

Next generation lawyers

Switzerland's
crypto revolution

Lenz & Staehelin: balancing tradition and innovation

The rise of AI, a new generation of lawyers and keeping apace in an ever-changing legal ecosystem. Benoit Merkt explains how the firm faces new challenges while remaining true to its values

Interview with Claudio Elia, legal
counsel and Group vice president
at STMicroelectronics



Editorial

Claudia La Via




Balancing innovation and tradition: keeping people at the core

We live in increasingly complex times, where life often teaches us to move beyond indifference and the “common view”. We must learn to see things as they truly are, not as they appear or as we’ve heard. While this may sound simple, it is anything but. Achieving this requires a critical, attentive, and nuanced perspective. Analysing the Swiss legal landscape, this realization became ever clearer. It's easy to oversimplify when discussing Switzerland: a “neutral” country, a nation that avoids taking sides, welcomes but does not judge. A place seemingly without stark contrasts... Nothing could be further from the truth. Each day, I discover a country with a strong character, disruptive trends, and pioneering innovations. In this issue of MAG, we explore many aspects that portray Switzerland at the forefront, an avant-garde nation capable of setting trends and making a difference in an increasingly fragmented yet homogenized European economic and legal ecosystem.

This third issue delves into two major themes that have defined the Swiss financial and legal landscape in recent years. One of the most significant is the country's investment in cryptocurrencies. In 2021, Switzerland was among the first countries to introduce legal provisions for blockchain technology, the foundation of virtual currencies. Today, the nation continues its journey, both regulatory and otherwise, to create a functional and efficient ecosystem. This goes hand-in-hand with Switzerland's growing reputation for innovation, earning it the moniker "Europe's Silicon Valley." Despite its small size, Switzerland has seen the emergence of hundreds of new companies, particularly in the high-tech sector, with some achieving "unicorn" status by surpassing a billion-dollar valuation. The importance of technology in the Swiss business landscape is further underscored by key industry players like STMicroelectronics. Their vice president and legal counsel, Claudio Elia, shared with us the challenges facing the tech sector amid rapid innovation and a global regulatory framework that demands new skills and a multidisciplinary and flexible legal approach.

While Switzerland is pioneering in innovation, it also remains deeply rooted in tradition. Take Lenz & Staehelin law firm, for example. In this issue, its managing partner Benoît Merkt discusses how the firm navigates significant changes in the legal market, balancing an international approach with strong local roots. The firm goal is to remain authentic even amid necessary transformations to stay competitive.

At the heart of it all are the people. It is they who make the difference. This is why sustainability is becoming increasingly important in the legal world too, as emphasized by European and global guidelines, as well as by young lawyers. Attention to individual needs, openness to diversity, a balanced work-life dynamic, stimulating working conditions, and proper recognition of merit are crucial. If people are the key to the success of a firm or a business, to build a virtuous and sustainable ecosystem remains essential. 

MAY

- LegalcommunityCH Awards Zurich, 16/05/2024
- Legalcommunity Forty under 40 Awards Milan, 23/05/2024
- Iberian Lawyer Legaltech Day Madrid, 30/05/2024
- Iberian Lawyer IP&TMT Awards Madrid, 30/05/2024

JUNE

- Legalcommunity Week Milan, 10-14/06/2024
- Legalcommunity Corporate Awards Milan, 12/06/2024
- Rock the Law Milan, 13/06/2024
- Iberian Lawyer Energy Day Madrid, 27/06/2024
- Iberian Lawyer Energy Awards Madrid, 27/06/2024

JULY

- Italian Awards Rome, 04/07/2024

SEPTEMBER

- Legalcommunity Energy Day Milan, 12/09/2024
- The Latin American Lawyer Women Awards São Paulo, 12/09/2024
- Legalcommunity Labour Awards Milan, 19/09/2024
- Iberian Lawyer Forty Under 40 Awards Madrid, 26/09/2024

OCTOBER

- Inhousecommunity Days Rome, 02-04/10/2024
- Legalcommunity Real Estate Awards Milan, 10/10/2024
- Inhousecommunity Awards Italia Milan, 17/10/2024
- Legalcommunity Marketing Awards Milan, 21/10/2024
- Inhousecommunity Days Switzerland Zurich, 24-25/10/2024
- Legalcommunity Litigation Awards Milano, 29/10/2024

NOVEMBER

- Iberian Lawyer Legal Day Madrid, 05/11/2024
- Iberian Lawyer Gold Awards Madrid, 05/11/2024
- Financecommunity Week Milan, 11-15/11/2024
- Financecommunity Awards Milan, 14/11/2024
- LegalcommunityMENA Awards Cairo, 21/11/2024

DECEMBER

- The LatAm Energy & Infrastructure Awards São Paulo, 11/12/2024

2025 EVENTS CALENDAR

JANUARY

- Legalcommunity Energy Awards Milan, 30/01/2025

FEBRUARY

- Legalcommunity Finance Awards Milan, 13/02/2025
- Iberian Lawyer Sustainability Summit - Spain Madrid, 27/02/2025
- Iberian Lawyer Labour Awards Madrid, 27/02/2025

MARCH

- Iberian Lawyer Inspiralaw Madrid, 06/03/2025
- Financecommunity Fintech Awards Milan, 13/03/2025
- Legalcommunity IP&TMT Awards Milan, 20/03/2025
- LC Sustainability Summit Milan, 25/03/2025
- LC Sustainability Awards Milan, 25/03/2025

APRIL

- LC Inspiralaw Italia Milan, 08/04/2025
- Legalcommunity Tax Awards Milan, 10/04/2025

LEGEND

- Legalcommunity / LegalcommunityCH
- LegalcommunityMENA
- LegalcommunityWEEK
- Inhousecommunity
- Iberian Lawyer
- The Latin American Lawyer
- Financecommunity / FinancecommunityWEEK
- Foodcommunity
- LC

ITALY

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ENERGY & INFRASTRUCTURE		DOWNLOAD SUBMISSION ↓
Research Period from	01/11/23	
Research Period to	31/10/24	
Deadline Submission	19/07/ 2024*	
Report Publication	Feb-25	

*It will be possible to integrate with subsequent deals within Friday 22 November 2024

FINANCE		DOWNLOAD SUBMISSION ↓
Research Period from	01/12/23	
Research Period to	30/11/24	
Deadline Submission	13/09/2024*	
Report Publication	Feb-25	

*It will be possible to integrate with subsequent deals within Friday 13 December 2024

IP&TMT		DOWNLOAD SUBMISSION ↓
Research Period from	01/01/24	
Research Period to	31/12/24	
Deadline Submission	04/10/2024*	
Report Publication	Apr-25	

*It will be possible to integrate with subsequent deals within Friday 17 January 2025

TAX		DOWNLOAD SUBMISSION ↓
Research Period from	01/02/24	
Research Period to	31/01/25	
Deadline Submission	18/10/2024*	
Report Publication	Apr-25	

*It will be possible to integrate with subsequent deals within Friday 14 March 2025

CORPORATE		
Research Period from	01/04/24	
Research Period to	31/03/25	
Deadline Submission	Friday 17 January 2025*	
Report Publication	Jul-25	

LABOUR		
Research Period from	01/04/24	
Research Period to	31/03/25	
Deadline Submission	Friday 18 April 2025	
Report Publication	Oct-25	

REAL ESTATE		
Research Period from	01/07/24	
Research Period to	30/04/25	
Deadline Submission	Friday 16 May 2025	
Report Publication	Nov-25	

INHOUSECOMMUNITY		
Research Period from	01/07/24	
Research Period to	30/06/25	
Deadline Submission	Friday 23 May 2025	
Report Publication	Nov-25	

LITIGATION		
Research Period from	01/04/24	
Research Period to	31/03/25	
Deadline Submission	Friday 30 May 2025	
Report Publication	Nov-25	

FINANCECOMMUNITY		
Research Period from	24/08/24	
Research Period to	31/08/25	
Deadline Submission	Friday 27 Jun 2025	
Report Publication	Dec-25	

*It will be possible to integrate with subsequent deals within Friday 29 August 2025

SPAIN AND PORTUGAL

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LABOUR		DOWNLOAD SUBMISSION ↓
Research Period from	01/12/23	
Research Period to	30/11/24	
Deadline Submission	Friday 28 June 2024*	
Report Publication	Apr-25	

*It will be possible to integrate with subsequent deals within Friday 13 December 2024

IP&TMT		
Research Period from	01/03/24	
Research Period to	28/02/25	
Deadline Submission	Friday 15 November 2024*	
Report Publication	Jun-25	

*It will be possible to integrate with subsequent deals within Friday 14 March 2025

ENERGY & INFRASTRUCTURE		
Research Period from	01/04/24	
Research Period to	31/03/25	
Deadline Submission	Friday 17 January 2025*	
Report Publication	Jul-25	

*It will be possible to integrate with subsequent deals within Friday 18 April 2025

SWITZERLAND

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SWITZERLAND		DOWNLOAD SUBMISSION ↓
Research Period from	01/01/24	
Research Period to	31/12/24	
Deadline Submission	Friday 15 November 2024	
Report Publication	Jun-25	

*It will be possible to integrate with subsequent deals within Friday 14 March 2025

MENA

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MENA		
Research Period from	01/05/24	
Research Period to	30/04/24	
Deadline Submission	Friday 27 June 2025	
Report Publication	Jan-26	

LATAM

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ENERGY & INFRASTRUCTURE		
Research Period from	01/05/24	
Research Period to	30/04/25	
Deadline Submission	Friday 30 May 2025	
Report Publication	Jan-26	

Contents

LEGALCOMMUNITYCH MAG 03

16

**LENZ & STAEHELIN:
BALANCING TRADITION
AND INNOVATION**

30

**“WE ARE NO MORE
JUST LAWYERS”**

8

ON THE MOVE

Elena Sevilla new partner at 5Gambit Disputes

10

ON THE WEB

Dynamic shifts in key sectors

22

Europe's rising startup capital

26

Switzerland's crypto revolution

34

The GenAI revolution

40

Next generation lawyers

46

"Mistakes are not allowed"

52

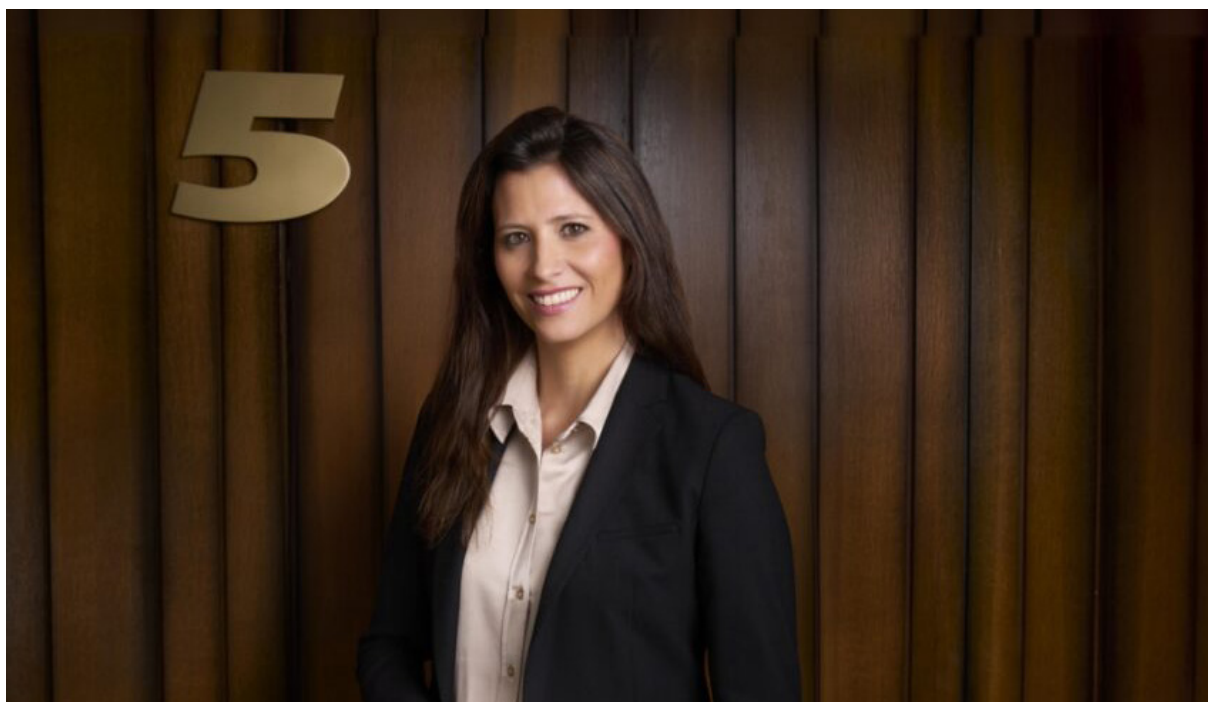
"The legal in-house profession?
It has indeed changed immensely!"

