

Kees van Ophem:  
the Company's guardian

A golden semester for  
Swiss pharma deals

JuriAlring, the Swiss  
project to foster AI

# Bär & Karrer's vision for the future

Managing partner Susanne Schreiber on the firm's Basel expansion, evolving client needs  
and the leadership legal practice demands today

# Editorial

Claudia La Via



## New roles, clearer stakes: the legal profession in a time of strategic shifts

The Swiss legal sector is undergoing a quiet but unmistakable transformation. Not a rupture, but a recalibration. Leadership is being redefined. Legal service is becoming more integrated, faster and closer to core business strategy. And technology, once peripheral, is forcing its way into the center of the profession's future. In this issue of *MAG CH*, we track these shifts through the voices, decisions and innovations shaping today's legal field.

Leadership remains a central focus — not as a title, but as a posture. Our interview with Susanne Schreiber, managing partner at Bär & Karrer, explores what it means to lead a top-tier Swiss law firm in a period of heightened complexity. Moreover, as Schreiber mentions, Bär & Karrer's Basel office marked a clear strategic move, as the city — with its dense concentration of pharma and biotech powerhouses — has long been a critical node in the Swiss legal map. For Schreiber and her team, embedding in this ecosystem goes far beyond



footprint: it's about understanding the highly specialized, fast-moving needs of life sciences clients, and being able to meet them with both technical rigor and sector fluency.

This issue also places a spotlight on the client's vantage point, through our conversation with Kees van Ophem, general counsel of KD Pharma. The legal departments of global companies are no longer passive cost centers or reactive support units. As van Ophem makes clear, they are strategic actors — managing regulatory exposure, guiding corporate growth, and serving as interlocutors between the business, the board, and the wider legal environment. His insights make tangible what many in-house leaders are experiencing: an exponential rise in expectations, a deepening involvement in operational decisions and a constant pressure to translate legal complexity into business clarity.

Expertise alone, however, is not enough. Versatility is emerging as a key differentiator. That theme runs through our profile of Déborah Carlson-Burkart, recently appointed of counsel at Eversheds Sutherland. Carlson-Burkart speaks with conviction about the importance of breaking down silos, especially in sectors like fintech, energy and financial services. As she notes, the lawyers who add the most value today are not those with the most information, but those who can see the big picture, communicate clearly, and move with confidence through ambiguity. That requires more than training. It demands a mindset — one grounded in curiosity ethics, and continual learning.

Those same qualities are in high demand in one of the most dynamic corners of the market right now: pharmaceutical M&A. This issue includes a detailed piece on the surge of activity across biotech and pharma deals in recent months — a wave of transactions that is redrawing the contours of the industry. Behind these deals are not just financial strategies, but legal ones.

Forward-looking thinking is also driving innovation at the intersection of law and technology — a space this issue investigates through the lens of JuriAIring, a Swiss-led initiative aiming to develop the world's first legally relevant AI benchmark. Spearheaded by Steinhausen / Zug-based Logol AG, in collaboration with major firms like Dentons and MLL Legal, and academic partners such as Zurich University and Scuola Sant'Anna of Pisa, the project tackles one of the legal profession's thorniest questions: can AI be trusted to operate in legal contexts?

What ties these contributions together is not a single solution or trend. It's a shared recognition that the practice of law is no longer confined to legal knowledge alone. Today's legal professionals are called on to bridge disciplines, build trust and deliver clarity in the face of complexity. Whether drafting legislation, negotiating a deal, managing a crisis or designing an algorithm, they must be both interpreters and architects — fluent in legal logic, yes, but also in business, ethics, and the fast-changing digital environment.

The Swiss legal community has long been known for discretion, discipline and depth. Those qualities are not going away. But what this issue of *MAG CH* shows is that something new is being added to the mix: speed, openness, and a renewed appetite for change.

This is not reinvention for its own sake. It's a necessary response to a world in motion — and to clients who expect their lawyers to move with it. 

## 2025 EVENTS CALENDAR

### MAY

- Iberian Lawyer Legaltech Day Madrid, 29/05/2025
- Iberian Lawyer IP&TMT Awards Madrid, 29/05/2025

### JUNE

- Legalcommunity Week Milan, 09-13/06/2025
- Legalcommunity Corporate Awards Milan, 11/06/2025
- Rock the Law Milan, 12/06/2025
- Iberian Lawyer Energy Day Madrid, 19/06/2025
- Iberian Lawyer Energy Awards Madrid, 19/06/2025

### JULY

- Italian Awards Naples, 03/07/2025

### SEPTEMBER

- LC Energy Day Milan, 11/09/2025
- The LatAm Energy & Infrastructure Awards São Paulo, 11/09/2025
- Legalcommunity Labour Awards Milan, 18/09/2025
- Iberian Lawyer Forty Under 40 Awards Madrid, 25/09/2025

### OCTOBER

- Inhousecommunity Days Milan, 1-3/10/2025
- Legalcommunity Real Estate Awards Milan, 09/10/2025
- Inhousecommunity Awards Italia Milan, 16/10/2025
- Legalcommunity Marketing Awards Milan, 20/10/2025
- Inhousecommunity Day Switzerland Zurich, 23/10/2025
- Legalcommunity Litigation Awards Milano, 28/10/2025

### NOVEMBER

- Iberian Lawyer Inhousecommunity Day Madrid, 06/11/2025
- Iberian Lawyer Gold Awards Madrid, 06/11/2025
- Financecommunity WEEK Milan, 10-13/11/2025
- Financecommunity Awards Milan, 13/11/2025
- LegalcommunityMENA Awards Riyadh, 20/11/2025

## 2026 EVENTS CALENDAR

### JANUARY

- Legalcommunity Energy Awards Milan, 22/01/2026

### FEBRUARY

- Iberian Lawyer Finance Talks and Drinks Madrid, 03/02/2026
- Iberian Lawyer Sustainability Summit - Spain Madrid, 12/02/2026
- Iberian Lawyer Labour Awards Madrid, 12/02/2026
- Iberian Lawyer Inspiralaw Madrid, 26/02/2026

### MARCH

- Legalcommunity Finance Awards Milan, 05/03/2026
- Financecommunity Fintech Awards Milan, 12/03/2026
- Legalcommunity IP&TMT Awards Milan, 19/03/2026
- LC Sustainability Summit Milan, 24/03/2026
- LC Sustainability Awards Milan, 24/03/2026
- LC Inspiralaw Italia Milan, 31/03/2026

### MAY

- LegalcommunityCH Awards Zurich, 07/05/2026
- Legalcommunity Forty under 40 Awards Milan, 14/05/2026
- The Latin American Lawyer Women Awards São Paulo, 21/05/2026

#### LEGEND

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



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Deadline Submission	08/11/2024	
Report Publication	Jun-25	

TAX		
Research Period from	01/02/24	DOWNLOAD SUBMISSION ↓
Research Period to	31/01/25	
Deadline Submission	06/12/2024	
Report Publication	May-25	

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Deadline Submission	27/06/2025*	
Report Publication	Dec-25	

