and give them purpose. After the last twelve months spent handling the emergency, reacting and adapting, teams now need a bit of visibility and a sense of direction in order for everyone to get back working efficiently together. Directors need to outline the way forward in clear and concise terms but also, strategically speaking, to reflect on the identity of the company and the way work is organized so as to ensure that staff are in no doubt about the whys and wherefores.

**What advice do you have for heads of multinationals who want to implement quality of life at work policies internationally?**

C.L. In order for any such policy to be effective, local differences must be taken into account; this is key if you want staff to buy into what you are trying to achieve. And it is in taking a local approach that the seeds of a global vision are sown. This is why that when we are formulating a policy for a client, we draw on the expertise of our 51 partners in 113 countries across the globe. At the same time we help companies put together policies that work at the global level too. If this is successful, a company will have a global ambition and a local approach. ♦



**51 partners, 113 countries covered**

*Stimulus Care Services is expanding locally to better serve its customers.*

# Employers need to take measures to provide a more sustainable working environment



Interview with

**SYLVIE LACOMBE**

Partner, **TETRALAW BELGIUM**



and

**ERIC CARLIER**

Partner, **TETRALAW BELGIUM**

**“During the pandemic, clients have needed us to swiftly react in emergency situations where employers or workers were lost with regard to measures taken”**

Set up in 2012, TetraLaw has always prioritized the development of its labor practice, which has become an important player in the Belgian employment-law landscape. Sylvie Lacombe and Eric Carlier tell us more about how excellency can be achieved in supporting the development of their clients and answers critical questions the current pandemic raises for employers.

**LEADERS LEAGUE.** Why is it important for you that Tetra Law remain a firm with a human scale? How does this translate into your day-to-day-work with clients?

Sylvie Lacombe & Eric Carlier. This point is crucial to Tetra Law because functioning at a human scale is the most effective and pleasant way to achieve given objectives, and because only this way of working allows one to build relationships of genuine trust, since the relationship is shared between human beings rather than between abstract entities.

We therefore employ an easy-going communication with clients, are transparent as to the partner and the associate working on their case and who have both the availability and up to date knowledge to answer any question. Deciding to get a counsel's assistance is not an easy step and clients have to feel confident we will be available to listen to their issues and will do everything we can to solve them.

**What are the main needs of your clients in terms of employment counsel? What specific pandemic-related requests have arisen?**

During the pandemic, clients have needed us to swiftly react in emergency situations where employers or workers were lost with regard to measures taken (e.g. telework or temporary unemployment measures). Given the amount of this type of requests, we took the initiative to set up a section with all these questions that we made available on our website and in a link under our e-mail signatures, in order to guide our clients through this unprecedented situation. Other big-picture needs have arisen, such as business restructuring, which involves our support, for instance, with collective dismissal or individual

layoffs when a company needs to cut costs to survive.

**How would you describe the Belgian employment law ecosystem compared to other jurisdictions?**

As in the majority of the European countries, Belgian employment law is very protective of the workers. However, the Belgium ecosystem distinguishes itself by its very high employer costs and the tax and labor burdens that are put on the employers' shoulders.

**You work more on the employer side: what are the future changes, regulations or parameters they should anticipate in term of labor environment?**

The changes that employers should anticipate are actually all governed by well-being, which is at the centre of all concerns:

In the short-term, employers need to organise their practice around telework. Whether they want to do so or not, this will become a given in every worker's mind.

In the mid-term, employers need to prepare themselves to take measures towards a more sustainable working environment. It is undisputable that safeguarding our planet involves a collective effort from every citizen, including employers. This has started to take root in our society and in the law-makers' view as well.

Finally, differences between workers based on gender are to be out of question. In a more long-term vision, every employer will have to ensure that pay gaps are not based on gender and that the same opportunities are available to and attainable by all workers (gender neutrality). The practical specificities linked to a given worker's situation can't (continue to) result in slower career progression. ♦



# Les Cercles DÉCIDEURS RH



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ENGAGEMENT  
ET QUALITÉ DE VIE  
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Le Cercle  
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## POSITIONING

Founded in Paris in 1997, Leyton has grown into an international consulting firm dedicated to improving the overall performance of organizations. Thanks to our unique methods and our know-how capitalized over many years, companies can benefit from additional sources of financing while remaining focused on their core business. Contributing to the growth of our customers is our group's commitment on a daily basis.