56

SPECIAL

LegalcommunityCH Awards 2024

On the Move



ARBITRATION

Elena Sevilla new partner at 5Gambit Disputes

The Zurich-based international law firm 5Gambit Disputes hires **Elena Sevilla** (pictured) as a partner to bolster its arbitration practice. Sevilla, a renowned arbitration specialist with over 15 years of experience, specializes in construction, infrastructure and energy (EPC and other construction contracts, production sharing, operating agreements), mining, telecoms, technology, financial services and hospitality. She has acted in matters relating to agency, distribution contracts, shareholders' agreements, unfair competition and antitrust. She comes from Andersen in Spain, where she worked as a director, between 2013 and 2021 and later as a partner, from 2021 up until January 2024. She also acts as an arbitrator in commercial cases, both as a party-appointed arbitrator and as chair. Furthermore, Sevilla also regularly acts as an expert in Spanish law, representing clients before all Spanish courts.



ECLA

Stéphanie Fougou elected president of the European Company lawyers association

Stéphanie Fougou (pictured) is the new president of the European Company lawyers association (ECLA). Never before, in its 41-year history, has ECLA been chaired by a woman. Fougou is general counsel and corporate secretary of Technicolor Creative Studio and was honorary president of the Association Française des Juristes d'Entreprise from 2014 to 2019. In her role as president of the ECLA, she succeeds Jonathan Marsh, who held the position for eight years. The ECLA also elected Laure Lavorel, senior associate general counsel at Broadcom, to the board of directors as one of the four ECLA vice-presidents, along with Mark Cockerill, Silvia Bonacossa and Waldemar Koper. Eric Lenneth was elected treasurer and Stéphane Barthe secretary. Jonathan Marsh was elected honorary president of the association.

PHARMA

Roche appoints Boris Zaïtra as head of Corporate business development

Boris Zaïtra (pictured), currently head of group business development, will be appointed as head of Corporate business development, effective first of July 2024. James Sabry, head of Roche Pharma Partnering, will be retiring after fourteen years in the company. Zaïtra's new role will bring together the Pharma partnering and group business development functions. He will become a member of the enlarged corporate executive committee, reporting to Thomas Schinecker, Group CEO, and will continue to be based in Basel. Zaïtra joined Roche in Basel in 2012 in his current role. Previous to that, he had progressively expanding M&A leadership responsibilities in multiple industries. He holds a Master of Sciences from Ecole Polytechnique in France.



On the web



Dynamic shifts in key sectors

The legal sector has been instrumental in facilitating pivotal activities across various industries. In the healthcare sector, strategic acquisitions are driving growth and innovation. The technology industry is witnessing substantial funding rounds, crucial for advancing new ventures. Regulatory compliance remains a priority, with significant moves in financial licensing. Non-profit organizations are securing vital funding to support their missions. The energy sector is seeing major acquisitions, reflecting the ongoing transition towards sustainable power solutions. These activities underscore the vital role of legal advisories in enabling and navigating these transformative changes. Several law firms have played crucial roles in significant corporate transactions. WalderWyss advised Klar on the acquisition of Bühlmann Laboratories, enhancing their healthcare portfolio. Scope Law supported Microcaps in securing Series A financing, boosting innovation in the tech sector. Schellenberg Wittmer facilitated Trianon's acquisition of a Finma license, expanding their regulatory capabilities. MLL guided Arcium Association in obtaining \$5.5 million funding, while NKF assisted EDF in acquiring GE Vernova's steam nuclear activities, marking a pivotal move in the energy industry. These deals highlight the dynamic nature of legal advisory in corporate growth and regulatory compliance.



ALEX NIKITINE



DARIO GALLI

WalderWyss facilitates Klar's Acquisition of Bühlmann

WalderWyss successfully advised Klar on the all-shares acquisition of Bühlmann Laboratories. Bühlmann, established in 1976 and located in Schönenbuch, specializes in developing and marketing in-vitro diagnostics, distributing molecular diagnostics products globally through affiliates and distributors. The comprehensive legal team, led by **Alex Nikitine** and **Dario Galli**, spanned expertise in corporate M&A, tax, real estate, life sciences, IP & IT, employment, banking & finance, and competition law. Klar, a European private equity firm, focuses on investments in business services and industrial technology across the Dach, Nordics, and Benelux regions.

PRACTICE AREA

M&A

DEAL

Bühlmann

LAW FIRMS

WalderWyss

HEAD PARTNERS

Alex Nikitine and Dario Galli



KILIAN SCHÄRLI

MLL with Arcium association in \$5.5 million funding

MLL advised Arcium Association in securing \$5.5 millions for their decentralized on-chain computing protocol, enhancing private data processing. This brings their total capital to \$9 million, furthering the development of their confidential computing network. MLL's team, led by Dr. **Kilian Schärli**, navigates the legal and regulatory aspects under Swiss financial and data protection laws. Arcium's technology employs advanced encryption techniques to ensure data security.

PRACTICE AREA

Banking & Finance

DEAL

Arcium Association

LAW FIRM

MLL

HEAD PARTNER

Kilian Schärli

VALUE

\$5.5 millions



MICHAEL KUHN



MICHAEL EITLE

Scope law with Microcaps on its series A Financing

Scope law advised Microcaps in raising CHF 9.3 million during its Series A financing round. This capital will support the expansion of production facilities and the development of applications beyond fine fragrances, marking a significant milestone for Microcaps. The financing round saw participation from new private investors and existing shareholders, including Helvetica Capital, Zürcher Kantonalbank, and ETH Foundation. Scope Law's team, led by partners **Michael Kuhn** and **Michael Eitle**, managed all legal aspects. Founded in 2019, Microcaps specializes in microencapsulation solutions, enhancing product performance through precise control over release.

PRACTICE AREA

Banking & Finance

DEAL

Microcaps

LAW FIRM

Scope law

HEAD PARTNERS

Michael Kuhn and Michael Eitle

VALUE

CHF 9.3 million



CAROLINE CLEMETSON

Schellenberg Wittmer secures Finma license for Trianon

Schellenberg Wittmer successfully advised Trianon in obtaining a Finma license as an asset manager of collective assets from the Swiss Financial supervisory authority (Finma). This achievement enhances Trianon's capabilities in personnel management and pension processes. The legal team was led by **Caroline Clemetson**, supported by Joane Etienne and Dany Sousa Ribeiro. Founded in 1997, Trianon continues to strengthen its position in the Swiss financial sector with this significant regulatory approval.

PRACTICE AREA

Banking & Finance

DEAL

Trianon

LAW FIRM

Schellenberg Wittmer

HEAD PARTNERS

Caroline Clemetson



PHILIPP HAAS

Nkf Advises Edf on strategic acquisition of Ge Vernova's steam power assets

Niederer Kraft Frey (Nkf) provided legal counsel to Edf in its acquisition of GE Vernova's steam nuclear activities. This acquisition includes conventional island equipment for nuclear power plants, excluding services in the Americas. Post-acquisition, the business will be known as Arabelle Solutions under Edf. The transaction follows an exclusivity agreement and a finalized deal in 2022. Nkf's team, led by **Philipp Haas**, included experts in corporate M&A and dispute resolution. Ge Vernova, based in Cambridge, focuses on sustainable energy across its power, wind, and electrification segments.

PRACTICE AREA

Deal & Transactions

DEAL

Ge Vernova

LAW FIRM

Niederer Kraft Frey

HEAD PARTNERS

Philipp Haas

A portrait of Benoît Merkt, a middle-aged man with short, light brown hair, wearing glasses with a green and brown frame. He is dressed in a dark blue suit jacket, a light blue dress shirt, and a dark blue tie with white polka dots. A light blue patterned pocket square is visible in his jacket pocket. The background is a solid teal color. The entire image is framed by a thin orange border.

Lenz & Staehelin: balancing tradition and innovation

The rise of AI, a new generation of lawyers and keeping apace in an ever-changing legal ecosystem. Benoît Merkt explains how the firm faces new challenges while remaining true to its values

by claudia la via

A complex international context, a strong national approach and new challenges ahead including the difficult geopolitical framework and the rise of new technologies such as Artificial intelligence. The Swiss legal scene has changed a lot lately, but it is still coping to remain genuine to itself by mixing an open vision to an attention to its very local nature. In this context law firms are trying to find a balance between tradition, values and constant innovation. This is what is trying to do for example Lenz & Staehelin, which with its over 200 lawyers and offices in three major economic centers, is one of the largest law firms in Switzerland. "The Swiss legal ecosystem is today extremely diverse, innovative and increasingly complex", says **Benoît Merkt**, managing partner of the firm.

With a focus on competition law and extensive experience in the field, Benoît Merkt has significantly contributed to shaping this legal landscape. As co-managing partner at Lenz & Staehelin, Merkt provides MAG insights into the firm's approach, the impact of global events on the legal profession, and the evolving challenges and opportunities in the legal framework. With a clear idea in mind: to have a global vision while keeping the firm's Swiss roots.

You call yourself "the world Swiss law firm".

Why? What is your approach?

With offices in Geneva, Lausanne, and Zurich, we work with many international clients on cases that span the globe. While legal systems may operate within national borders, global business is breaking down barriers, so as well as being experts in Swiss business law, we also partner with leading firms worldwide and our lawyers regularly collaborate with local counsel around the world on cross-border assignments. It means we can offer our clients the very best advice and representation – whether inside or outside Switzerland – including the many foreign clients who choose to live and work here. Our "Swissness" is also represented by our history and is clearly part of our Dna.

How would you describe the Swiss legal ecosystem today?

As mentioned, it is extremely diverse. It is

«While legal systems may operate within national borders, global business is breaking down barriers, so as well as being experts in Swiss business law, we also partner with leading firms worldwide and our lawyers regularly collaborate with local counsel around the world on cross-border assignments»

A new logo



The Law firm's rebranding campaign in 2023 aimed to show the traditional brand in a new light, focusing on the future and highlighting its flair for innovation. The new visual identity is centered on the tagline "The World's Swiss Law Firm", with a logo that represents the unity of our firm, showing that our offices in Geneva, Lausanne and Zurich are united in strength.

«The idea with this rebranding was to present a refreshed identity that builds closer connections to our clients and future employees. We wanted our new brand identity to reflect our main characteristics including excellence, reliability, open-mindedness, and diversity, as well as our strength in innovation»

fascinating to practice law in Switzerland due to the country's very dynamic and strong inland and export economy open to the world. Cases are more and more often international. This requires understanding the needs of clients, be they located in Switzerland or abroad. A good lawyer in Switzerland needs to master not only Swiss law but also European and international law while understanding the interplay between the various layers of legislation and case law at the international, Swiss, and local levels.

How do you reckon Covid-19 first, and then the geopolitical situation such as the economic crisis and the wars going on, influenced the legal scenario?

I became managing partner at the peak of the Covid-19 pandemic in 2022. That said, it has been a challenging period, not so much for our firm,

which remained stable, but for our young trainee solicitors. A generation of young trainee solicitors had to work remotely for nearly two years and has been deprived of the possibility to meet and connect every day in the office with partners and more senior lawyers. As for the conflict between Russia and Ukraine, it started more or less simultaneously with the end of Covid. An unprecedented health crisis has thus been replaced by an absolutely tragic security crisis which unfortunately continues to expand in many regions of the world.

You recently also changed your logo, was it an identity rebranding? What's new today - besides the logo - in your firm and the way you work?