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Research Period to	31/03/25	
Deadline Submission	17/01/2025	
Report Publication	Aug-25	

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Research Period to	30/04/25	
Deadline Submission	02/05/2025	

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Report Publication	Nov-25	

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Research Period to	30/04/25	
Deadline Submission	16/05/2025	
Report Publication	Jan-26	



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## On the Move

### LEADERSHIP

## Dieter Gericke is Homburger's new managing partner

Homburger has appointed **Dieter Gericke** (pictured) new managing partner of the firm. He succeeds Flavio Romero, who will continue as co-head of the white collar/investigations practice. Dieter Gericke started his legal career in 1999 as a foreign associate at Wilmer Hale, in Boston, right after graduating from Harvard Law School (LL.M). In 2004, he then moved to Homburger as a partner, to eventually become, six years later, head of the firm's China focus group. In 2014, he took the lead of Homburger's corporate and M&A practice team – a role he maintained until his recent nomination to managing partner. Gericke advises a clientele of both public and private companies and investors in matters of cross-border takeovers, mergers, acquisitions, divestitures, spin offs, joint ventures, private equity and capital market transactions. Moreover, his legal experience spans IPOs – an area in which he's constantly involved – as well as shareholder activism, takeover defense, contested acquisitions, and corporate governance.



### NEW ROLE

## Andreas Bohrer named Lonza's Chief Legal & Corporate Affairs Office



Effective 1 July 2025, **Andreas Bohrer** will cover the newly created role of Chief Legal & Corporate Affairs Office at Lonza, a Basel-based healthcare manufacturing company. Moreover, Bohrer will become a member of the company's Executive Committee. Bohrer's legal expertise spans corporate law, mergers & acquisitions, corporate governance, leadership, and economics. His career began at international law firms

in New York, Zurich, and Geneva, working at Lenz and Staehelin from 1999 to 2003. He then spent seven years at UBS, from 2003 to 2010, serving in different senior positions within the legal function. From 2010 onwards, Bohrer worked at Novartis as head of transactions for the legal function first, being eventually appointed general counsel and member of the EC for the company's Animal Health Division.

In 2015, he moved to Lonza as group general counsel and company secretary. During his tenure in the role, he has overseen the company's legal, ethics & compliance and IP functions, as well as sustainability and Esg, enterprise risk management, insurance management and public affairs. Between 2020 and 2022, Bohrer led Lonza's global Coronavirus task force.



## APPOINTMENT

## Elena Dunn is Charles Russell Speechlys' new counsel in Zurich

As of May 1 2025, Charles Russell Speechlys promoted British lawyer **Elena Dunn** (pictured) from senior associate to counsel in Zurich. A UK solicitor with over 11 years of experience, Elena Dunn advises an international clientele on personal, business and philanthropic interests. She also supports individuals on moving to or from the UK. Dunn often works with trustees, advising on general trust law issues and the preparation of bespoke trust documentation. Moreover, she specialises on UK and international tax issues and has also assisted on a range of cross-border succession matters.



## APPOINTMENT

## SIX appoints Fabienne-Anne Rehulka to Group executive board

SIX is pleased to announce the appointment of **Fabienne-Anne Rehulka**, general counsel SIX, as a full member of the Group executive board, effective April 1, 2025.

A distinguished legal expert with extensive experience in financial markets and corporate governance, Fabienne-Anne has served as general counsel since joining SIX, where she has played a critical role in strengthening

the company's legal framework and regulatory compliance. Her promotion to the executive board recognizes her strategic insight, leadership, and contributions to shaping the legal integrity and resilience of SIX.

## On the web



### Momentum in motion: Swiss law firms at the helm of key transactions

While global markets continue to navigate uncertainty, Swiss legal advisors remain deeply involved in high-stakes and high-value transactions. From innovative biotech deals to structured financings and strategic acquisitions, law firms in Switzerland are playing a central role in shaping how business is done — at home and across borders.

Swiss law firms have entered spring with a surge of transactional activity, reflecting both sectoral diversity and international reach. From life sciences and energy to real estate and capital markets, the recent wave of deals confirms that the legal profession is operating at full strategic capacity - fast, precise and increasingly cross-disciplinary.

In recent weeks, **Baker McKenzie** advised on a cross-border healthtech acquisition, while **Kellerhals Carrard** and **Lenz & Staehelin** supported a \$65 million precision medicine funding round. **Borel & Barbey** helped a French auto group secure Swiss banking facilities, and **Walder Wyss** guided **Repower** through the divestment of its e-mobility division. **MLL Legal** acted in the sale of a dental instrument manufacturer, **NKF** structured a property transaction for a Swiss pension fund and **Homburger** led on a CHF 480 million bond issuance for **Raiffeisen**.

Together, these deals reflect more than a market momentum — they signal how Swiss firms continue to evolve their role. Today's top legal advisors aren't just supporting transactions; they're helping clients seize opportunity, manage risk, and navigate legal complexity in a rapidly shifting economic landscape.



## Baker McKenzie with Safe Life on resQshock acquisition

Baker McKenzie advised Swedish life-saving solutions specialist Safe Life, on the acquisition of the Swiss company resQshock. Headquartered in Buttikon, resQshock specialises in the production of automated external defibrillators (AEDs). With the acquisition resQshock will keep its brand intact, while having access to Safe Life's resources, broader product range and international distribution. The Baker McKenzie team was led by Zurich-based M&A partners **Matthias Trautmann** (pictured left) and **Alexander Fischer** (pictured right). Associates Kevin Ardüser (M&A), Zarina Füglistner (M&A), Andreas Becker (employment), and trainee lawyer Jonas Zürrer took part to the team effort from Baker McKenzie Switzerland, while partner John Gustafson (M&A) and associate Adrian Sundberg (M&A) contributed from Baker McKenzie Stockholm.

### **PRACTICE AREA**

*Deal & Transactions*

### **DEAL**

*resQshock*

### **LAW FIRM**

*Baker McKenzie*

### **HEAD PARTNERS**

*Matthias Trautmann and Alexander Fischer*

### **VALUE**

*not disclosed*





NICOLAS MOSIMANN, TINO GABERTHÜEL, PATRICK SCHÄRLI

## Haya Therapeutics's funding round: the advisors

Swiss precision medicines company Haya Therapeutics completed a \$65 million series A funding round. In connection with the deal, Kellerhals Carrard represented lead investors Sofinnova Partners and Earlybird Venture Capital, while Lenz & Staehelin assisted Eli Lilly, also amongst the investors participating to the round. Moreover, ATHOS, +ND Capital, Alexandria Venture Investments and LifeLink Ventures took part to the operation, with additional support from existing investors Apollo Health Ventures, Longview Ventures (an affiliate of Broadview Ventures), 4see ventures, BERNINA Bioinvest and Schrodgers Capital. Headquartered at the life sciences park Biopôle in Lausanne, Haya Therapeutics is a precision medicines company which specialises in RNA-guided programmable therapeutics targeting the regulatory genome for serious health conditions.