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- Vigo

### ITALY

- Florence
- Milan
- Verona

### CANADA

- Montreal
- Toronto

### MOROCCO

- Casablanca

### USA

- Boston
- San Francisco

### NETHERLANDS

- Utrecht

### POLAND

- Warsaw

### GERMANY

- Dusseldorf
- München

### SWEDEN

- Stockholm

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# Stimulus

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[www.stimulus-conseil.com](http://www.stimulus-conseil.com)



David Mahé



Emmanuel Charlot



Christine Loos



Andrea Bertolotti



Patrick Légeron

## POSITIONING

### OUR AMBITION: MAKE OUR CUSTOMERS SUCCEED THROUGH WELL-BEING AT WORK

In April 2020, Stimulus and Psya joined forces to form the key player in psychological health in the workplace. Today, we gather more than 200 consultants committed to well-being and efficiency at work, locally as well as internationally. These specialists deliver a high level expertise to assess and prevent psychosocial risks, to accompany and support people in their efforts towards women and men in transformations, managing crises, developing the emotional skills and deploy employee assistance programs.

#### Our DNA

- Comprehensive approach to occupational health and wellness
- Scientific anchoring
- High-level multidisciplinary team: psychologists, sociologists, physicians, statisticians, psychiatrists, ergonomists and human resources specialists.

#### Our Specificity

As part of its international development strategy, Stimulus has been committed to building an important network of EAP partners.

The aim : accompany our clients and their teams around the world by providing psychological and legal support as well as training and crisis management.

This network now includes 51 EAP service providers covering 113 countries, enabling us to deploy our programs locally.

## BUSINESS

Created in 1989 by Doctor Patrick Légeron, Stimulus is the reference consulting firm in the field of psychological health at work.

At the service of companies to :

- Promote psychological health in the workplace
- Accompany transformations
- Develop their social and economic performance
- Mobilize all the company's stakeholders around the health and quality of life at work

## OFFICES

- FRANCE
- SPAIN
- ITALY

... AND 113 COUNTRIES OF OPERATION

## CONTACTS

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**Dr. Patrick Légeron**, Founder

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Olivier Rijckaert



Marian Dewaersegger



Jonathan de Wilde  
d'Estmael



Noël Lambert



Valentin Hanquet

## 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

- LARGE COMPANIES
- PUBLIC SECTOR
- SMES
- START-UPS
- INDIVIDUALS

## OFFICES

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Sylvie Lacombe



Eric Carlier



Julie Malingreau

## POSITIONING

Set up in 2012, Tetra Law has swiftly developed into a serious player based on the following fundamental foundations:

- **Business:** Our clients expect legal services that bring added value to their own business or to their own employment relationships. As an integrated firm, we are the ideal choice to provide pragmatic solutions that directly contribute to our clients' development.
- **Synergy:** Tetra Law's members work in close collaboration, free from any form of partitioning. The solutions they deliver are based on expertise in various fields, each of which supports and reinforces the others.
- **Passion:** Tetra Law requires a high level of involvement from its members and a will to achieve excellence in the practice of their profession when serving their clients.

### **Our labor department is a clear example of how Tetra Law's core values apply to offer high added value services to our clients:**

The 5 members of the labor department are **passionate about their everyday practice**. Our team has a strong knowledge of all aspects of labor law which they maintain updated. Externally, they share their passion and knowledge by giving trainings and seminars, targeting various profiles (lawyers and other legal professionals, HR directors, private individuals...), and by writing academic literature and articles in specialised legal journals (e.g. a comprehensive publication treating all legal and practical aspects related to the different modalities of employment contract terminations, various contributions for example on proof in labor law, restrictive covenants, etc.).

Thanks to their experience and passion, the members of the labor department **bring added-value to their clients**, in the frame of legal proceedings and consultancy advice, by providing a pragmatic approach to solve issues rather than further feed them, whether this means to suggest a client to fairly settle or to stand firm on their position, based on the specifics of the situation. This gives them the necessary credibility and trust in their client relationships and a good reputation with the courts.

In order to provide their services, the **synergy** between the members of the different departments of Tetra Law is crucial, when for instance dealing with an acquisition or transfer of a company (corporate department) or when dealing with a tax inspection with regard to the declaration of withholding taxes or benefits in kind (tax department).