We are very proud of our firm's century-old heritage, and the idea with this rebranding was to present a refreshed identity that builds closer connections to our clients and future employees. We wanted our new brand identity to reflect our main characteristics including excellence, reliability, open-mindedness, and diversity, as well as our strength in innovation, thus representing the next 100 years for our firm. We're always ready to invest in new technologies and legal developments that support our ambition. Our team of dedicated specialists is constantly on the lookout for new and better ways of doing things: from marketing and Esg strategies, through to business development and practice-oriented innovations. Furthermore, we strive to attract the future generation of lawyers by proposing a stimulating and welcoming work environment where our trainees can team up with world-class lawyers to service world-leading clients.

What are the most significant deals you took part in, in the first half of 2024?

Global M&A has, as expected, already picked up speed in Q1 2024. Although many deals are still in the pipeline and will be signed later this year, we were already involved in several significant M&A transactions in Q1. One of them was the acquisition of a significant stake in AmaWaterways, a global award-winning luxury river cruise line, by global investment firm L Catterton, whom we advised in this complex multinational transaction. We also advised Midea

Group in the acquisition of the Climate Division of SIX-listed Arbonia for an enterprise value of 760 million euros and Kronen in the acquisition of all shares in Netstal Maschinen from KraussMaffei. Furthermore, we advised Amundi, the leading European asset manager in the acquisition of Swiss-based independent asset manager Alpha Associates, further strengthening Amundi's position as a leading European player with a combined 20 billion euros of assets. We have also assisted Six-listed Holcim, a global leader in innovative and sustainable building solutions in its strategic acquisition of Cand-Landi group. Finally, we have advised two French global luxury brands on four acquisitions of investments in Swiss companies.

What are the biggest challenges you reckon in the legal framework nowadays?

One of the biggest challenges is to remain entirely aligned with the values of our profession: independence, integrity, professional secrecy, respect of fundamental rights. These values place the human and not the technology at the center of our profession. I strongly believe that technology offers new opportunities but at the same time that nothing can replace human thinking and creativity as well as personal relationships. Apart from this general statement, the Swiss – Eu relationship remains a fundamental challenge that impacts our day-to-day work in the legal field.

How would you consider new technologies such as AI? Can it be a powerful companion or a threat for legal professionals?

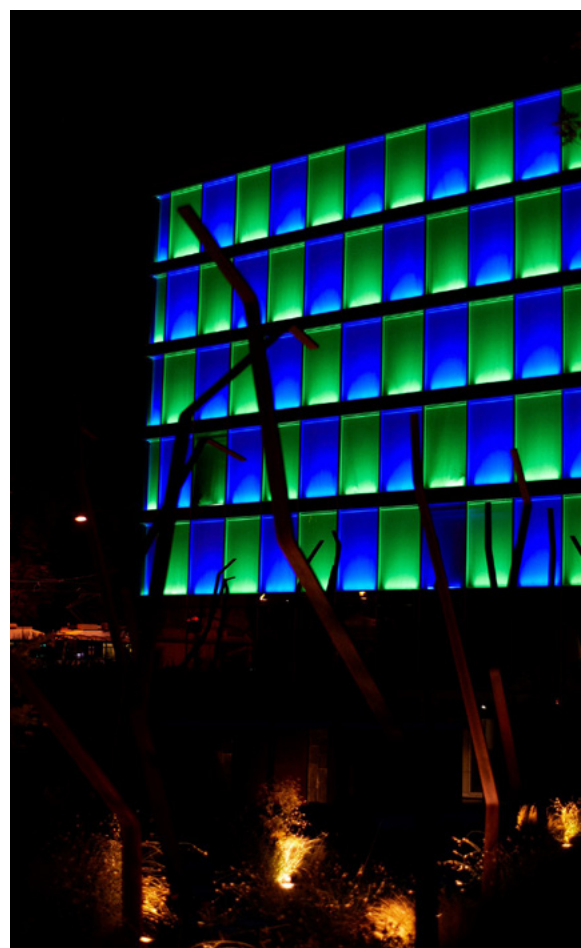
As a leading Swiss law firm, we recognize that AI and other new technologies are reshaping the legal landscape. These innovations bring both opportunities and challenges, compelling us to rethink traditional practices and adapt to an evolving environment. While there are concerns about AI's impact, we firmly believe that when used responsibly, it can significantly enhance the legal profession.

What are the applications you imagine more profitable for AI? And what about the risk beyond it?

AI handles vast data quickly and accurately,

aiding legal research, speeding up document review in litigation and corporate due diligence, and reducing errors in document drafting and contract analysis. However, there are potential threats and ethical considerations, such as the risk of job displacement, especially in routine tasks, AI bias from training data, the need for fairness, and concerns about data security and client confidentiality.

In practical terms, we use AI-enhanced search tools, drafting assistant functionalities, due diligence machine learning, translation tools, and similar technologies. One of the challenges we encounter is actually the effort required in training our people to keep up with the speed at which new technologies evolve.



NESTLED IN A GARDEN THAT'S OPEN TO THE PUBLIC IN THE HEART OF GENEVA, LENZ & STAEBELIN'S OFFICES ARE SURROUNDED BY A COLLECTION OF WORKS BY CONTEMPORARY ARTISTS. EVERY NIGHT THE BUILDING COMES TO LIFE WITH LIGHTING THAT VARIES, DRAWING ON A PALETTE OF SEVERAL COLOURS.

Lenz & Staehelin facts and figures

Offices: Geneva, Lausanne, and Zurich

Managing Partners: Benoît Merkt (Geneva), Thierry Calame (Zurich)

Deputy Managing Partners: Fedor Poskriakov (Geneva), Heini Rüdisühli (Zurich)

Number of partners in Switzerland: 48

Number of lawyers in Switzerland: 175

Workforce: 429 persons including 283 women


Languages: English, French, German, Italian, Russian, Spanish, Chinese

Main Areas of Practice:

- Asset Management
- Banking & Finance
- Commercial and Contracts
- Capital Markets
- Competition and Regulated Markets
- Corporate & M&A
- Data Protection and Privacy
- Employment, Pensions & Immigration
- Esg
- Insolvency & Restructuring
- Intellectual Property
- Investigations
- Litigation & Arbitration
- Private clients
- Public Procurement
- Real estate
- Tax
- Technology & Outsourcing

What are your firm objectives for the next 2-5 years?

Our aim is to continue growing and attracting the best talents. I am personally convinced that, to continue to do so, we need to be able to offer our next generation not only the opportunity to work on the best cases and for the most prestigious clients. We also want to continue offering our people a stimulating working, social, sportive, and cultural environment. I am proud that, this year again, we have been recognized at the top of the

Universum ranking of the best employers in the legal field in Switzerland. I want each lawyer and person who works in our Firm to feel happy to go to the office in the morning. The future of our firm is always in the next generation. I am proud that we made four new partners and two new counsels on the occasion of our latest promotions which came into effect in January 2024. Furthermore, five out of the six are women. Our objectives are therefore to continue to grow by regularly promoting our best talents to the firm. 



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EVENTS



INTELLIGENCE



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Europe's rising startup capital

How strategic innovation, robust funding, and tailored legal services are driving Switzerland's startup success

Switzerland has quietly but steadily emerged as a formidable startup hub within Europe, showcasing remarkable strength and diversity. Known for its innovation, precision, and high-quality standards, the Swiss startup ecosystem is flourishing, thanks to a combination of strategic location, robust infrastructure, and a supportive business environment.



«Getting the right licenses to operate your business and complying with applicable laws is a necessary step. Data protection is a regulation that affects all»

Christian Meisser
Ceo and legal expert at Lexr

INNOVATION AND INVESTMENT: KEY DRIVERS OF SUCCESS

Several factors contribute to the success of Switzerland's startup landscape. The country's strong emphasis on research and development, coupled with substantial funding opportunities, creates a fertile ground for innovation. Switzerland boasts world-class universities and research institutions, fostering a culture of creativity and entrepreneurship. Moreover, numerous grants, subsidies, and investment programs from both the government and private sector play a crucial role in nurturing startups.

DIVERSE AND DYNAMIC SECTORS

Key industries driving the Swiss startup scene include biotechnology, fintech, and information technology. These sectors benefit from Switzerland's advanced infrastructure, skilled workforce, and a collaborative ecosystem that encourages knowledge sharing and partnerships. The Swiss model of combining academic excellence with practical business acumen has proven to be a winning formula for many startups.

According to EY, in 2023 health startups secured the lion's share of investment capital, amassing approximately CHF 1.15 billion, which represents 32% of all funds invested in Swiss startups. The health industry was also the strongest performer in the number of financing rounds. The software and analytics sector came in second with 143 deals; together with health, this comprised 53% of all financing rounds for the year. In terms of volume, the fintech/insurtech sector closely followed in investment attraction, drawing nearly CHF 1 billion in capital or 28% of the market share. Together with health, they comprised about 60% of the aggregate investment volume in Swiss startups for 2023.

The EY Swiss Startup Barometer H2 2023 report, however, revealed a 29% decline in investment volume compared to the previous year. Nevertheless, the Swiss startup ecosystem

continued to showcase its strength and diversity. The TOP 100 Swiss Startup Award 2023 celebrated the most promising startups, with HAYA Therapeutics, Planted Foods, and Yokoy Group leading the rankings. These startups, along with others, have created over 17,955 jobs and raised €13.33 billion, demonstrating the dynamic and innovative spirit of Swiss entrepreneurs. Swiss entrepreneurs launched more new businesses in the first half of 2023 than in any previous period on record, according to data from the IFJ Institute of Young Enterprises. Almost 26,000 startups were registered, a 4.5% increase on the previous year.

TAILORED LEGAL SERVICES FOR STARTUPS

Amidst this vibrant ecosystem, legal services have become indispensable. For startups, navigating the complex regulatory landscape and protecting intellectual property are critical to success. Recognizing this need, several law departments and boutique firms in Switzerland have tailored their services to cater specifically to the startup community.

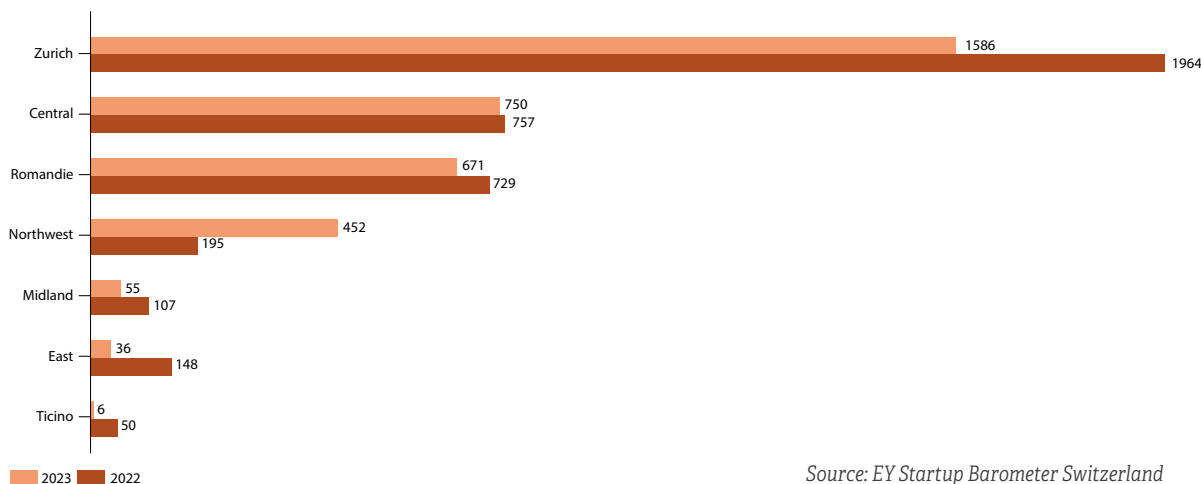
EY CH, a prominent player in the Swiss legal market, has developed a dedicated startup practice. Their comprehensive legal support ranges from company formation and compliance to funding and intellectual property management. Similarly, embark.law and Lexr are boutique firms

specializing in the unique legal challenges faced by startups. These firms offer tailored solutions, ensuring that startups can focus on growth and innovation without being bogged down by legal complexities. The specialized services offered by these legal entities address the multifaceted needs of startups, from strategic planning, corporate governance, and regulatory compliance, to ensuring adherence to local and international laws.