**Nicolas Mosimann** (VC/life sciences) led the Kellerhals Carrard team, working alongside Marco Sibold (tax), Kevin MacCabe (corporate/VC), Sebastian Müller (corporate/VC), Jan Bläuer (corporate/VC) and Danijel Gajic (corporate/VC).

The Lenz & Staehelin team working on the matter included **Tino Gaberthüel**, **Patrick Schärli**, **Arnold Romero** and **Kaan Saritas** (all M&A), **Lukas Aebi** (tax) and **Franziska Stadtherr-Glättli** (management incentive plans).

### **PRACTICE AREA**

*Deal & Transactions*

### **DEAL**

*Haya Therapeutics*

### **LAW FIRM**

*Kellerhals Carrard - Lenz & Staehelin*

### **HEAD PARTNERS**

*Nicolas Mosimann (Kellerhals Carrard) - Tino Gaberthüel & Patrick Schärli (Lenz & Staehelin)*

### **VALUE**

*\$65 million*





## Borel & Barbey with BPM on senior secured financing

Borel & Barbey advised French automotive distribution group BPM on raising senior secured facilities, granted by a syndicate of Swiss banks.

Headquartered in Ingré, in the Centre Val de Loire region, BPM is French automotive distribution company. The group was founded in 2004 and is currently present across 161 sites in France, Monaco, and Switzerland.

The Borel & Barbey team assisted BPM throughout the transaction with tax and legal support, encompassing the negotiation and implementation phases of the facilities as well as a Swiss law-governed security package. The firm's lineup on the matter featured **Luca Bozzo** (pictured), Clément Bouvier, Audrey Payot-Tasso, Chloé Ahnine (all corporate/finance), Vincent Berger, Jérôme Piguet (all tax), and Mélanie Keiser (real estate).

### **PRACTICE AREA**

Banking & Finance

### **DEAL**

BPM

### **LAW FIRM**

Borel & Barbey

### **HEAD PARTNER**

Luca Bozzo

### **VALUE**

not disclosed

## Walder Wyss with Repower on Plug'n Roll sale

Walder Wyss advised Swiss energy provider Repower, in connection with the sale of its Plug'n Roll business to Avia Volt Suisse. Plug'n Roll serves over 24.600 registered users with 2.345 charging points, of which over 500 are public. Headquartered in Poschiavo, Switzerland, Repower operates as an electricity producer, distribution grid operator and energy trader. The company is also present with office locations in Bever, Ilanz, Küblis, Landquart, Zurich and Milan.

The team Walder Wyss team working on the matter included partner **Ramona Wyss** (pictured, transactions/regulatory), senior associate Letizia Schlegel (corporate/M&A), partner Maurus Winzap (tax), partner Irène Suter-Sieber (employment), associate Tiffany Kärle (employment), associate Amina Chammah (IP/IT), associate Benjamin Reis (commercial contracts), managing associate Annemarie Lagger (regulatory), and associate Michael Lysakowski (IP/IT).



### **PRACTICE AREA**

*Energy*

### **DEAL**

*Repower - Plug'n Roll*

### **LAW FIRM**

*Walder Wyss*

### **HEAD PARTNER**

*Ramona Wyss*

### **VALUE**

*not disclosed*

## MLL Legal with Arnold Deppeler on sale to Lifco Group

MLL Legal advised Swiss dental instruments manufacturer Arnold Deppeler on its sale to Swedish investor Lifco Group. Headquartered in Rolle (VD), seller Arnold Deppeler specialises in developing and manufacturing dental instruments. Pursuant to the deal, the company will be consolidated in Lifco Group's dental business area. Investor Lifco holds 257 operating companies across 34 countries. The Swedish group operates across three main business areas: dental, demolition & tools, and systems solutions.

Partner **Mona Stephenson** (pictured) led the MLL Legal team on the matter, working alongside senior associate Philipp Estermann and associate Loïc Herinckx.



### **PRACTICE AREA**

*Deal & Transaction*

### **DEAL**

*Arnold Deppeler*

### **LAW FIRM**

*MLL Legal*

### **HEAD PARTNER**

*Mona Stephenson*

### **VALUE**

*not disclosed*



ANDREAS F. VÖGELI AND FABIANO MENGhini

## NKF advises Hochdorf pension fund on Swiss property sale

Niederer Kraft Frey (NKF) acted as legal advisor to the Pensionskasse der Hochdorf-Gruppe in the sale of a residential real estate portfolio located in the Cantons of Zug and Lucerne. The transaction involved a combination of an asset deal and a tax-neutral asset swap executed as an asset transfer under the Swiss Merger Act. The NKF team was led by real estate partners **Andreas F. Vögeli** and **Fabiano Menghini** (pictured). They were supported by senior associate Sven Kälin and associate Rune Müller (both Tax), and associate Yannik Bleiker (Real Estate).

### **PRACTICE AREA**

*Banking & Finance*

### **DEAL**

*Hochdorf Gruppe*

### **LAW FIRM**

*Niederer Kraft Frey (NKF)*

### **HEAD PARTNERS**

*Andreas F. Vögeli and Fabiano Menghini*

### **VALUE**

*not disclosed*





## Homburger with Raiffeisen on senior bond issuance

Homburger advised Swiss cooperative bank Raiffeisen Schweiz Genossenschaft on its issuance of CHF 480m in fixed rate senior bonds. Issued on May 14, 2025, the bonds encompass a first tranche of CHF 170m at 0.85% due in 2029, and a second one of CHF 310 m, at 1.1875% due in 2032. In connection with the operation Raiffeisen Schweiz Genossenschaft acted as lead manager, with BNP Paribas, Deutsche Bank and UBS Investment Bank serving as managers. The Homburger team was led by **Benjamin Leisinger** (pictured), working alongside **Olivier Baum** (both capital markets).

### **PRACTICE AREA**

*Capital Markets*

### **DEAL**

*Raiffeisen*

### **LAW FIRM**

*Homburger*

### **HEAD PARTNERS**

*Benjamin Leisinger and Olivier Baum*

### **VALUE**

*480m CHF*



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A portrait of Susanne Schreiber, a woman with long brown hair and black-rimmed glasses, smiling. She is wearing a dark blue textured jacket over a white blouse with a large black polka-dot bow. The background is a solid grey. The entire image is framed by a thin orange border.

# Bär & Karrer's vision for the future

Managing partner Susanne Schreiber on the firm's Basel expansion, evolving client needs  
and the leadership legal practice demands today

by claudia la via



“Clients expect more than legal skills: they seek vision, accountability, and a true partnership”. For Susanne Schreiber, managing partner at Bär & Karrer and co-head of the firm’s tax department, this mindset underpins both how the firm serves clients and how it positions itself for the future. Schreiber has long been a key figure in cross-border M&A and tax strategy, advising on complex restructurings, financings, and transactions for multinationals and private equity players alike. Since taking on a leadership role in addition to her client work, she has together to the other managing partners also overseen key strategic developments for Bär & Karrer — most notably the expansion of its Basel office, a move designed to deepen client relationships and strengthen the firm’s presence in northwestern Switzerland.