Our labor department is trilingual (French, Dutch and English).

## BUSINESS

- Negotiating and drafting of employment contracts
- Termination of employment contracts (included dismissals of protected workers and dismissals for serious cause)
- Mass lay-offs
- Company transfers
- Corporate reorganisations
- Company closures
- Social elections
- Negotiating and drafting of collective bargaining agreements
- Issues with regard to joint committees competences
- International mobility of salaried or self-employed workers (e.g. social security and labour law issues and tax treatment of posted workers, special expat tax status)
- Negotiating and drafting of Management agreements and related labour law and tax issues
- Salary split
- Harassment and discrimination issues
- Outsourcing
- Strikes

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**Pierre Beyens**



**Bertrand Wittamer**



**Tanguy Gillain**



**Hans Van der Mullen**

## POSITIONING

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

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

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

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

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

### **Employment and Social Security Law**

Employment legislation is becoming more complex than ever before. Our experts are well placed to be able to help you manage negotiations and draft the documents that underpin work relationships, individual and collective.

We provide advice and assistance in specific situations such as posting of workers, protection of personal data and the privacy of workers, etc.

We also offer our clients prudent and proactive advice on social security issues such as pension schemes, accidents at work, authorised additional activities, unemployment, etc.

## BUSINESS

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

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**Chris Van Olmen**



**Nicolas Simon**



**Vincent Vuylsteke**



**Pieter Pecinovsky**

## POSITIONING

Van Olmen & Wynant is an independent law firm offering quality services with a personal touch. A dedicated team of 30 experienced, multilingual professionals serves business clients in employment and corporate law.

### **Employment Law**

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

Areas we cover include:

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

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

### **Civil Servants' Law**

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

Areas we cover include:

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

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

## BUSINESS

- Employment Law
- Corporate Law
- Private Equity
- M&A

## CONTACTS

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François Millet

## POSITIONING

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

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

## OFFICES

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

## BUSINESS

### Supporting businesses: our vocation

Specialists in labor-law, Barthélémy Avocats supports, as a true partner, more than 5,000 companies of all sizes and from all sectors of activity, on a daily basis, on any subject pertaining to the client's professional activity, both in counseling and before the courts. To meet the needs of companies subject to laws specific to their sector of activity, the firm has developed centers of expertise in the fields of health, sport and civil service.

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

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

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

## CONTACTS

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**Nathalie Cerqueira**



**Anne-Lise Puget**

## POSITIONING

Founded in 1995, Bersay brings together 40 highly-qualified lawyers and jurists, with wide-ranging expertise to address the legal needs of businesses.

Its practice covers all of the main areas of business activity, in an advisory capacity as well as in litigation and arbitration, and in both national and cross-border matters. The Firm has experienced significant growth thanks to the sustained trust of its clients, who have built its reputation for excellence.

Since its creation, Bersay has had the goal of serving its clients abroad as well as in France. International work is a very significant part of the Firm's activity and has contributed greatly to establishing its reputation.

While working with its clients on crossborder matters, Bersay, which brings together lawyers of various different nationalities, has successfully forged trusting relationships with first rate law firms in other countries with which it works on a daily basis.

These firms have been chosen for their expertise and reputation, but also for their adherence to a common set of fundamental values that Bersay has placed at its core and which include responsiveness, efficiency, team spirit and pugnacity. Thanks to its strong ties with these partner firms, Bersay is able to form integrated teams for each international assignment.

Since 2008, Bersay has had an office in Tel Aviv, enabling the Firm to work fluently in three languages (French, English and Hebrew) and two legal systems.

### **Labor & Employment Law**

Backed by an extensive experience in counseling as well as in litigation, the attorneys of the labor and employment law department of Bersay assist companies in their relations with their employees and staff representatives.

Partner to its clients, the department advises new or changing companies and helps them acquire the social and legal tools to enhance the achievement of their ambitions. With a vast expertise, it provides its technical support to build and implement their substantial projects, such as their restructuring.

## BUSINESS

- Corporate Finance
- Mergers & Acquisitions
- Private Equity
- Restructuring
- EU & Competition
- Litigation
- Labor & Employment Law
- Tax Law
- IP / IT / TMT / Data Protection
- Real Estate
- Public Law & Environment

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## POSITIONING

Founded in 1966 and with over 180 lawyers in its offices in Paris and Brussels, Bredin Prat is a leading law firm with a reputation for excellence across its difference practice areas.