A key element is regulatory compliance. "No matter in which field you operate, getting the right licenses to operate your business, if any, and complying with applicable laws is a necessary step. Data protection is a regulation that affects all, and while you do not need an in-depth compliance program, getting the basics in place impresses your customers, reduces risk, and does not take much time if you follow established standards", specifies Christian Meisser, CEO and legal expert at Lexr, a law firm specialized in being a legal partner for tech companies. Such law firms, indeed, focus on providing nimble and efficient legal solutions. Understanding the fast-paced nature of the startup world, they offer services that are both flexible and cost-effective. From seed funding agreements and employment law to data protection and privacy issues, these boutique firms cover a broad spectrum of legal needs, enabling startups to operate smoothly and scale rapidly.

Fact/Figure, Value	
Investment in fintech/insurtech sector (2023)	Nearly CHF 1 billion (28% of total)
Health and software/analytics financing rounds (2023)	53% of all financing rounds
Number of new startups registered (first half of 2023)	Almost 26,000
Increase in new startups registered (compared to previous year)	4.5%
Total jobs created by top startups	Over 17,955
Total funds raised by top startups	€ 13.33 billion
Decline in investment volume (compared to previous year)	29%
Leading startups in TOP 100 Swiss Startup Award 2023	HAYA Therapeutics, Planted Foods, Yokoy Group

Volume of financing rounds per region



Source: EY Startup Barometer Switzerland

CHALLENGES AND THE ROAD AHEAD

Despite the strengths of the Swiss startup ecosystem, challenges remain. Regulatory compliance, access to funding, and international competition are some hurdles that startups face. Additionally, legal firms must continuously adapt to the evolving needs of the startup community and stay abreast of changes in laws and regulations.

Looking ahead, the future of the Swiss startup ecosystem appears promising. Continued investment in education, research, and

innovation, coupled with strong legal support, will likely sustain Switzerland's position as a leading startup hub in Europe. Emerging trends such as digital transformation and sustainable innovation are expected to drive the next wave of startup success.

Switzerland's rise as Europe's startup capital is a testament to its robust ecosystem, which combines innovation, funding, and education with strong legal support. 🇨🇭

start-up





Switzerland's crypto revolution

How Switzerland's legal framework is shaping the future of digital assets

Switzerland has long been a trailblazer in financial innovation, and its approach to cryptocurrency regulation is no different. The Swiss legal framework for cryptocurrencies showcases the country's dedication to fostering a supportive environment for digital assets while upholding strict standards for financial stability and consumer protection. This balance is maintained through a comprehensive regulatory strategy led by the Swiss Financial market supervisory authority (Finma), which has implemented clear guidelines and robust oversight mechanisms. The result? A dynamic ecosystem where digital finance thrives securely and efficiently.

THE RISE OF CRYPTOCURRENCIES IN SWITZERLAND

Cryptocurrencies have surged in popularity worldwide, and Switzerland has astutely positioned itself as a hub for digital assets. The journey took off in 2014 with the establishment of the Ethereum foundation in Zug, a small canton now famously known as "Crypto Valley." The region's openness to cryptocurrency and blockchain technology has attracted over a thousand companies and around six thousand employees, solidifying its status as a global center for digital innovation.

Zug's decision to accept bitcoin for municipal services in 2016 further highlighted Switzerland's forward-thinking approach. Since then, more than CHF 2 million in taxes have been paid using cryptocurrencies, reflecting the growing integration of digital assets into everyday transactions.

ADAPTING THE LEGAL FRAMEWORK

Switzerland has continuously refined its legal framework to support the burgeoning crypto industry. Romedi Ganzoni, a legal partner at MME, highlights several key developments: "Back in 2017, Finma issued initial guidance on ICOs, outlining the regulatory framework and compliance requirements for AML and securities regulations.



«One cannot simply view a crypto project as an IT system. Only a full and thorough understanding of the contractual, corporate, tax, IP, regulatory and capital markets fields, combined with expertise on the international legal context, will enable a law firm to effectively advise in that area»

**Yves Mauchle,
partner
Capital Markets Baker McKenzie**

This was followed in 2018 by guidelines classifying tokens into payment, utility, and asset tokens, each with detailed regulatory treatment. In 2019, Finma addressed the regulatory treatment of stablecoins, outlining AML and securities law requirements for issuers."

In 2021, Switzerland implemented the Blockchain Act (Dlt), amending federal laws to accommodate distributed ledger technology. This included creating a new category of 'Dlt securities' and a license for Dlt trading facilities. These measures underscore Switzerland's commitment to a supportive yet robust regulatory environment for the crypto industry.

CHALLENGES AND ADAPTATIONS

Despite its progressive stance, Switzerland faces ongoing challenges in regulating cryptocurrencies. One primary challenge is ensuring regulations are comprehensive yet flexible enough to keep pace with rapid technological advancements. "Balancing innovation with investor protection and market integrity is crucial. The decentralized and cross-border nature of cryptocurrencies poses enforcement challenges and requires international cooperation," explains Ganzoni. Taxation also presents significant challenges, particularly in classifying and valuing

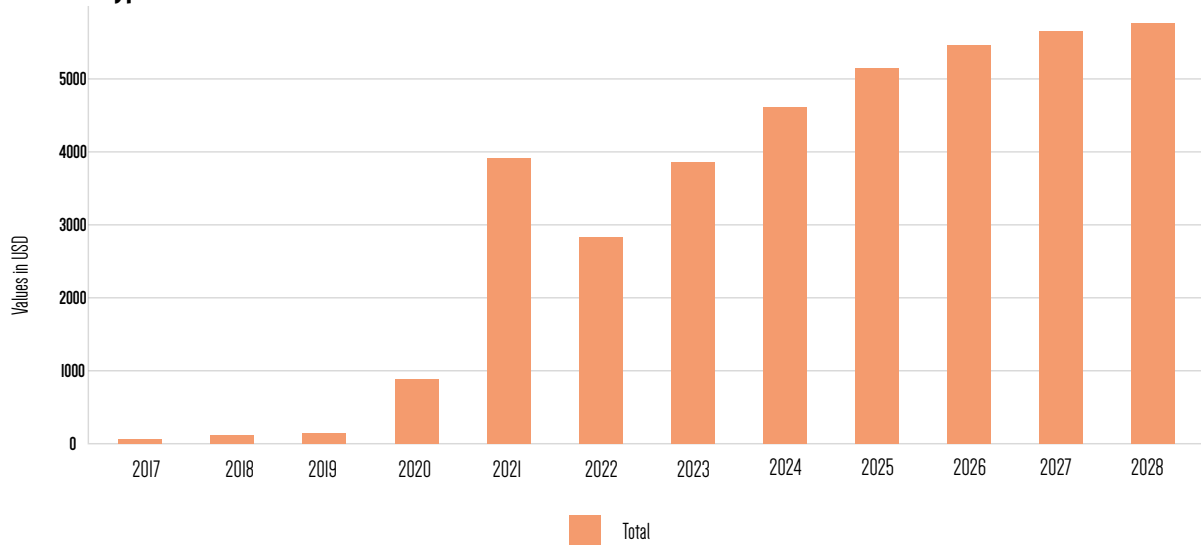
crypto assets. The fluctuating nature of cryptocurrencies complicates their valuation for tax purposes, and there is a lack of clarity on taxing crypto transactions. Swiss authorities, alongside industry experts like MME, are working to provide clearer guidelines to ensure compliance without stifling innovation.

REGULATION OF CRYPTO EXCHANGES AND BANKS

Switzerland mandates that crypto exchanges affiliate with a self-regulatory organization or obtain a Finma license to operate legally. These exchanges must adhere to stringent regulations similar to traditional financial institutions, ensuring robust compliance measures to prevent illicit activities.

Swiss banks are increasingly embracing the crypto industry. Leading banks such as Sygnum, Seba, and Maerki Baumann offer services tailored to crypto businesses, including accounts, custody, and staking services. "Their pioneering efforts have paved the way for broader acceptance within the banking sector," says Ganzoni. Currently, over 30 Swiss banks offer services related to cryptocurrencies, reflecting a positive trend where traditional financial institutions recognize and integrate the potential of the crypto sector.

Cryptocurrencies revenues in Switzerland



Source: Statista Market insights

THE ROLE OF FINMA

Finma plays a crucial role in regulating the crypto industry. A spokesperson from Finma stated, "The Dlt Act provides legal clarity on a risk-based and comprehensive approach. It clarifies the use of blockchain solutions in various aspects of financial regulation, including bankruptcy treatment and the validity of transactions under private law."

Finma distinguishes between different types of crypto-custody based on risk. "Higher risks demand stricter licensing requirements (banking license, fintech license, or Aml license). The Dlt Act's treatment under financial regulation is consistent with its treatment under bankruptcy law," the spokesperson added.

PERSPECTIVES FROM LEGAL EXPERTS

Yves Mauchle, a partner at Capital Markets Baker McKenzie, emphasizes the importance of a comprehensive understanding of financial market laws and technical expertise. "An effective digital assets advisor must be versed in various legal disciplines. A crypto project cannot be viewed solely as an IT system. A thorough understanding of contractual, corporate, tax, IP, regulatory, and capital markets fields, combined with expertise in the international legal context, is essential for effective legal advice."

Mauchle also notes the regulatory landscape's rapid evolution, highlighting that "regulators and tax authorities are still trying to catch up." Unlike in jurisdictions like the Usa, where regulation is more fragmented, Switzerland has established a clear legal and tax framework for digital assets.

Switzerland's proactive approach to cryptocurrency regulation has positioned it as a global leader in the digital asset space. The country's continuous adaptation of its legal framework, coupled with robust regulatory oversight by Finma, creates a supportive environment for innovation while ensuring financial stability and consumer protection. As the crypto landscape evolves, Switzerland's commitment to balancing innovation with regulation will likely serve as a model for other



«There's a need to balance innovation with investor protection and market integrity. The decentralized and cross-border nature of cryptocurrencies poses difficulties in enforcing regulations and requires international cooperation»

**Romedi Ganzoni,
legal partner
Mme**

countries navigating the complexities of digital assets.

This article highlights Switzerland's intricate legal landscape for cryptocurrencies, drawing on insights from key industry experts and regulators. The future of cryptocurrencies in Switzerland looks promising, with ongoing efforts to refine the regulatory framework and foster a thriving ecosystem for digital assets. 

A portrait of Claudio Elia, a middle-aged man with curly brown hair, smiling and holding a microphone. He is wearing a dark blue suit jacket over a white shirt. A name tag on his left lapel reads "Claudio Elia STMicroelectronics". The background is dark and out of focus.

“We are no more just lawyers”

Claudio Elia, legal counsel and Group vice president at STMicroelectronics, explains how the profession has changed today, shaped by AI, an ever-changing regulatory landscape and the importance of enhancing long-term sustainability

by claudia la via

The role of a legal counsel in the technology sector is undergoing a significant transformation. With the rapid pace of technological advancements, legal professionals are now expected to be more than just advisors on legal matters. They must also serve as proactive business partners, offering strategic advice that aligns with company objectives. In Switzerland, where the technological landscape is growing swiftly, this role becomes even more complex due to the unique regulatory environment. In December 2023, **Claudio Elia** was appointed Group vice president and legal counsel, product groups at STMicroelectronics, the global high-tech company with its headquarters in Geneva. STMicroelectronics is one of the largest European chipmakers, with over 50,000 employees. It has a global manufacturing footprint with production in Europe and the Mediterranean (France, Italy, Malta, Morocco, Sweden) and Asia (Singapore, Malaysia, the Philippines and China). The company's products are at the heart of smart electric mobility, power and energy systems and applications. Elia, who joined the company in 2006 as a senior legal counsel and later became a legal director, brings a wealth of expertise to this position. "The challenges we face in the tech industry require us to be not only legal experts but also strategic partners who can navigate an ever-changing regulatory landscape," says Elia. In this interview, he shares with MAG his insights on the evolving role of legal counsel, the specific challenges in the Swiss context, and how emerging technologies like AI are shaping the sector.

How is the role of legal counsel changing, especially in your sector today?

In the technology industry it has evolved significantly in recent years. Legal counsels are now expected to be more than just lawyers; they must also be proactive business partners and business enablers, offering strategic advice that aligns with the company's objectives. They must navigate a complex web of regulations that are often in continuous change due to the rapid pace of technological advancement and the increasingly fragmented and unpredictable geopolitical landscape. In addition, in a world of increasing complexity, it is crucial that legal

«The challenges we face in the tech industry require us to be not only legal experts but also strategic partners who can navigate an ever-changing regulatory landscape»



«The need for strict compliance and the ability to adapt quickly to regulatory changes are critical in this context»

counsels develop and leverage soft skills such as empathy, effective communication, conflict resolution, adaptability, teamwork, critical thinking, decision-making, time management, and leadership.