Launched just a few years ago, the Basel office has become a key pillar of Bär & Karrer’s work in life sciences, investigations, and regulatory matters. “The initial motivation was twofold: to retain our talent from the Basel region, and to expand our access to new clients”, Schreiber explains.

With Bär & Karrer recently earning Tier 1 rankings in 15 practice areas and navigating critical shifts in areas such as AI, Esg, and compliance, MAG CH spoke with Schreiber about the evolving needs of Swiss and international clients — and the leadership needed to meet them.

**Bär & Karrer’s Basel office has become a key part of the firm’s national footprint. How has the local presence evolved since its opening?** Since launching the Basel office, we’ve been able to deepen existing client relationships, secure new mandates, and fully integrate the team into our broader practices. The office has also strengthened our connection to the life sciences sector and other regional industries. Colleagues from other offices regularly spend time in Basel, which reinforces firm-wide cohesion and collaboration.

**With Basel being such a stronghold for life sciences, how does the firm’s work in that sector reflect broader trends in the legal needs**

**«Since launching the Basel office, we’ve been able to deepen existing client relationships, secure new mandates, and fully integrate the team into our broader practices»**



**of pharma and biotech clients?**

Life sciences companies face increasing pressures: navigating global regulatory regimes, managing IP across jurisdictions, addressing regulatory scrutiny, and staying ahead in fast-paced innovation cycles. What we increasingly see is the need for multidimensional legal advice—sector-specific expertise combined with the ability to connect regulatory, compliance, IP, and data protection advice with litigation, transactional, tax, and investigations know-how. That's precisely our strength. Our Basel office, with its close proximity to key industry players, adds significant value. And beyond life sciences, Basel is also home to strong insurance, banking, and retail sectors.

**Dr. Oliver Brupbacher joined the Basel office in mid-2023, bringing deep experience in internal investigations — how has his arrival elevated the firm's capabilities in that area?**

Oliver's arrival was a significant boost, not only because of his valuable in-house experience, but also due to his strong network. His expertise in complex investigations and litigation—particularly within sensitive corporate environments—has expanded our already strong firm-wide footprint in these areas. Having started his career at Bär & Karrer, he understands and shares our values of collaboration and ambition, making it a seamless cultural fit. Oliver is exceptionally bright, meticulous, and brings calm, strategic judgment—qualities clients deeply value in high-stakes, high-pressure situations. He joined with two senior associates and has successfully

**«As tax lawyers, we often act as a bridge between legal and finance functions, requiring both big-picture thinking and attention to transactional detail»**

expanded the team since.

**Bär & Karrer has a long-standing reputation in internal investigations, particularly in high-stakes, cross-border matters. How do you maintain agility and trust in such sensitive work?**

It begins with people. We build teams that are not only legally excellent but also earn deep trust. Investigations are not purely legal challenges—they involve navigating uncertainty, safeguarding reputations, and understanding corporate dynamics, often under intense scrutiny. Our teams integrate legal, forensic, compliance, and industry expertise, complemented by strong relationships with foreign counsel and other experts. We earn client trust by being strategic, pragmatic, and acting with integrity. In these matters, clients seek more than answers—they want partners who

**400**

Employees

**210**

Lawyers

**56**

Years of experience

**56**

Partners

**8**

Counsel

**6 OFFICES**Zurich, Geneva, Lugano,  
Zug, Basel and St. Moritz

stand beside them through their most difficult moments.

**The firm was recently recognized with Tier 1 rankings in 15 practice areas and 37 individual recognitions in The Legal 500's 2025 edition — what do such accolades mean internally, and how do they reflect your team's day-to-day commitment?**

Such recognition is both gratifying and motivating, especially because it reflects feedback from clients and peers. It affirms our commitment to excellence and client-centricity—not just in flagship matters, but in the day-to-day work that builds trust and long-term relationships. These accolades also highlight the breadth of our talent. It's not about individual names alone; it's about innovation, collaboration, and creating a culture where people can thrive. For us, rankings serve as a reminder to remain humble, stay ambitious, and continue striving to improve.

**Digital tools and AI are reshaping legal practice — what practical steps is Bär & Karrer taking to integrate innovation into its services without compromising quality?**

We see digital transformation primarily as a question of client service and efficiency. Where

can we be faster, clearer, and more precise—while preserving the human judgment and experience that clients rely on? We've piloted various AI tools for document review, legal research, drafting, and process optimization. These tools help reduce repetitive work and free up capacity for higher-value aspects of client service. We're also actively investing in upskilling our teams through regular training and channeling feedback into our legal tech team, which develops or customizes solutions tailored to our needs.

**Where do you personally see the most promising applications of legal tech in the near future, especially in complex fields like investigations or compliance?**

In investigations, speed and precision are critical. Tools that support document triage, language analysis, and pattern recognition are especially promising. But we see even greater potential in compliance—creating proactive systems that identify risks early, support ongoing monitoring, and visualize regulatory obligations clearly. Legal tech won't replace lawyers, but it will enhance their ability to assess matters with more thorough analysis of diverse data sources. It allows us to deliver more



BÄR & KARRER OFFICE IN ZÜRICH



relevant, timely work and maintain a sharper, more adaptive approach.

**Esg is no longer just a trend: how is the firm helping clients navigate evolving environmental, social, and governance expectations?**

Despite changing political winds—such as recent developments in the Us—Esg remains highly relevant. Clients face a growing patchwork of Esg regulations, and they turn to us for pragmatic, legally sound guidance. Whether it's Esg disclosures, governance reforms, or supply chain compliance, we help clients build credible, defensible strategies that align with evolving standards and stakeholder expectations.

**Tax remains a critical — and often political — topic for global businesses. How has your own tax law background influenced how the firm approaches strategic advice for multinational clients?**

Tax law is a unique blend of legal precision and economic understanding—an ideal foundation in a commercial law context. We often act as a bridge between legal and finance functions, requiring both big-picture thinking and attention to transactional detail. Our tax team, with more than 30 practitioners, is well positioned to challenge assumptions, ask the right questions, and develop strategies that are sound from a legal, accounting, and tax perspective—especially in cross-border settings. Staying curious, creative, and adaptable is key for our multinational clients to avoid pitfalls and seize opportunities in changing environments.

**«It begins with people. We build teams that are not only legally excellent but also earn deep trust»**

**Looking ahead, what are your main ambitions for Bär & Karrer over the next five years and what kind of leadership do you believe the legal industry needs right now?**

Our ambition is to pursue sustainable, profitable growth—not growth for its own sake. We aim to lead through quality, attract and retain exceptional talent, and nurture a partnership grounded in shared values. That means recommitting to excellence, investing in innovation, and deepening collaboration across generations and our six offices in Switzerland. As for the broader industry, it needs leadership that is principled, forward-thinking, and adaptive. Clients expect more than legal skills—they seek vision, accountability, and a true partnership. That is the standard we set for ourselves. 