Our firm is recognized as one the top employment law firms in France and we advise clients operating across a broad range of industry sectors on all facets of employment law.

Our lawyers have extensive experience handling M&A transactions and strategic reorganizations and have worked on some of France's largest corporate transactions of the past few years. We work closely with our clients from the early planning stages of the operation to help them successfully navigate the employment issues that are triggered by these types of operations, such as works council information and consultation requirements, trade union negotiations, equalization of employee benefits and negotiation of management packages.

We are also reputed for our strong litigation practice. Our lawyers have substantial experience defending employers in collective disputes involving trade unions and works councils. Our team of expert litigators is skilled in trying complex cases before Industrial Tribunals and Courts of Appeals in both ordinary and emergency proceedings. We have successfully represented clients in cases involving employee rating systems, co-employment issues and the liability of parent companies.

Our lawyers also advise on day-to-day employment questions such as working time arrangements, codes of conduct and whistleblowing policies, framework agreements and negotiation of collective benefits, as well as strategic workforce planning and equal treatment questions. We assist clients with the negotiation of corporate severance packages and separation agreements with senior executives, including stock option awards, non-compete and non-disparagement and continued benefit questions.

Our firm is proud to be one of the founding members of the Best Friends network, a core network of leading independent firms that was established over fifteen years ago and is presently composed of BonelliErede (Italy), Bredin Prat (France), De Brauw (The Netherlands), Hengeler Mueller (Germany), Slaughter and May (UK) and Uria Menendez (Spain/Portugal). This network allows our clients who are engaged in cross-border transactions to benefit from seamless advice through integrated international teams.

## BUSINESS

- Mergers and acquisitions and reorganizations
- Restructurings and mass layoff plans
- Employee representation, collective bargaining and negotiation of collective agreements
- Complex employment litigation
- Compensation plans, mandatory and optional profit-sharing plans
- Executive employment arrangements and international mobility (expatriation/secondment)
- Employee performance review systems, workplace rights and new forms of employment related to the digital economy

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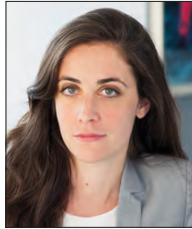
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## POSITIONING

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

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

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

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

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

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

## BUSINESS

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

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- NEW YORK,
- WASHINGTON, DC,
- LONDON

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 **L&E GLOBAL**  
an alliance of employers' counsel worldwide

L&E Global is an international platform of 25 prominent employment-law firms co-founded by Flichy Grangé Avocats in 2011. It is the world's very first international integrated legal alliance which specializes in providing counsel on cross-border labor and employment law issues.

## POSITIONING

In line with the internationalisation of companies, Flichy Grangé Avocats has built up since its creation recognised high-level expertise in employment and labour law issues with international ramifications. Our team, made up of lawyers from international law firms who are fluent in English, has been structured to meet the specific needs of multinationals.

Many international groups come to us with their complex files. We help them to handle their cross-border projects such as European or international restructurings, transfers of business activities and employees, setting up European Works Councils, expatriation, inpatriation and employee secondment. Our expertise is based on our in-depth experience of day-to-day management of international legal matters and a network of legal correspondents in foreign countries composed of the best local specialists.

## BUSINESS

- Restructuring and employment practice
- Remuneration policies and benefits practice
- Health and safety practice
- The collective negotiation and working time practice
- The social security and mandatory contributory schemes practice
- The risky litigation practice
- The company managers and international mobility practice
- The ethics and diversity practice
- Pension & contingency
- The public service and state-owned companies practice
- Vocational training



## CONTACTS

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Mohamed Materi



Nazanine Farzam



Nicolas Chavrier



Olivier Thibaud



Sophie Pélicier-  
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Souade Bouchène



Zora Villalard

## POSITIONING

Fromont Briens stands out for its ability to go beyond the role of a lawyer. The technical skills and availability of its teams ensure the loyalty of its customers and its recognition by the leading international rankings.

For the past 25 years, Fromont Briens has distinguished itself through its approach, which combines technical expertise and on-site work.