What are the peculiarities of the Swiss scenario from your legal perspective?

The Swiss legal landscape presents unique challenges due to its distinct regulatory environment. Switzerland has a strong tradition of neutrality and stability, which attracts many international businesses. However, this also means that legal counsels must be adept at navigating a regulatory framework influenced by both European Union legislation and domestic Swiss Laws. The need for strict compliance and the ability to adapt quickly to regulatory changes are critical in this context.

What are the legal challenges of the tech industry?

Today, we live in volatile, uncertain, complex, and ambiguous times, where legal counsels face rapid changes in any sector, including technology. The industry is undergoing a technological revolution driven by AI, virtual reality, and the Internet of things. The main challenge is keeping up with these rapid changes where the law often lags behind technology, making it difficult to navigate uncharted legal territories. Cyber threats are also growing, necessitating a focus on prevention, response, and compliance with evolving cybersecurity laws. Additionally, the increasing

complexity of state, national, and international regulations requires flexibility and the ability to navigate this intricate regulatory environment.

How do you think new technologies, especially AI, are shaping the sector and its legal implications?

Legal departments nowadays face the dual challenges of managing an increasing volume and complexity of work with fewer resources and heightened cost pressures. Modern legal departments need to do more with less, leveraging technology to enhance efficiency. AI, for instance, offers significant opportunities for streamlining legal operations. However, it also raises ethical and liability issues such as privacy, surveillance, bias, and the digital divide, which the legal sector must address.

What are your daily tasks as a legal counsel?

My daily tasks are varied and complex. Managing a team across multiple locations, including Switzerland, Italy, and France, requires constant interaction to give each team member the attention they deserve. Building and maintaining an integrated team and retaining talents is crucial for a successful work environment, especially in these very complex and volatile times. Additionally, providing legal and strategic advice to management helps the business navigate complex legal landscapes and make informed decisions. Drafting, reviewing, and negotiating international contracts is a significant part of my role. Being in charge of legal operations, I also assess and integrate new technologies such as AI to offer legal services more efficiently and cost-effectively.

How do you handle local issues with a global approach in a multinational company?

Balancing local regulations with a global regulatory environment requires constant interaction between local and global legal experts. This collaboration helps develop effective global policies that are adaptable to local regulations, ensuring compliance while maintaining a global perspective. The skill to find the right balance between local and global regulations is essential in my role.

What do you seek in a law firm you would like to partner with?

Beyond experience and competence in the relevant legal area, I look for alignment with the company's values and working style. Key qualities include creativity, collaboration, transparency, efficiency, industry knowledge, and commercial acumen. These elements are crucial for establishing a successful partnership with a law firm.

What are the major trends in your sector today?

Two major megatrends stand out. Firstly, Artificial intelligence offers opportunities for enhancing legal operations by increasing efficiency and accuracy. AI can significantly reduce operational costs and allow legal counsels to focus on tasks that require legal judgment and negotiation skills. Secondly, environmental, social, and governance (Esg) practices are becoming increasingly important. Companies are committing to sustainable business practices, and the legal department plays a key role in shaping Esg strategy and policies to comply with evolving national and international regulations, thereby

enhancing long-term sustainability and meeting stakeholder expectations.

Is the role of legal departments changing in relation to sustainability issues? Why?

The role of a company's legal department is now extending far beyond merely providing regulatory support to ensure that processes, operations, and statements are compliant with sustainability standards. The importance of a proactive approach is also growing, allowing legal departments to delve into the nuances of "right and wrong" not only in environmental matters but also in social and governance issues. Today, for a company to be sustainable, it must envision virtuous scenarios that ensure its approach has a positive impact not only on the ecosystem but also on people, whether they are customers or employees. In such respect, as guidance, I suggest to have a look to Building a framework for an Esg approach in Europe just released by the ACC Europe. This informative sample tool has been developed by a global group of ACC legal counsel members and provides a suggested roadmap designed to support legal counsels to lead their company's Esg strategy. 



FOREIGN
PERSPECTIVES

The GenAI revolution

How law firms worldwide (Switzerland included) are embracing Artificial intelligence to boost efficiency, cut costs and stay competitive

by claudia la via

Generative AI is revolutionizing industries worldwide, and the legal sector is no exception. Law firms, traditionally cautious and slow to change, are now rapidly integrating AI technologies to stay competitive. This shift is driven by the evolving demands of corporate legal departments and the need to enhance efficiency and cost-effectiveness. It's important to remember that ChatGPT, the innovation that catapulted interest in generative AI, was only introduced to the world at the end of 2022. As a global report by Kpmg states, the composition of legal departments will transform more quickly as technology and generative AI redefine strategies for insourcing and outsourcing legal services. Demands for efficiency, agility and value-for-money will transform legal departments at an even faster speed, with more work being done by paralegals, prompt engineers, data scientists, operational and project experts, and other non-legal specialists. Use of automated solutions, chatbots and other forms of genAI-enabled legal services will increase faster than predicted only a year ago. Each of these services will need support from lawyers, an infusion of technology and law, and a genuinely multidisciplinary workforce with new sets of skills.

GenAI will create new roles in knowledge management, data curation and data prompting. Output quality will depend more than ever on the quality of the inputs. A modern-day equivalent of the outmoded law librarian will emerge to steward the highest-quality data. Prompt engineering capabilities will be crucial, and they will become table stakes.

THE GLOBAL LANDSCAPE

As with any new technology, there will always be first movers. This also applies to law. Law firms across the globe are increasingly embracing generative AI. In the United States, other major firms like Latham & Watkins, Cleary Gottlieb Steen & Hamilton and Reed Smith have recently hired technology specialists with AI expertise for newly created roles. The US global law firm Dechert says as of the end of 2023, it had trained over 330 lawyers and business professionals to effectively use AI. This trend is not limited to the US; in London, DLA Piper, a firm that has lawyers in more than 40 countries, says it has 100 people on its AI and data team today, working with lawyers and clients across its global footprint and this reflects the global nature of this shift. Plenty of other firms are quietly doing the same. In Canada, Borden Ladner Gervais appointed a chief artificial intelligence officer to lead its AI strategy, marking the first such position among large Canadian firms. Spain's leading law firm, Garrigues, has developed its own generative AI platform and announced a collaboration with Microsoft. Meanwhile, Cuatrecasas has rolled out a generative AI tool developed by Harvey AI for its Latin America offices. Mexico's Von Wobeser y Sierra launched a large language model chatbot for internal use, and Australia's Allens developed an internal generative AI tool, highlighting the global embrace of AI technologies.

SWISS MARKET FOCUS

In Switzerland, the adoption of generative AI in law firms is gaining momentum, albeit more gradually compared to some other regions. Swiss firms are beginning to recognize the potential of AI to streamline legal processes, enhance research capabilities, and improve client service. However, the Swiss legal market faces unique challenges, including stringent regulatory requirements and a traditionally conservative approach to technological adoption. Despite these hurdles, there are significant opportunities for Swiss law firms to leverage AI to gain a competitive edge. Experts say that GenAI is a game changer because it excels in skills that are highly complementary to legal work. According to **Stephanie Lomax**,

senior manager based in Switzerland on Thomson Reuters' Corporate Strategy team, there will be a progressive adoption of GenAI transformation in three phases. In the first wave over the next one to three years, law firms and legal departments will incorporate AI into legal and operational workflows. In the second phase, predicted to occur over the next three to five years, she believes we will start to see a deeper re-engineering of law firms and some market-level disruption. General counsels will insource more work and innovative law firms will capture more value thanks to their tech competences. Increasingly, corporate legal departments will look to the new law departments of large law firms for their legal solutions. According to research conducted by the Thomson Reuters Institute, 70% of legal professionals believe AI and GenAI will have a transformational or high impact on the legal profession within the next five years. In the third phase, over five to 10 years, there will be more profound shifts in legal service delivery and pricing. With GenAI technology capable of tackling even more complex tasks, AI will be a primary driver of day-to-day legal tasks, with legal practitioners freed up to focus on more valuable work as supervisors and strategists. The result is a complete overhaul of operating models and potentially the growth of new tech-centered legal professions. There will be a much greater focus on how humans can interact with machines effectively.

Today, however, Swiss law firms are trying to



ALESSANDRO CELLI



ride the wave. For example, Baker McKenzie has implemented machine learning and Microsoft Copilot in Edge, a generative AI technology. **Alessandro Celli**, partner at Baker McKenzie Switzerland explains: "Our Baker machine learning team uses the Open AI Model (GPT-4) to provide tailored solutions. Initially, we focused on internal projects such as narrative review and revision to fulfill client requests and facilitate billing. We then developed specific tools for clients. For one client, we trained a tool based on GPT-4 with their data, enabling it to provide first draft advice on employment matters. Additionally, we have tools to identify issues in documents, such as reviewing contracts for change of control aspects". "If you as a lawyer don't know how to use AI features and tools, it can be an issue today. Hence, most important is not having the right tool, but an understanding of how to handle the technology itself. In the past you had to learn how to search on the Internet, and now you need to learn how to prompt", says **David Rosenthal**, partner at Vischer and AI expert. The firm uses three types of AI solutions: "common tools", such as language models like ChatGPT or Copilot, except that the firm has built our own front end for getting better legal protection and lower costs. In addition, it uses a number of specialized service providers, such as translation solutions or services of companies that let lawyers generate training videos with their own avatars. Moreover, Vischer


has also built its own legal solution to analyze standard contract types or draft risk assessments.

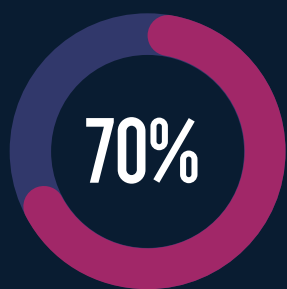
IMPLICATIONS FOR IN-HOUSE COUNSEL

Generative AI is also transforming the role of in-house counsel by enabling them to conduct legal research, draft contracts, create summaries, analyze documents, and determine risk more efficiently. Understanding data, however, will be as important as knowing the law. With AI tools, in-house lawyers can perform tasks faster and at a lower cost compared to traditional methods, reducing reliance on external counsel. For instance, the CEO of Swedish fintech company Klarna has encouraged the company's lawyers to use ChatGPT Enterprise, resulting in nearly 90% adoption within the legal team. This trend is reflected in a survey by LexisNexis of 266 leaders from large law firms and *Fortune 1000* corporations to better understand their adoption, use, and planned investment in generative AI technology. The survey found that most executives have used generative AI tools, either personally or professionally (75%), and about a third of executives indicate their firms have

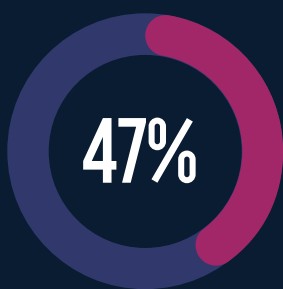
purchased a legal AI tool, and a similar number are using generative AI for legal matters.

REGULATORY CONSIDERATIONS

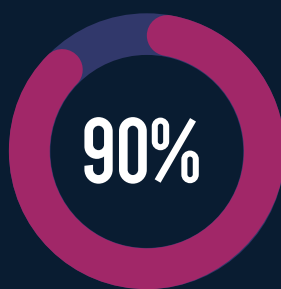
The regulatory landscape is also evolving. The European union's AI Act will regulate AI-powered systems across the 27-member bloc. This groundbreaking law emphasizes transparency and accountability and requires compliance with EU copyright law. Law firms with strong regulatory practices are likely to benefit as companies seek their expertise to navigate these new regulations. The integration of generative AI in law firms is an irreversible trend. While there are challenges, particularly concerning the traditional law firm business model, the benefits of AI are undeniable. Firms must adapt to this new reality by embracing AI, investing in tech-savvy talent, and rethinking their billing models. Generative AI's potential to enhance efficiency, reduce costs, and improve service quality makes it a crucial tool for the future of the legal profession. Swiss law firms, like their global counterparts, must seize this opportunity to stay competitive and meet the evolving needs of their clients. 