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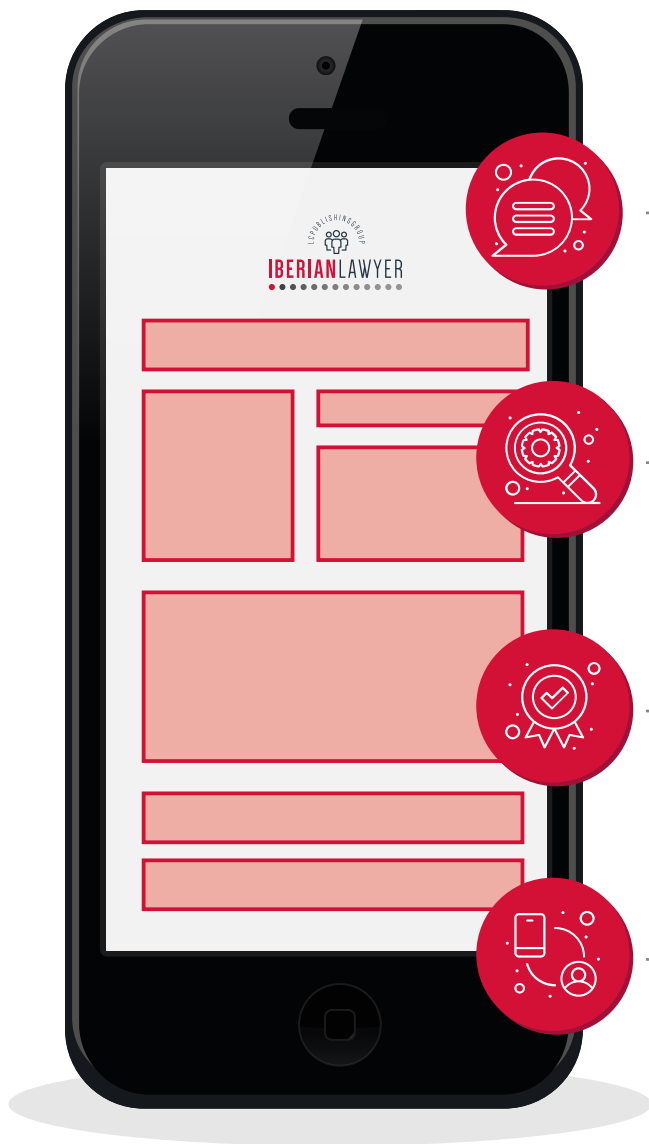


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# The Company's guardian

**KD Pharma Group's new global general counsel, Kees van Ophem, explains how he is preparing the company for strategic growth – from legal tech and compliance to Esg and Exit/Ipo readiness**

by claudia la via

"I see my role as general counsel not just to protect management, but to protect the company and its stakeholders." With this statement, **Cornelis (Kees) van Ophem**, the newly appointed Global General Counsel at KD Pharma Group, captures the essence of his leadership philosophy.

Van Ophem joined KD Pharma Group at a pivotal time for the company. The KD Pharma Group is a global CDMO (Contract Development and Manufacturing Organization) that develops products in the pharmaceutical and nutraceutical sectors. It's the worldwide leader in API production for Omega-3 pharmaceuticals and holds a similar market-leading position in Omega-3 nutraceuticals, formulation, and encapsulation services. With employees and operations across, amongst others, the Canada, Peru, UK, Norway, Germany, Switzerland, and the US, the company is known for its cutting-edge technology protected by numerous patents.

A seasoned legal executive with global experience, van Ophem has stepped into his new role at a pivotal moment for the company, as it prepares for further public market moves and faces a fast-evolving pharmaceutical and nutraceutical landscape.

**«Tariffs, trade sanctions, and evolving trade regulations are front and center for any life sciences company, including ours»**

In this interview with *MAG CH*, van Ophem shares his insights on legal priorities, the role of technology, sustainability, and the evolving responsibilities of General Counsel in an increasingly complex and innovation-driven industry.

**What does this new chapter mean to you, both professionally and personally? What drew you to the company?**

KD Pharma Group is the world leader in omega-3 production, spanning preventive life sciences, high-grade pharmaceutical APIs, consumer supplements, and even animal health. What attracted me was the company's mission and its





**«In-house counsel is more preventive and strategically aligned with the business, while external counsel tends to be more specialist and reactive»**

global footprint. Personally, the challenge of preparing the company for its next phase — going public or exploring other strategic exits — is something I find very exciting. I've been through that process several times, and each time feels like the first — it's challenging, but also deeply rewarding. Currently, we are moving to transfer KD Pharma Group's publicly traded bonds to the Oslo exchange, so called "Nordic bonds".

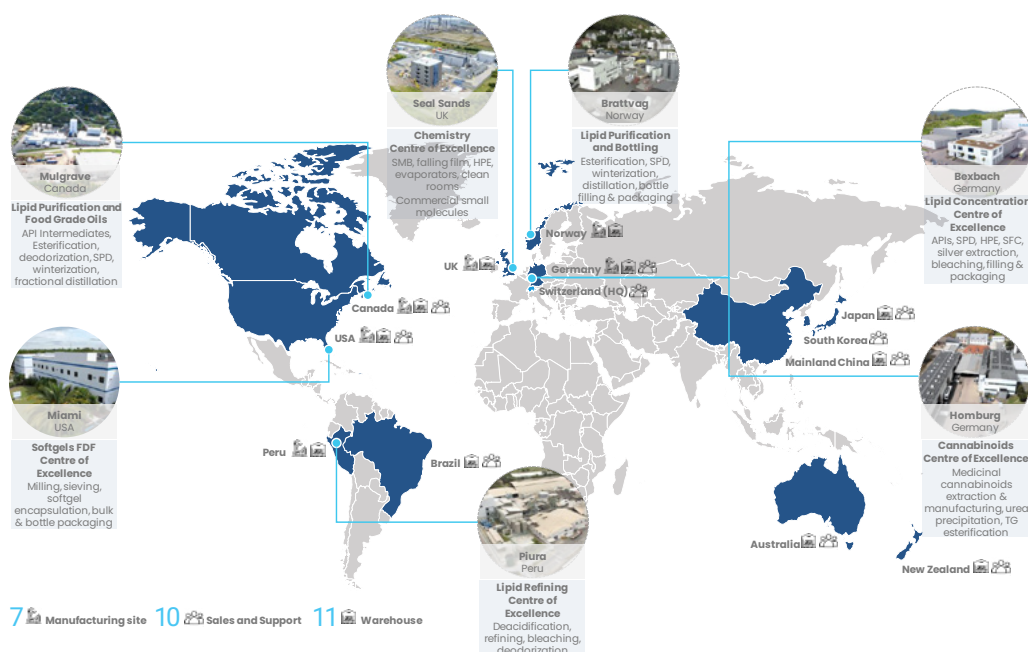
**The pharma sector is a strategic pillar of the Swiss economy, with major M&A activity recently. What legal or regulatory trends do you see shaping the industry?**

There's a lot on the agenda. Tariffs, trade sanctions, and evolving trade regulations are front and center for any pharma company, including ours. On top of that, we have increasingly complex regulations around pharmaceuticals and medical devices, especially in the EU, and reimbursement frameworks from governments and insurers. What's fascinating about healthcare is that the decision-maker, payer, and end-user are often three different parties — unlike, say, buying a car — which creates a unique legal and ethical landscape with diverse incentives. Issues of anti-corruption and fair competition remain critical.