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

- Counsel
- Litigation
- Strategic and operational support
- Training

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 :

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

## CONTACTS

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Cédric Guillon  
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Mohamed Materi  
Nazanine Farzam  
Nicolas Chavrier

Olivier Thibaud  
Sophie Pélicier-Loevenbruck  
Souade Bouchène  
Zora Villalard

## BUSINESS

- Full service in labour law
- Social protection & additional remuneration
- Professional training
- Criminal labour law
- Corporate M&A
- Restructuring
- Social Compliance

## OFFICES

- Paris
- Lyon

## ALLIANCE Littler

Since 1993, Fromont Briens has been working with executives and HR departments to support, anticipate and shape the business of tomorrow. The firm is recognized in France and abroad thanks to its partnership with Littler, an organisation created by the American firm Littler Mendelson PC, the largest labour and employment law structure in the United States, with more than 1,000 lawyers. Fromont Briens extends its expertise to more than 80 cities in nearly 20 countries.

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Luc Miguères

Emmanuel Moulin

## POSITIONING

Miguères Moulin is a multispecialist firm that advises entrepreneurs in a comprehensive manner in all areas of business law: corporate, M&A, private equity, social, tax, IP / IT, both in advice and in litigation.

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

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

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

## BUSINESS

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

## CONTACTS


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# Ogletree Deakins

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Jean-Marc Albiol



Cécile Martin



Sophie Binder



Nicolas Peixoto

## POSITIONING

Ogletree Deakins is a globally recognized employment law firm created in 1977.

Ogletree Deakins has chosen to remain a niche firm by supporting its clients exclusively on all human resources management issues while developing a global service of excellence and commitment.

The firm is composed of 900 lawyers dedicated to Labor & Employment law in 54 offices in Europe (Paris, London, Berlin), in the United States, Mexico, and Canada.

Ogletree Deakins France has nearly 30 professionals who manage complex litigation and strategic issues for major French and international groups, listed and unlisted institutional clients (SBF120, CAC40) in diverse sectors of activity such as distribution, media and new technologies, trade, banking, luxe, the pharmaceutical industry, etc.

The firm is the result of a “think global, act local” strategy.

Ogletree Deakins France combines its expertise in French employment law with the methods of the global firm and its values of responsiveness, commitment and trust.

## BUSINESS

- Restructuring, Social plans, voluntary redundancy plans, collective bargaining agreements, performance agreements
- Collective working relations
- Individual working relations
- Ethics, internal investigations, alerts
- Health and safety
- HR data protection
- Courses and training

## CONTACT

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**Marianne Grange**



**Aurélie Heim**



**Déborah Niel**



**Elisabeth Walckenaer**



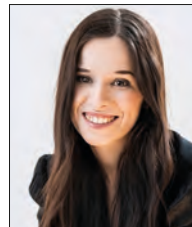
**Clémentine Paquet**



**Hanna Volkenner**



**Laura Rejano**



**Anja Hergesell**



**Claire Delemotte**

## POSITIONING

Our law firm was founded in 1994, by Emil Epp, whose 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 France in French law. We are perceived as a real business partner with an entrepreneurial approach and value the culture and language of Germany and France.

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.

We have a full-service approach. We know that it needs more than legal advice to make businesses successful in foreign countries. For this we have ourselves established several companies to facilitate the cross border business for French companies in Germany and German, Austrian and Swiss companies in France ([www.eurodroit.com](http://www.eurodroit.com); [www.ffu.eu](http://www.ffu.eu);) and worldwide ([www.cbbl-lawyers.de](http://www.cbbl-lawyers.de)). EPP Expertise Comptable, Steuerberatung and [www.visavis.fr](http://www.visavis.fr) will follow in April 2021.

 **OFFICES** • Bordeaux

• Sarreguemines

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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.

## BUSINESS

- AML Compliance
- Banking & Finance
  - Banking & Financial Services
  - Bank Lending, Structured Finance & Securitisation
- Capital Markets
- Corporate
  - Corporate and M&A
  - Insolvency & Restructuring
  - Private Equity
- Data Protection & Privacy
- Dispute Resolution
  - Arbitration
  - Litigation
- Employment, Compensations & Benefits
- Intellectual Property & General Commercial
- Investment Management
- Private Wealth & Business Planning
- Real Estate & Construction
- Startup & Fintech
- Tax

## CONTACTS

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# KLEYR | GRASSO

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**Philippe Ney**



**Sandra Rapp**



**Laure Woehrling**



**Christophe Ney**



**Daniel Nerl**

## **POSITIONING**

KLEYR GRASSO is a long established independent law firm with high professional standards and entrepreneurial culture. Teams of strongly committed partners and lawyers of different nationalities, support local and international clients throughout their projects from inception to implementation. Our multilingual lawyers advise local and multinational companies from all industry sectors, leading institutional investors, private equity houses, banks, investment funds and numerous other businesses.