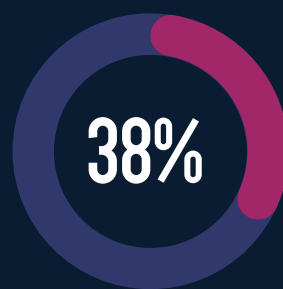
70% Agree
GenAI Adds Value



47% Agree
GenAI Enables
New Business



90% Agree
Investment
Expected to Rise



38% Hiring More
Technologists

Source: LexisNexis survey "2024 Investing in Legal Innovation"



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Next generation lawyers

Embracing technology, demanding work-life balance, and pushing for greater gender equality: how Gen Z and Millennials are transforming the Swiss legal profession

by claudia la via

The legal profession is undergoing a significant transformation, driven by the influx of Gen Z and Millennial lawyers. These new generations are bringing fresh perspectives and expectations, reshaping the traditional legal landscape. Switzerland is no exception. As the Swiss legal ecosystem adapts to this generational shift, it becomes essential to understand how these young professionals are changing the field. Once upon a time, almost all law firms followed the same structure: the partnership model, with lawyers working up the ranks and sharing the firm's



NAHILÉ ZUFFEREY



DIANE DELABAYS

«There are several key factors that we look for when choosing a firm – the most important of all being the work environment. We believe it's essential to work in a respectful and inclusive environment, where our personal needs and aspirations, particularly as women, are taken into account»

**Nahilé Zufferey and Diane Delabays,
both 28-year-old
Lenz & Staehelin**



«It's absolutely essential to attract the most talented and ambitious young professionals. I'm convinced that the best way to do this is actually straightforward: credibly promise them interesting work, a respectful and inclusive environment, and a place where they will grow both professionally and personally with mentorship from more senior lawyers»

Hikmat Maleh,
Lenz & Staehelin partner in charge of hiring for the firm Geneva and Lausanne offices

profits. But, in recent years, a host of alternative legal services have disrupted the sector, providing variety to clients and more options for ambitious associates. Freelance lawyers are performing on an adhoc basis, alternative legal service providers are offering on-demand tech-driven solutions, platform firms are structured around autonomy and client solutions, and so on. The alternatives have shaken up the sector at large and have certainly shifted ambitions to become a partner.

TECHNOLOGICAL ADVANCEMENTS AND ADAPTATION

The integration of technology into legal practice is a hallmark of the new generation. Gen Z and

Millennials, having grown up in a digital age, are naturally inclined towards utilizing technology to enhance efficiency and accessibility in legal services. From leveraging Artificial intelligence for legal research to adopting cloud-based platforms for document management, these young lawyers are at the forefront of technological adoption. This shift not only streamlines operations but also makes legal services more accessible to a broader audience.

WORK-LIFE BALANCE AND CAREER EXPECTATIONS

One of the defining characteristics of

Millennials and Gen Z is their demand for a better work-life balance. This is a stark contrast to the traditional expectations in the legal profession, where long hours and high stress levels were often seen as the norm. According to a global survey by Major, Lindsey & Africa, many Gen Z attorneys aspire to career paths beyond the conventional BigLaw model, seeking roles that offer more flexibility and personal fulfillment. The 2023 Deloitte survey on Swiss Gen Z and Millennial highlights that 50% of Swiss Gen Z and 44% of Millennials prioritize work-life balance over other job attributes. This preference is driving law firms to adopt more flexible working arrangements. An increasing number of Swiss law firms are adapting accordingly and some others have always kept balance at the heart of their business. Lenz & Staehelin, for example, places a strong emphasis on the well-being of its employees, offering various internal and external training courses, a fitness room in the Geneva office, and healthy meal options in the cafeteria. Additionally, they provide options for part-time work and the ability to work from home once a week. Associates Nahilé Zufferey and Diane Delabays, both 28-year-old professionals who joined the firm in 2021, highlight the significance of a positive work environment. "There are several key factors that we look for when choosing a firm – the most important of all being the work environment. We believe that it should be intellectually stimulating. A place where we can develop our professional skills in a positive, dynamic atmosphere, exchange views with colleagues with expertise in different fields, have inspiring, supportive mentors – and work on interesting, challenging cases. We also believe it's essential to work in a respectful and inclusive environment, where our personal needs and aspirations, particularly as women, are taken into account", they state. The new generation of lawyers is also pushing for greater gender equality and diversity within the legal profession. Millennials and Gen Z are more vocal about the need for inclusive policies and practices that support all employees, regardless of gender. This shift is not just about fairness but also about creating a more dynamic and innovative workplace. Moreover, as Nahilé Zufferey and Diane Delabays confirm, "millennial

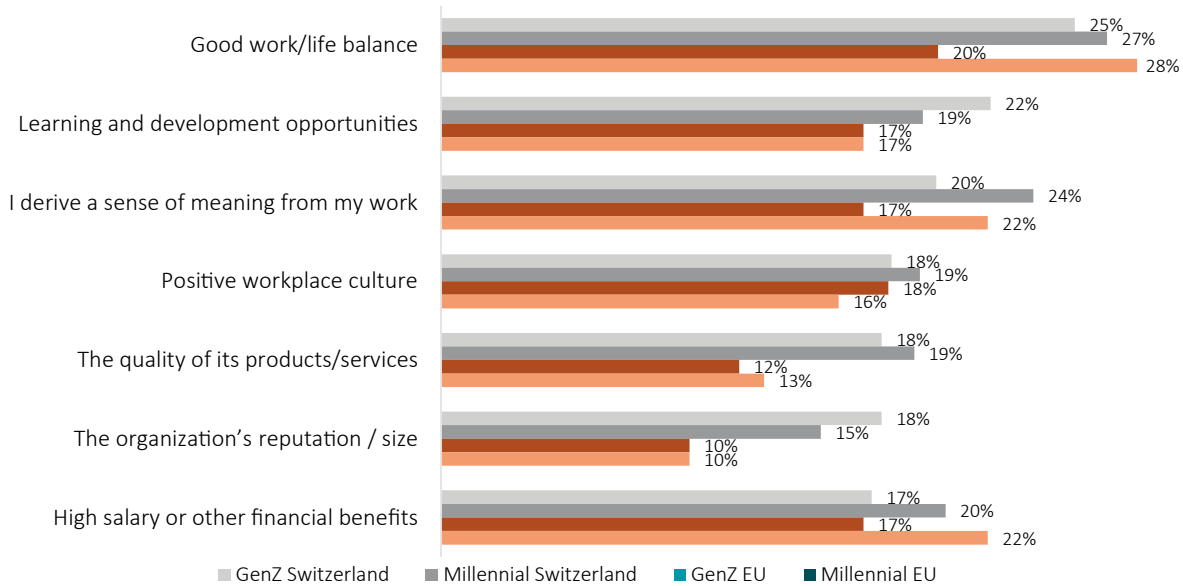


«A youthful and team spirit, a horizontal structure of relationships, and the importance of continuous training given to employees are key elements to choose»

**Valerio Caccia,
30 years old
Walder Wyss**

lawyers also face new challenges – such as the rapid development of technology and increasing environmental concerns – and we believe that our generation is now eager to adapt the profession to these far-reaching changes". The influx of Gen Z and Millennial lawyers into the Swiss legal profession is driving significant changes in how legal services are delivered and perceived. Their focus on technology, work-life

Which of the following are the strongest reasons why you chose to work for your organisation?



Source: The 2023 Deloitte survey on Swiss Gen Z and Millennial

balance, career progression, and gender equality is reshaping the traditional legal landscape. As firms like Lenz & Staehelin adapt to these changes, they are not only attracting top talent but also setting new standards for the legal profession in Switzerland. The future of the legal field looks promising, with a new generation of lawyers ready to lead it into a more dynamic and inclusive era. Hikmat Maleh, a Lenz & Staehelin partner also in charge of hiring for its Geneva and Lausanne offices, explains: "In a law firm like ours, where today's associates and trainees are tomorrow's partners, it's absolutely essential to attract the most talented and ambitious young professionals. I'm convinced that the best way to do this is actually straightforward: credibly promise them interesting work, a respectful and inclusive environment, and a place where they will grow both professionally and personally with mentorship from more senior lawyers". Team work and personal motivation are key elements across all firms. "A youthful and team spirit, a horizontal structure of relationships, and the importance of continuous training given to employees, who are continuously encouraged and supported to pursue

paths of improvement and study to enhance and enrich their knowledge are key elements to choose. These are some of the reasons that led me to consider a career at Walder Wyss", says Valerio Caccia, 30 years old, who joined the Walder Wyss team as a lawyer in 2018.

However, in today's dynamic workplace, the convergence of three distinct generations – X, Y, and Z – brings a unique set of skills and perspectives. Gitte Peeraer, senior Talent acquisition & learning specialist at Swiss recruitment specialist Robert Walters. "In the workplace, intergenerational collaboration fosters efficient knowledge transfer in both directions. Older generations can share their experience while benefiting from the digital expertise of younger colleagues", Gitte points out, highlighting the importance for employers to create a conducive working environment where everyone collaborates toward a defined goal, supported by every employee. "Flexibility is crucial, acknowledging that each generation has its own work style. The organization must have the courage to provide this freedom".



INHOUSECOMMUNITY AWARDS

9th Edition

17.10.2024

19:15 Check-in

19:30 Cocktail

20:15 Ceremony

21:00 Standing dinner

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“Mistakes are not allowed”

Nicola Verdicchio, the head of Pirelli's legal department, shares with *MAG* the dos and don'ts of selecting external consultants and law firms to partner with. "The key drivers are the professional's characteristics: their specific know-how, accountability, and time-to-market"

by michela cannovale

«Even the lawyer's affiliation with a law firm with a widespread presence can be useful in operations involving multiple jurisdictions»

“Let’s start from a fundamental concept: selecting the wrong law firm risks compromising the achievement of the business objectives that the in-house counsel must pursue. If there is a need to resort to the help of external professionals, it is because important goals are at stake.” **Nicola Verdicchio**, chief legal officer of the giant Pirelli for ten years, goes straight to the point. His words do not surprise those who know him: after all, the Pirelli group is among the world's leading tire operators in terms of revenue. Following the record of 2022, with revenues up 24.1% to 6,615.7 million euros and net profit up 35.5% to 435.9 million euros, 2023 also ended with a bang: revenues of 6,650.1 million euros and a net profit of 495.9 million euros. Moreover, it operates globally with a commercial presence in over 160 countries. This territorial extension has allowed its general counsel to gain significant experience in selecting external consultants across much of the globe. Not to mention his professional history before joining Pirelli: over thirteen years in the legal team of Stet, later merged with Telecom Italia in 1997, and another thirteen in Tim, where he dealt with M&A both domestically and internationally.

"The selection of the external consultant - emphasizes Nicola Verdicchio, speaking with the editorial staff of *Inhousecommunity* - must be carried out by someone with legal sensitivity but at the same time fully knows their company's business. That is why the in-house counsel is primarily a business lawyer, a manager with skills that go beyond the implementation of what was learned during their studies. They involve a deep understanding of their company's business, its dynamics, risks, and reference markets". We wanted to delve deeper into the relationship between business lawyers and external lawyers. Here's what he told us in this exclusive interview.

What do you mean exactly when you say that the internal legal department is increasingly similar to a law firm?

I mean that in-house counsel, who by nature should fully grasp business objectives, know the value of assets and how to protect and enhance them. They know in detail their organization's products and services, competitors, and reference market as well as the various clusters it comprises. They possess economic sensitivity, understand a balance sheet, and are sensitive to tax issues and the dynamics of IAS and various applicable rights. When designing corporate structures, negotiating M&A operations, determining commercial flows, or managing



NICOLA VERDICCHIO

«We demand maximum effort from our professionals without, however, delegating entire activities: the work is always done collaboratively from the beginning to the end of the assignment»

litigation, in-house counsel are on top of things. All the characteristics I have just listed are now indispensable.

Does this also happen in Pirelli's legal department?

Certainly. If the company in which one operates has over time allowed the opportunity to select the best resources on the market, stratify professional experiences in different geographical contexts, and consequently create an internal team of innovative, serious, and reliable professionals, well, everything is easier.

But partnering with external consultants always becomes necessary at some point...