**What are your short- and medium-term priorities as General Counsel at KD Pharma Group?**

Getting the team and the company ready for a potential exit is the obvious priority. It is currently in majority owned by PE. But equally important are further strengthening anti-corruption and compliance programs, and introducing AI systems for contract generation, filing, and document management. I've implemented these technologies before, and they're incredibly effective in boosting legal function efficiency and compliance.

## KD Worldwide



**With your global experience, how do you balance legal risk management with business enablement in such a regulated and innovation-driven sector?**

Legal has “two legs” or, better, a dual role. One leg supports the business — through contracts, negotiations, and advisory work — enabling the company’s plans, more immediate and short-term. The other is being the guardian of the company, ensuring compliance and integrity on the long-term, for the next generation. That balance is where the real challenge and fun lie. You can’t sit in the business seat, but you’re right next to it, holding the map with grey zones and “no go” areas — ready to help, and when needed, to steer things back on course.

**How do you see the role of general counsel evolving, especially in international companies?**

You can only succeed as general counsel if you deeply understand the business: the value chain, cash flow, margins, and financial metrics. Before even looking at a contract, I want to know the financial and operational expectations. The modern GC has to be financially literate, strategically sharp, and independent enough to push back when necessary.

**What do you seek in a law firm you want to partner with?**

**«My role is not primarily to protect management, but first to protect the company and its stakeholders today and for the next generation»**

First and foremost, quality. You go to a law firm because you need the best available expertise. That’s the baseline. But beyond that, the relationship matters — responsiveness, understanding your priorities, and being able to add real value. In-house counsel is more preventive and strategically aligned with the business, while external counsel tends to be more specialist and reactive. The best partnerships are those where both roles complement each other effectively.


**What are your views on integrating technology and AI in the legal department?**

AI — particularly large language models (LLMs) — are here to stay. They’re not truly “intelligent,” but they process language incredibly fast and can be transformative in contract generation, management, and compliance. Success, however, it depends on training, especially on the right prompting, and overcoming the legal profession’s natural conservatism. There’s a mental block to adopting new tools, but once people see the value, it’s game-changing.

**Sustainability is increasingly central to pharma. What role should legal departments play in Esg and sustainability goals?**

Legal plays a critical role in Esg, particularly through reporting and embedding sustainability into contracts, including supply chain agreements. But it’s not just about environmental issues; it also covers human rights and anti-corruption. It’s a cross-functional effort, and legal is central to making sure it’s embedded in how the company operates.

**Looking ahead, what kind of legal culture or team dynamic are you hoping to build at KD Pharma Group? What motivates you as a legal leader?**

I want to build a legal function focused on prevention with a fact-based, numbers driven approach. Many issues can be avoided with the right approach, whether it’s proper disclosures or thoughtful communication. Culturally, it’s about empathy, listening, and holding ourselves to high standards. Ultimately, my role is not to protect primarily management, but to protect the company and all its stakeholders — today and for the next generation. 



# A golden semester for Swiss pharma deals

According to *MAG CH*, the first half of 2025 saw record activity across biotech exits, IPOs, and cross-border M&A, with Swiss legal advisors playing a decisive role behind every major transaction

by claudia la via



Switzerland's pharmaceutical and biotech sectors entered 2025 with unmistakable momentum. In just six months, the market has seen a surge in M&A activity, venture financings, and international partnerships — all fueled by robust global demand and a thriving innovation ecosystem.

According to *Statista*, the Swiss pharmaceutical market is projected to generate USD 7.25 billion in revenue this year, with oncology drugs leading at USD 1.3 billion. With a 4.94% compound annual growth rate (CAGR) forecast through 2029, the market is set to approach USD 8.8 billion by the end of the decade — a remarkable trajectory for a country of its size. These figures highlight Switzerland's outsized influence in global pharma, particularly in R&D and precision therapies.

Home to global giants like Novartis and Roche, and supported by a dynamic ecosystem of medtech and biotech innovators, Switzerland remains a leading hub for scientific talent and pharmaceutical excellence. Consumers prioritize quality and safety, with growing interest in natural and personalized medicine. At the same time, the industry is evolving — with increasing adoption of digital health, telemedicine, and AI-driven diagnostics.

Yet challenges remain: high operating costs and stringent regulations pose obstacles for emerging companies, while an aging population and rising healthcare expenses demand more scalable and cost-effective solutions.

Against this backdrop, legal advisors have

emerged as strategic partners, enabling the growth of the sector through complex cross-border transactions, IPOs, and investment rounds. Their role is no longer behind the curtain — it is fundamental to how innovation reaches the market.

## SWISS GIANTS STILL SETTING THE PACE: NOVARTIS AND ROCHE

While scale-ups and biotech newcomers have drawn headlines, Switzerland's pharmaceutical heavyweights continue to lead the global charge.

**Novartis** made one of the year's most high-profile moves with its acquisition of **Anthos Therapeutics**, a U.S.-based cardiovascular specialist, in a deal for USD 925 million upfront. The transaction brings abelacimab — a promising Factor XI inhibitor — into Novartis's late-stage pipeline and reinforces its strategic focus on targeted therapeutic areas following the Sandoz spin-off.

Meanwhile, **Roche** staked a major claim in the competitive obesity market through a USD 5.3 billion co-development and commercialization agreement with **Zealand Pharma**. The Basel-based giant paid USD 1.65 billion upfront, positioning itself as a key contender in a high-growth therapeutic segment.

Roche also announced plans to invest USD 50 billion in the United States over the next five years. The initiative includes a USD 700 million production facility in North Carolina and a USD 550 million expansion of its diagnostics hub in





Major Swiss Pharma & Biotech Deals – H1 2025					
Deal	Value	Buyer / Investor	Target / Issuer	Swiss Legal Advisors	Leading Partners
Araris Biotech	USD 1.14B	Taiho Pharmaceutical (Japan)	Araris Biotech (CH)	BGPartner (M&A), Baker McKenzie (Tax)	Oliver Gnehm ( <b>BGPartner</b> ) Susanne Liebel-Kotz ( <b>Baker McKenzie</b> )
Windward Bio	USD 200M	OrbiMed, Novo Holdings, others	Windward Bio (CH)	BGPartner (Investors), Homburger (Company)	Oliver Gnehm ( <b>BGPartner</b> ) Andreas Müller, Margrit Marti, Oliver Kneubühl, Kaiyan Yeo, Eric Hubber, Jonas Stähli, Rebecca Sigrist and Carolina Rodriguez (Corporate / M&A), Stefan Oesterheld and Juliette Buob (Tax) and Luca Dal Molin (IP/IT) ( <b>Homburger</b> )
BioVersys	CHF 80M	Public offering on SIX	BioVersys (CH)	Homburger	Dieter Gericke and Lorenzo Togni
DCC Healthcare	GBP 1.05B	HealthCo (Investindustrial)	DCC Healthcare	Niederer Kraft Frey	Deirdre Ni Annrachain and Philippe Weber
Medermis vascular partnership	Undisclosed	Medermis Clinics	Swiss vascular centers	NKF	Moritz Maurer
Hautwerk	Undisclosed	Medermis Clinics	Hautwerk (Zurich)	Advestra NKF	Beda Kaufmann, Göktuğ Gürbüz, Fabian Loretan, Anna Capaul and Lina Eisenhut
Cerbios-Pharma	Undisclosed	HAS Healthcare	Cerbios-Pharma	Bär & Karrer	Paolo Bottini (tax and M&A), Andrea Ziswiler (corporate and M&A) and Rocco Rigozzi (corporate and real estate)

source: MAG CH estimates based on data from Legalcommunity.ch

Indiana. These efforts are expected to generate over 12,000 jobs, solidifying Roche's long-term transatlantic ambitions.