### **Employment & Social**

Our team advises local and international clients across all sectors in relation to individual and collective contentious and non-contentious matters as well as local and cross-border social and employment law issues.

We prepare labour law contract(s), assist clients in collective bargaining agreement negotiations, advise on specific employee categories (such as staff delegates, posted and protected employees and expatriates), advise in relation to the permitted surveillance of employees, deal with national and cross-border transfer of undertakings related issues and social plans as well as redundancy programs.

Clients consult us for individual and collective employment termination advice and their employment litigation before all Luxembourg labour courts including the “Conseil Arbitral des Assurances Sociales”.

We also assist clients in the scope of collective labour litigation concerning employee representative claims before the Labour Inspectorate and the administrative jurisdictions. We advise across the full range of Luxembourg social and employment law issues and provide tailor-made in house and external client seminars and trainings in four languages.

Our team is member of L&E Global, an international alliance of law firms, which provide counsel to employers on labour relations, employment law, immigration law and employee benefits.

## **BUSINESS**

### **Corporate, Finance & Transactional Services:**

- Corporate M&A
- Private Equity
- Banking & Finance
- Restructuring & Insolvency
- Capital Markets
- Real Estate & Construction
- Regulatory
- Anti-Money Laundering
- Competition
- General Commercial
- Investment Management

### **Litigation Arbitration & Advisory Services:**

- Dispute Resolution & Litigation
- Administrative law
- Arbitration
- Tort & Criminal Liability
- Insurance & Reinsurance
- Social & Employment
- Real Estate & Construction
- Public Procurement Procedures
- IP/IT & Licensing
- Privacy & Data Protection

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**Mariana Caldeira  
Sarávia**



**Ana Luísa Beirão**



**Maria de Lancastre  
Valente**



**Cláudia Varela**

## POSITIONING

SRS Advogados is a full-service, multi-practice stand-alone law firm advising clients on all aspects of the law. Founded on a strong international history, the SRS Global network offers clients and partners the benefit of integrated capabilities with tailored domestic expertise.

SRS Advogados' Employment department boasts a distinguished reputation in service delivery excellence both at a national and international level and differentiates itself by offering exclusive and highly sub-specialised advice in areas such as strategic consultancy, projects, litigation, international advisory, social security and collective bargaining.

## OFFICES

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## BUSINESS

- Arbitration & Mediation
- Competition & EU
- Corporate & Commercial
- Data Protection and Cybersecurity
- Dispute Resolution
- Employment & Social Security
- Energy
- Environment
- Finance
- Immigration & Golden Visa
- Insurance and Pensions
- Intellectual Property
- Life Sciences & Healthcare
- M&A
- Private Equity & Venture Capital
- Public Procurement
- Real Estate
- Startups
- Tax
- TMT
- Transport & Shipping
- White Collar Crime

## CONTACTS

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**Silvia Bauza**

## POSITIONING

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

Over the last 30 years, Allen & Overy has become one of Spain's leading legal practices, providing high quality and innovative advice to steer complex transactions to a successful conclusion.

Based in Madrid and Barcelona, our lawyers have both international experience and an in-depth knowledge of the local market. We can leverage the resources and skills of a highly integrated worldwide network. Our office is led by 16 top-tier partners, each of whom has an exceptional track record of success and achievement across a range of industry sectors, supported by a dedicated team of experienced lawyers.

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

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

### **Employment**

Allen & Overy Spain's Employment Practice stands out for its wide experience and knowledge of employment law, benefits and incentives, providing and developing individualized, overall and creative solutions to any employment issues, both from an individual and collective perspective: top executive employment contracts, negotiation and modification of working conditions, separations, restructurings, HR policies, compliance and investigation procedures, complex litigation, among others.