Obviously. We need litigators in disputes and M&A experts when the size of the operation

requires support from external professionals. Certainly, I cannot say we have nothing to learn... Quite the contrary! Sometimes it is essential to consult with consultants who have a deep technical-legal expertise, offer quality, and add value to concretely contribute to the success of an operation. It is enriching.

How do you choose them?

As far as I'm concerned, it is much more important to be guided by the skill of the individual lawyer than by the firm's name. The drivers for the choices remain the intrinsic characteristics of the professional: their specific know-how, accountability, and time-to-market. Identifying lawyers operating in the various jurisdictions where business activities are conducted becomes a matter of significant importance. Mistakes are not allowed.

Give us some tips to share with our readers...

Especially from an international perspective, the social network that every general counsel must possess and cultivate comes in handy. If you are lucky enough to have worked in multiple jurisdictions and negotiated complex deals abroad, you can say you have generated, in fact, a database of consultants – not necessarily legal – that allows you to start the selection process with greater awareness, with direct feedback from professionals you respect. This is certainly an important value.



«Resorting to beauty contests can be useful for selecting firms to manage serial and repetitive activities, but for activities with a greater impact on the client, it is more challenging»

What else?

Even the affiliation of the lawyer to an international law firm with a widespread presence can be useful in operations involving multiple jurisdictions. One can achieve critical mass and often significant synergies. In any case, it is better not to crystallize the list of consultants you work with over the years because it is essential to always consider new solutions. But the legal market facilitates this task since it is constantly evolving and can offer better and possibly unexpected options.

How can an external consultant really generate value for your work?

As I said, to generate actual value, the entire system – that is, the set of internal lawyers and external professionals – must be virtuous. To make it so, it is necessary that the former have a specific characteristic, namely the ability to erode cultural barriers and geographical distances, not only in negotiation and drafting phases but also in relational terms, with counterparts and local consultants. In English, it is said, "bridge the geography and overcome the differences."

This is all the more true for those lawyers who operate in multiple jurisdictions...

Consider that a multinational group finds itself managing a mass of activities every day that requires not only technical preparation but transversal knowledge and often an innovative approach to solving legal issues. To create value, external consultants must be able to integrate

into this framework, fully understanding where the client aims to hit. The value that makes a difference is precisely their active involvement during all phases of the operation. At Pirelli, we demand maximum effort from our professionals without ever delegating entire activities to them: the work is always done collaboratively, from the beginning to the end of the assignment.

What is the role of the general counsel to ensure the relationship with the external consultant lasts over time?

As in all professions, performance evaluation is fundamental. A professional who has worked well in an M&A operation, helping to find solutions or overcome negotiation obstacles based on specific knowledge of the local regulatory framework, or a litigator who has succeeded in a complex dispute by suggesting effective solutions, effectively becomes part of our team and will have the opportunity to manage other cases. The general counsel, on his side, must ensure the best possible execution, negotiate any agreement aiming at concluding the deal, or identifying the best strategies.

What is the most important aspect of this relationship?

An important aspect is certainly the economic-administrative part of the consultancy. Essentially: companies set budgets, and legal departments have their own precise financial availability. Therefore, the professional who wants to seize the opportunity to perform their activity with the client should manage, within reason, to structure their fees as much as possible within the parameters that the general counsel is called to respect. The quality/price ratio is the criterion to pursue.

What do you think about beauty contests for selecting lawyers?

I believe they should be managed on a case-by-case basis. Legal services are not a commodity, and the law firms providing these services are very different from each other. One must aim for quality and efficiency, ensuring that characteristics ranging from accountability to specific know-how, geographic footprint to


administrative flexibility, are present. Thus, resorting to beauty contests can certainly be useful for selecting firms to manage serial and repetitive activities, but for activities with a greater impact on the client, it is more difficult. If you can instead identify those specific characteristics in more than one law firm, then the beauty contest can work, as healthy competition always leads to better results. In any case, as I said, the law firm has relative weight. What counts is the professional and the reliability they manage to give their client.

Let's close with Pirelli's recent operation in Saudi Arabia, where you signed a joint venture to build a high-quality passenger car tire factory. What are the most critical legal aspects when it comes to cross-border M&A of this type?

It is first and foremost necessary to have a good understanding of the regulatory framework. Often, this framework is significantly different from those of Western countries, both on civil and common law. Consequently, the role of in-house counsel is fundamental: with the help of local consultants, they must evaluate and define

the balance of the potential partnership, the peculiarities of the applicable law, and the most effective ways of executing specific guaranteed rights. In this case, the role of internal lawyers was to translate business objectives into the reference context, minimizing risks and seizing the opportunities offered by the overall framework. A partnership works well if well-regulated in all its aspects, with clear rules on roles, rights, and obligations.

What was the most complex part of the operation?

Undoubtedly, dealing with a relatively untapped field within a legal and economic context that is opening up more and more rapidly to international realities, keeping in mind that it was an interesting experience realized directly in the field. This allowed us to understand the peculiar dynamics of a jurisdiction little known to most. Without forgetting the high professional and qualitative level of local interlocutors who are working to transform the country into one of the most technologically advanced and market-leading areas. 



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FOREIGN
PERSPECTIVES



“The legal in-house profession? It has indeed changed immensely!”

Eva Argilés, president of ACC Europe and general counsel of Applus+, explains why today's corporate lawyers must go “legal and beyond”

by michela cannovale

In a swiftly changing legal landscape, the position of general counsel comes with a distinct array of challenges and requirements. As we live in a time of escalating crises, where climate, economic and social downturns often overlap, organizations more and more need leaders – and legal leaders as well – who can recognize these new realities, understand their place within them, and know what actions to take to help.

“That’s the main reason why an effective general counsel is no longer a pure advisor but a strategic business decision-maker too. An effective general counsel no longer only sticks to the law but to financial and societal values too. No longer is only a lawyer, but an activist too. An activist with the ability to understand and delve into the economic, political, and social aspects that shape the business environment of their organisation”. This is what Eva Argilés, general counsel of Applus+ since October 2013, where she orchestrates legal strategies spanning over 70 jurisdictions, facilitating the multinational’s global operations, and president of the Association of Corporate Counsel (ACC) in Europe since October 2022, said during this year’s ACC conference in Edinburgh.

The summit, held annually in a different city, has become a regular fixture for members of the international in-house community, as well as for companies and academic institutions from across Europe and around the globe. This year’s event featured over 30 sessions and panels focusing on this main topic: “Legal & beyond”. Iberian Lawyer talked to Eva Argilés to understand what exactly lies outside the confines of the juridical and constitutional sphere.

Why did the ACC go for this topic this year?
“Legal & Beyond” was a natural choice: it



truly speaks to the in-house role today, both from a professional and personal perspective. Nowadays, staying ahead as in-house counsel means more than just knowing the law. It means exploring what lies beyond the legal realm. As jurists, we are indeed continuously expanding the scope of our jobs, but this is for a reason: the skills and perspectives we bring to the table are increasingly valuable and valued.

What kind of skills are you talking about?

Independence in our advice, strong ethics, awareness of geopolitics, financial markets, and regulatory trends. We also know what stakeholders expect in terms of sustainability, transparency, and the future of the workplace. We are the ones who deal with artificial intelligence (AI), legal operations, D&I and the wellbeing of the staff.

Do you think these skills changed over the years, along with the in-house legal profession?

It has indeed changed immensely and will continue to rapidly evolve! Whilst, as said, our scope continues to be enlarged, today's in-house lawyers' playbook no longer solely focuses on legal. We are recognized as both legal counsellors and strategic business partners. Organizations have repositioned us as trusted advisors,

to lead legal and other corporate business units (such as privacy, risks, ethics, corporate communication, public affairs, sustainability), thereby strengthening our influence across the organization.

Did the profession also evolve in the way it is perceived from the outside?

For sure. It gained visibility and increased reputation as we shape relationships with other stakeholders and with the wider society, including law firms we work with. As both internal and external lawyers, we now recognize the value each of us brings to a matter or project. And let me say that: thanks to the joint team effort, the outcome is consistently improved and far more rewarding from my experience.

Speaking of your experience... How did the in-house role change for you personally?

Oh my God, now I will sound older than I am, but I must admit I moved in-house back in 2000. It's been some time since I've been asked to recover memories from these years.

Come on, let's try!

Well, I joined a small in-house team at Puig, a family-owned perfume & fashion company although with a wide international footprint.



ACC EUROPE CONFERENCE, EDINBURGH

It was the time of the change to euros. In those days, the opinion from an in-house was relevant, but many senior executives still relied upon external advice best and, although innovation was at the heart of the business, it was not necessarily the case for the legal advice they expected. It was a fantastic learning stage as we had a blank page and were able to create from scratch: from defining the scope, role and goals of the in-house team, to processes, policies and communication style. Through the years we achieved outstanding results and an impressive maturity.

What kind of activities would you deal with, back then?

There was M&A, competition law and dawn-raid, litigation, commercial and corporate advice. Personally, I learnt how to influence (by speaking the business language and using bullet points to be more pragmatic), how to be a true partner, how important empathy was and forever will be and how relevant business acumen is for all of us. I also built very strong relationships within my team. It was really the perfect first experience as an in-house to later become a general counsel.

As a general counsel of an international company and president of ACC, what differences do you see among the several European countries?

To name a few: the legal systems (civil vs common law) and judicial systems, the conditions for exercising as a legal professional (access to the profession), the existence of Continuing Legal Education (CLE) as a requirement (or not), and, importantly, a matter of which ACC is a strong advocate for: Legal Professional Privilege (LPP). Unfortunately, this is still not recognized in every European country with an impact on competitiveness and on the rule of law, amongst others. However, as ACC we are present in 30 countries over Europe, with many differences but also much in common.

What are, for example, the common challenges in-house lawyers in Europe will deal with in the next future?

According to the 2024 ACC Chief legal officers Survey, the top 3 issues that keep us up at night

are: regulations and enforcement (according to 53% of responses), privacy and data security (41%), and cybersecurity threats (37%). Besides, geopolitical risks, growing policy-driven geoeconomic fragmentation, and increased corporate accountability for environmental impact are also relevant trends and legal teams play a crucial role in providing clear guidance to business teams on navigating this ever-changing regulatory environment. All this, combined with stringent budgets and the need to do more with less, drive us towards legal operations, AI, and technology as true enablers. Indeed operational efficiency is also a top strategic initiative for the current year, with 45 % planning to invest in new technology to enhance department's efficiency.

AI has become a hot topic. How did ACC bring it into its activities?

AI is changing legal departments and businesses a lot! ACC has curated a great selection of tools and insights to support in-house counsel: from sample generative AI policy to pilot our organizations' use of AI tools, to a guide on the Eu AI Act from an in-house legal perspective and needs, amongst many other resources. At ACC Europe we are starting to use it, for instance in some posts to promote the conference in Edinburgh, but there's still a long way to go.

What's ACC's role today, based on everything we said?