## A WAVE OF STRATEGIC ACTIVITY

Beyond the headline-grabbing giants, a vibrant mix of Swiss biotech and health-sector companies have been driving deal activity — supported by a deep bench of legal expertise.

Among the standout transactions, **Araris Biotech**, a spin-off of ETH Zurich and the Paul

Scherrer Institute, was acquired by Japan's **Taiho Pharmaceutical** for up to USD 1.14 billion. Swiss law firm **BGPartner** acted as lead legal counsel, with **Baker McKenzie** advising on tax.

In venture capital, **Windward Bio** closed a USD 200 million Series A round led by OrbiMed and Novo Holdings. **BGPartner** represented the lead investors, while **Homburger** advised the company across corporate, IP, and tax. Cross-border M&A also surged. **DCC plc** sold its healthcare division to **HealthCo** (Investindustrial) for GBP 1.05 billion, with



## THE TOP DEALS OF H1 2025

### Araris Biotech's Sale to Taiho Pharmaceutical

Value: Up to **USD 1.14 billion** (USD 400 million upfront + milestone payments)

**Overview:** A spin-off of ETH Zurich and the Paul Scherrer Institute, Araris develops cutting-edge antibody-drug conjugates (ADCs).

The acquisition by Japan's Taiho marks one of Switzerland's most notable biotech exits.

#### Legal Advisors:

- **BGPartner** (Swiss legal counsel):

**Oliver Gnehm** (Partner), **Thomas Gysin** (Managing Associate), **Tessa Douma** (Associate)

- **Baker McKenzie** (Tax counsel):

**Susanne Liebel-Kotz** (Partner), **Pascale Daniela Schwizer** (Associate), **Joane Gautschi** (Trainee)



SUSANNE LIEBEL-KOTZ

### Windward Bio's USD 200 Million Series A Financing

Value: **USD 200 million**

**Overview:** A clinical-stage Swiss biotech developing anti-TSLP antibodies for asthma and COPD, Windward raised one of Europe's largest early-stage biotech rounds.

#### Legal Advisors:

- **BGPartner** (counsel to OrbiMed & Novo Holdings):

**Oliver Gnehm**, **Victoria Marty**, **Tessa Douma**

- **Homburger** (counsel to Windward Bio):

**Andreas Müller**, **Margrit Marti**, **Oliver Kneubühl**, **Luca Dal Molin** (IP), **Stefan Oesterhelt** (Tax)



OLIVER GNEHM

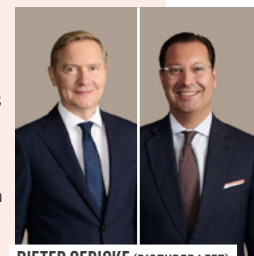
### BioVersys IPO on SIX Swiss Exchange

Value: **Targeted CHF 80 million**

**Overview:** Basel-based BioVersys went public to accelerate its antibiotic pipeline against multi-drug resistant infections - a rare and significant Swiss biotech IPO.

#### Legal Advisors:

- **Homburger** (lead counsel): **Dieter Gericke**, **Lorenzo Togni**, **Thierry Burckhardt**, **Magda Aref**, **Luca Dal Molin** (IP), **Reto Heuberger** (Tax), **Jeremy Reichlin** (Employment)



DIETER GERICKE (PICTURED LEFT)  
AND LORENZO TOGNI (PICTURED RIGHT)

### Novartis Acquires Anthos Therapeutics

**Transaction Value:** Up to USD 3.1 billion, comprising an upfront payment of USD 925 million and additional milestone-based payments.

**Overview:** In February 2025, Novartis announced its agreement to acquire Anthos Therapeutics, a Boston-based clinical-stage biopharmaceutical company specializing in cardiovascular therapies. The acquisition centers around abelacimab, Anthos's lead asset—a novel Factor XI inhibitor aimed at preventing strokes and systemic embolism in patients with atrial fibrillation.

#### Legal Advisors:

- **Anthos Therapeutics:**

**Goodwin Procter LLP** served as legal counsel to Anthos Therapeutics. The team was led by partners **Richard Hoffman**, **Lisa Haddad**, **Katherine Baudistel**, **Stuart Cable**, and **Andrew Schipper**.

**Ropes & Gray LLP** represented Anthos Therapeutics, LLC, a leading investor in Anthos Therapeutics, Inc., with a team including **Michael D. Beauvais**, **Michael E. Connolly**, and **Rajarshi Banerjee**.

**Cleary Gottlieb Steen & Hamilton LLP** advised Blackstone Life Sciences and Novo Holdings A/S, the majority investors in Anthos Therapeutics.

- **Novartis:** The legal advisors representing Novartis in this transaction have not been publicly disclosed in the available sources.

#### Financial Advisors:

- **Goldman Sachs & Co. LLC** acted as the lead financial advisor to Anthos Therapeutics.

**Morgan Stanley & Co. LLC** also served as a financial advisor to Anthos Therapeutic



MICHAEL D. BEAUVAIS

## THE TOP 3 MOST ACTIVE LAW FIRMS

With deal activity booming across biotech exits, venture financings, and healthcare consolidations, a handful of Swiss law firms have consistently appeared at the forefront. Whether advising emerging startups, multinational investors, or legacy pharma players, these firms have demonstrated deep sector expertise and strategic insight.

Here are three standout legal advisors - according to *MAG CH* estimates based on data from *Legalcommunity.ch* - who helped shape the Swiss life sciences transaction landscape in the first half of 2025:

**1**

### BGPartner

A boutique firm with a sharp focus on life sciences, BGPartner advised on both sides of major transactions in H1 2025. It represented Araris Biotech in its high-profile USD 1.14 billion sale to Japan's Taiho Pharmaceutical, and counseled lead investors OrbiMed and Novo Holdings in Windward Bio's landmark funding round. The firm's long-standing relationships with Swiss biotech clients and targeted transactional expertise earned it a prominent role in shaping the sector's momentum.

**2**

### Homburger

Homburger played a key role in two of the most visible and complex deals of the semester. The firm advised BioVersys on its IPO on SIX Swiss Exchange — one of the largest public biotech listings in Switzerland in recent years — and served as company counsel to Windward Bio in its USD 200 million Series A financing. With integrated teams spanning capital markets, tax, IP, and M&A, Homburger reinforced its reputation as a go-to advisor for both scale-ups and public-market transitions.