## BUSINESS

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

## OFFICES

### **SPAIN**

- Madrid

## CONTACTS

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# EVERSHEDS SUTHERLAND

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**Jacobo Martínez Pérez - Espinosa**



**Yolanda Guitiérrez**

## POSITIONING

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

## BUSINESS

- Commercial & IT
- Competition, EU & trade
- Construction & engineering
- Consulting
- Corporate
- 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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**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
- 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

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Paula Fuentes

Yuli Guarino Pérez

## POSITIONING

We are leaders in Executive Search, legal career advisors and coaching for the legal sector. Among other things, we were the first Head Hunters specialized in this industry. We are experts in recruit, develop and advise new potential talents that best suit the needs of a shifting legal industry, by detecting, examining the candidate and his or her capabilities, working both with them and with the clients, perfectly matching the job with the person. With more than twenty years of growingly profound knowledge of the industry and its players, we know not only the candidates, but also the culture of the firms and legal advisors.

Likewise, for more than eleven years now, we work consulting, both in professional career and in legal coaching. Self-management is key in order to effectively communicate with others and in order to work in cooperative workplaces. It is a journey that one has to go through during the development as professionals, and it is paramount to success. We work alongside lawyers, adjusting their attitudes and leadership skills for the needs of the company, properly defining the goals in mind, and helping them plan their professional career, all while making sure they can handle change.

Through discretion, rigor and quality service, we care for our candidates and clients, using a personalized treatment and working with commitment, while also effectively demanding it to both of them.

Our team is small, we are a boutique with cutting edge technology, which enables us to be agile and to be capable of responding effectively to the needs of our clients. All of this is only possible thanks to our love for people, our drive to help them and, essentially, our vocation of service.

## BUSINESS

### HEAD HUNTING:

#### Recruitment of lawyers from all categories:

- in law firms: juniors, seniors, and partners.
- in companies (in-house lawyers): board secretaries, general secretaries, legal directors, tax directors, corporate governance directors, lawyers in general, etc.

#### Law firm mergers.

#### Team selection for specific areas

### CAREER ADVISOR

Experts in career planning and change management. We help professionals to align their professional and personal qualities to position themselves in this changing legal market, designing with them an action plan to achieve their objectives.

- First-time job candidates.
- Professionals undergoing change for personal reasons or due to changes in organisational and management models.
- Senior professionals who want to give a new focus to their professional careers.

### COACHING:

Experts in managing legal talent. As legal coach we offer guidance on the soft skills of lawyering. On this process, we try to discover skills that we have and that we do not know we have, and we also, try to strengthen and develop those that are most suitable for our job.

- Partners of law firms.
- Heads of Legal Department.
- Board Members.
- Counsels.
- Lawyers in general, from all positions and levels.

### OTHER SERVICES:

- Law firm benchmarking.
- Remuneration Surveys.

## CONTACTS

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 Top Advisors Directory  
**LEGAL RECRUITMENT**

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**María Burgos**



**Marta Del Coto**

## POSITIONING

Since 2008, Iterlegis -the Spanish arm of the international group Vialegis- has been the reference, pioneer and market leader in the recruitment and selection of lawyers, tax specialists and compliance officers and in Legal Interim Management. Thanks to our unique approach, based on the principle of “for and by lawyers,” and a growing demand for lawyers in an economic context that is becoming increasingly more legally oriented, we have registered continuous growth year after year.

In 2017 we became part of The House of Human Resources, an international group of specialised Human Resources companies. This has led to enhanced specialisation, enabling us to provide an even better service to our candidates and customers, whilst accelerating our European expansion.

### International Network

The Vialegis group is present in several European countries, with offices in Belgium (Brussels), Luxembourg, Germany (Frankfurt, Köln, München and Düsseldorf) and Spain (Madrid and Barcelona).

Vialegis Belgium has fifteen consultants and is headed by Philippe Jadoul.

Vialegis Luxemburg is managed by Alexis Yaghi, assisted by two consultants. There is close cooperation with the Belgian Vialegis-team.

Iterlegis Spain has three consultants, headed by María Burgos in Madrid and Marta del Coto in Barcelona.

In June 2018, Vialegis acquired Schollmeyer & Steidl, the reference in Germany for legal and tax recruitment. With this acquisition, the group has taken the next step in its ambition towards international growth.

## BUSINESS

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