ACC's role is more crucial than ever: given the expanded scope of our roles and the increasing pressure to deliver more and faster whilst keeping lean, ACC Europe promotes the interests of in-house counsel across the region through the sharing of information, education, and networking. ACC links its members to the people and resources necessary for both personal and professional growth and offers a unique opportunity for affiliates to connect with in-house counsel in their local areas. This happens thanks to the priceless enthusiasm deployed by our country representatives. Let me say ACC is truly a community of peers, with international and global mindsets, that fosters candid conversations and meaningful connections because it helps in-house lawyers to grow their network and meet new people who share the same passion for the profession. 🇪🇺

LegalcommunityCH Awards 2024

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THE INDUSTRY'S KEY PLAYERS WERE
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LEGALCOMMUNITYCH AWARDS

At the charming Aura location last 16th of May the 7th edition of the Legalcommunity Awards took place. The event celebrated in-house and private practice lawyers in Switzerland. MAG has welcomed on stage professionals and teams who have excelled in various fields of legal services, including corporate law, mergers and acquisitions, banking and finance, tax, litigation, and arbitration. It was a great opportunity to engage in conversations with some of our awardees to uncover the latest trends, topics, and challenges currently shaping the legal ecosystem. Below are the winners of all categories:

LEGALCOMMUNITYCH AWARDS

LEGALCOMMUNITYCH AWARDS

Private practice categories	Winner
LAW FIRM OF THE YEAR	Lenz & Staehelin
LAWYER OF THE YEAR	Frank Gerhard - Homburger
MARKET LEADER	Niederer Kraft Frey
LAW FIRM OF THE YEAR ARBITRATION	Altenburger Ltd legal + tax
LAWYER OF THE YEAR ARBITRATION	Laurent Killias - Pestalozzi
LAW FIRM OF THE YEAR BANKING & FINANCE	CMS
LAWYER OF THE YEAR BANKING & FINANCE	Eric Stupp - Bär & Karrer
LAW FIRM OF THE YEAR CAPITAL MARKETS	Homburger
LAWYER OF THE YEAR CAPITAL MARKETS	Philippe Weber - Niederer Kraft Frey
LAW FIRM OF THE YEAR CORPORATE M&A	Walder Wyss
LAWYER OF THE YEAR CORPORATE M&A	Christoph Neeracher - Bär & Karrer
LAW FIRM OF THE YEAR COMPETITION & ANTITRUST	Lenz & Staehelin
LAWYER OF THE YEAR COMPETITION & ANTITRUST	Reto Jacobs - Walder Wyss
LAW FIRM OF THE YEAR ENERGY & INFRASTRUCTURE	Vischer
LAWYER OF THE YEAR ENERGY & INFRASTRUCTURE	Beat Speck - Wenger Vieli
LAW FIRM OF THE YEAR HEALTHCARE, LIFE SCIENCES, PHARMA	Vischer
LAWYER OF THE YEAR HEALTHCARE, LIFE SCIENCES, PHARMA	Oliver Gnehm - BGPartner
LAW FIRM OF THE YEAR IP&TMT	id est avocats
LAWYER OF THE YEAR IP&TMT	Michael Ritscher - MLL Legal
LAW FIRM OF THE YEAR LABOUR	Streiff von Kaenel
LAWYER OF THE YEAR LABOUR	Ueli Sommer - Littler Switzerland
LAW FIRM OF THE YEAR LITIGATION	Schellenberg Wittmer
LAWYER OF THE YEAR LITIGATION	Tamir Livschitz - 5Gambit Disputes
LAW FIRM OF THE YEAR REAL ESTATE	Baker McKenzie
LAWYER OF THE YEAR REAL ESTATE	Stefan Gerster - CMS
LAW FIRM OF THE YEAR TAX	Oberson Abels
PROFESSIONAL OF THE YEAR TAX	Beat Baumgartner - Loyens & Loeff
LAW FIRM OF THE YEAR WHITE COLLAR CRIME	Schellenberg Wittmer
LAWYER OF THE YEAR WHITE COLLAR CRIME	Jean-Marc Carnicé BianchiSchwald

In-House categories	Winner
IN-HOUSE TEAM OF THE YEAR	UBS
IN-HOUSE COUNSEL OF THE YEAR	Nakisa Serry - Galderma
THOUGHT LEADERSHIP	Guido Wennemer - Acer
IN-HOUSE TEAM OF THE YEAR BANKING & FINANCE	EFG International
IN-HOUSE TEAM OF THE YEAR AUTOMOTIVE & TRANSPORT	Alstom
IN-HOUSE COUNSEL OF THE YEAR AUTOMOTIVE & TRANSPORT	Dahir Ali - CNH Industrial
IN-HOUSE COUNSEL OF THE YEAR CONSTRUCTION, PROJECTS, INFRASTRUCTURE	Philipp Diederichs SBB CFF FFS
IN-HOUSE TEAM OF THE YEAR FASHION, DESIGN, LUXURY	Audemars Piguet
IN-HOUSE COUNSEL OF THE YEAR FASHION, DESIGN, LUXURY	Elena Mauri - Zegna
IN-HOUSE TEAM OF THE YEAR ENERGY & RENEWABLES	Duferco
IN-HOUSE COUNSEL OF THE YEAR ENERGY & RENEWABLES	Stefan Buerge - Climeworks
IN-HOUSE TEAM OF THE YEAR FOOD & BEVERAGE	Selecta
IN-HOUSE COUNSEL OF THE YEAR FOOD & BEVERAGE	Jennifer Picononi Lindt & Sprüngli
IN-HOUSE TEAM OF THE YEAR INSURANCE	Zurich Insurance
IN-HOUSE COUNSEL OF THE YEAR INSURANCE	Philippe Hengy AXA Switzerland
IN-HOUSE TEAM OF THE YEAR HEALTHCARE, LIFE SCIENCES, PHARMA	medmix
IN-HOUSE COUNSEL OF THE YEAR HEALTHCARE, LIFE SCIENCES, PHARMA	Andreas Bohrer - Lonza
IN-HOUSE TEAM OF THE YEAR TMT	Microsoft
IN-HOUSE COUNSEL OF THE YEAR TMT	Claudio Elia STMicroelectronics
BEST PRACTICE GAMING	Christian Haitz Gryphon Invest
DEAL OF THE YEAR: IPO Galderma	EQT Galderma Davis Polk Freshfields Homburger Niederer Kraft Frey Goldman Sachs Morgan Stanley UBS Lazard



LAW FIRM OF THE YEAR

BÄR & KARRER

HOMBURGER

LENZ & STAEHELIN

NIEDERER KRAFT FREY

WALDER WYSS



LAWYER OF THE YEAR

SANDRO ABEGGLEN

Niederer Kraft Frey

TINO GABERTHÜEL

Lenz & Staehelin

FRANK GERHARD

Homburger

CHRISTOPH NEERACHER

Bär & Karrer

URS SCHENKER

Walder Wyss



MARKET LEADER

NIEDERER KRAFT FREY





LAWYER OF THE YEAR BANKING & FINANCE

SANDRO ABEGGLEN
Niederer Kraft Frey

SHELBY R. DU PASQUIER
Lenz & Staehelin

LUKAS GLANZMANN
Baker McKenzie

KASPAR LANDOLT
CMS

BENEDIKT MAURENBRECHER
Homburger

ERIC STUPP
Bär & Karrer



LAW FIRM OF THE YEAR CAPITAL MARKETS

ADVESTRA

HOMBURGER

LENZ & STAEHELIN

NIEDERER KRAFT FREY

PESTALOZZI



LAWYER OF THE YEAR CAPITAL MARKETS

MATTHIAS COURVOISIER
Baker McKenzie

THOMAS U. REUTTER
Advestra

PATRICK SCHLEIFFER
Lenz & Staehelin

LORENZO TOGNI
Homburger

PHILIPPE WEBER
Niederer Kraft Frey



LAW FIRM OF THE YEAR CORPORATE M&A

BÄR & KARRER

HOMBURGER

LENZ & STAEHELIN

NIEDERER KRAFT FREY

SCHELLENBERG WITTMER

WALDER WYSS



LAWYER OF THE YEAR CORPORATE M&A

TINO GABERTHÜEL
Lenz & Staehelin

FRANK GERHARD
Homburger

CHRISTOPH NEERACHER
Bär & Karrer

URS SCHENKER
Walder Wyss

PHILIPPE WEBER
Niederer Kraft Frey



LAW FIRM OF THE YEAR COMPETITION & ANTITRUST

DANIEL EMCH
Kellerhals Carrard

RETO JACOBS
Walder Wyss

DAVID MAMANE
Schellenberg Wittmer

MARCEL MEINHARDT
Lenz & Staehelin

KLAUS NEFF
Vischer



LAWYER OF THE YEAR HEALTHCARE, LIFE SCIENCES, PHARMA

THOMAS EICHENBERGER
Kellerhals Carrard

OLIVER GNEHM
BGPartner

FELIX KESSELRING
Bratschi

STEFAN KOHLER
Vischer

FRANK SCHERRER
Wenger Vieli



LAWYER OF THE YEAR LABOUR

ALFRED BLESİ
Blesi & Papa

VINCENT CARRON
Schellenberg Wittmer

MARC PH. PRINZ
Vischer

UELI SOMMER
Littler | Switzerland

ADRIAN VON KAENEL
Streiff von Kaenel



LAW FIRM OF THE YEAR LITIGATION

5GAMBIT DISPUTES

ALTENBURGER LTD LEGAL + TAX

BÄR & KARRER

HOMBURGER

SCHELLENBERG WITTMER



LAWYER OF THE YEAR LITIGATION

BALZ GROSS
Homburger

LAURENT KILLIAS
Pestalozzi

TAMIR LIVSCHITZ
5Gambit Disputes

ROBIN MOSER
Loyens & Loeff

DANIEL TUNIK
Lenz & Staehelin



PROFESSIONAL OF THE YEAR TAX

BEAT BAUMGARTNER
Loyens & Loeff

PIERRE-MARIE GLAUSER
Oberson Abels

ANDRIO ORLER
CMS

SUSANNE SCHREIBER
Bär & Karrer

NADIA TAROLLI SCHMIDT
Vischer



LAW FIRM OF THE YEAR WHITE COLLAR CRIME

LALIVE

MONFRINI BITTON KLEIN

PESTALOZZI

RVMH AVOCATS

SCHELLENBERG WITTMER



IN-HOUSE TEAM OF THE YEAR

GALDERMA

LONZA

MICROSOFT

NOVARTIS

UBS



IN-HOUSE COUNSEL OF THE YEAR

ANDREAS BOHRER

Lonza

KAREN HALE

Novartis

BARBARA LEVI

UBS

NAKISA SERRY

Galderma

GUIDO WENNEMER

Acer



THOUGHT LEADERSHIP

GUIDO WENNEMER

Acer



IN-HOUSE TEAM OF THE YEAR BANKING & FINANCE

BCV - BANQUE CANTONALE VAUDOISE

EFG INTERNATIONAL

JULIUS BÄR

UBS

ZÜRCHER KANTONALBANK



IN-HOUSE TEAM OF THE YEAR AUTOMOTIVE & TRANSPORT

ALSTOM

AUTONEUM

CNH INDUSTRIAL

MSC MEDITERRANEAN SHIPPING

COMPANY

SBB CFF FFS



IN-HOUSE COUNSEL OF THE YEAR AUTOMOTIVE & TRANSPORT

DAHIR ALI
CNH Industrial

STEPHANIE BREGY
SBB CFF FFS

BARBARA FURRER
DHL Group

VERONICA LIERAU
Autoneum

GABRIELLA RECCIA
Nova Marine Carriers



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

DAHIR ALI
CNH Industrial

VALÉRIE COLLAUDIN
Gurit

PHILIPP DIEDERICH
SBB CFF FFS

THOMAS HÖGFORS
ABB

GERMAN GRÜNIGER
Implenia

NICOLE OLSMAN
Linxon



IN-HOUSE TEAM OF THE YEAR
FASHION, DESIGN, LUXURY

AUDEMARS PIGUET

LA MARTINA EUROPE

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FASHION, DESIGN, LUXURY

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MASSIMILIANO GIULINI
La Martina Europe

THOMAS LOEST
Richemont

ELENA MAURI
Zegna

GÉRALDINE STALDER
Audemars Piguet



IN-HOUSE TEAM OF THE YEAR ENERGY & RENEWABLES

CLIMEWORKS

DUFERCO

HITACHI ZOSEN INOVA

MET INTERNATIONAL

ORYX ENERGIES

Duferco

IN-HOUSE COUNSEL OF THE YEAR ENERGY & RENEWABLES

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Climeworks

FEDERICO PICCALUGA
Duferco

CHRISTOPHE ROBERT
Oryx Energies

VINCENZO SPANDRI
Hitachi Zosen Inova

FRANCK VERNIER
MET International



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COCA-COLA HBC

GATEGROUP

LINDT & SPRÜNGLI

NESTLÉ

SELECTA



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Nestlé

JAN GUSTAVSSON
Coca-Cola HBC

KEVIN FORJETTE
gategroup

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Lindt & Sprüngli

JASPRIT SAHNSI
Selecta



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GENERALI SWITZERLAND

SWISS RE

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IN-HOUSE COUNSEL OF THE YEAR INSURANCE

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SIMON MEYER
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BAYER

LONZA

MEDMIX

NOVARTIS

PFIZER



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Lonza

ANDREA FERRARI
Sandoz

KAREN HALE
Novartis

XAVIER SCHOPS
medmix

NAKISA SERRY
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IN-HOUSE COUNSEL OF THE YEAR TMT

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LAURE LAVOREL
Broadcom

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Microsoft

GUIDO WENNEMER
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BEST PRACTICE GAMING

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Gryphon Invest



DEAL OF THE YEAR - IPO GALDERMA

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