**3**

### Niederer Kraft Frey (NKF)

NKF stood out for its broad corporate coverage and healthcare-specific regulatory strength. The firm advised DCC plc on all Swiss aspects of its GBP 1.05 billion divestment to HealthCo, and supported Medermis Clinics in both a regional vascular partnership and the acquisition of Zurich-based Hautwerk. Its cross-practice collaboration and steady presence in healthcare M&A positioned NKF as a key player in this active first half.

**Niederer Kraft Frey (NKF)** advising on all Swiss legal aspects. NKF also supported **Medermis Clinics** in both a strategic vascular partnership and its acquisition of Zurich-based **Hautwerk**, the latter in collaboration with **Advestra**.

On the industrial side, **HAS Healthcare Advanced Synthesis** acquired **Cerbios-Pharma** through the purchase of **Chemholding**. The complex, multi-jurisdictional transaction was steered by **Bär & Karrer**, deploying specialists across M&A, tax, IP, healthcare law, and employment.

Finally, **BioVersys**, a Basel-based developer of antibiotics for drug-resistant infections, launched its CHF 80 million IPO on the SIX Swiss Exchange. The offering was legally led by Homburger, handling capital markets, regulatory, and corporate governance aspects.

## AT THE HEART OF INNOVATION: THE LEGAL ARCHITECTS

If one trend defines Swiss pharma in 2025, it's the strategic centrality of legal advisors. These firms are not only facilitating deals — they are shaping them. From financing and licensing to spin-offs, regulatory navigation, and public listings, Swiss law firms are critical enablers of sectoral innovation.

As biotech matures and global demand for targeted therapies grows, legal expertise will be pivotal in helping companies scale, globalize, and secure investment. In a landscape where legal precision meets scientific ambition, the lawyers are no longer just behind the scenes — they are writing the rules of the next era of life sciences. 



LEGALCOMMUNITYCH

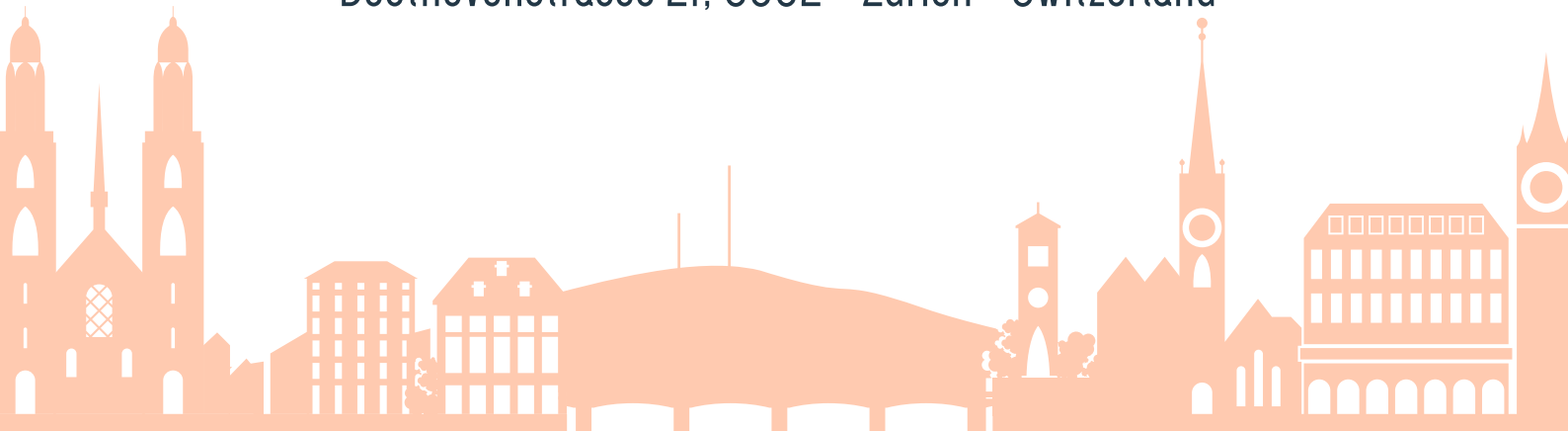
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# Borel & Barbey: balancing future and tradition

**Managing partner Luca Bozzo discusses the firm's identity, as well as the challenges and ambitions shaping its trajectory**

by flavio caci

Amongst Switzerland's most distinctive characteristics, there's the fact that each major city hosts a unique business ecosystem, providing different access points to international routes. The case of Borel & Barbey, a firm based solely in Geneva since 1907, yet active internationally, is a concrete personification of that trait. Once an associate and partner at the firm, since January 2025 **Luca Bozzo** has joined Borel & Barbey's managing partnership lineup. "More pressure, more responsibilities, more support to other partners" – that's what changed for him at first glance. Beyond those aspects though, there's much more to discover.

**You're the third and latest appointed managing partner at the firm. Could you please tell us which aspects are shared between the three of you and which are specific to your work?**

We work together on most tasks, so there is no *a priori* or specifically defined allocation of responsibilities. My two co-managing partners are **Marc Fischer** and **Nicolas Killen**, who both go back a long time in the role. Our responsibilities are somehow in continuity of what we previously experienced throughout our careers.

**«We prefer to grow organically and conservatively, avoiding trends that we don't believe represent lasting developments»**

As the newest managing partner, I am the one promoting different perspectives and pushing for changes, but also the one with the least experience. On that note, our firm never considered disruption as something necessary, yet we do our very best to always adapt and evolve. Over the last 20 years, we have managed to stay upon all standards. We do embrace progress and technological advances but not blindly or for the sake of following trends.



BOREL & BARBEY'S OFFICES IN GENEVA

«There's certainly  
no shortage  
of capable and  
skilled young  
lawyers out there»

**Borel & Barbey is synonymous with Geneva: what unique and specific opportunities does this city create for a law firm? What limits, if any, are posed by it?**

We are indeed deeply rooted in Geneva, a small city, but full of potential. Here, we do have access to a wealth of interesting cooperation opportunities, as well as a concentration of promising individuals. Of course, with that comes along quite intense competition. Now, how do we handle this? First and foremost, we always try to work with our specialists in the different fields to assist and advise our clients - companies and individuals. When advising on matters with a wider or international dimension, which is often the case, we partner with other firms based in Switzerland or abroad. The fact that our physical presence is strictly limited to Geneva provides us with a distinct advantage: it grants us complete

freedom in choosing the specialists we collaborate with. We're not tied to any larger structure or firm that might impose specific choices on us. This independence is a deliberate decision on our part.

**Based on this model, it seems like lateral hires for the partnership would not fit the firm's wider strategic approach, is that the case?**

That's correct: while we don't typically consider lateral hires for partnership positions, we do engage in lateral hiring for certain senior roles. In such cases, advancement to partnership remains contingent on the lawyer demonstrating strong technical expertise, substantial experience, and importantly, exceptional interpersonal and leadership skills.

**Speaking of the next generation at the firm, are you seeing any peculiar shift in mentality among your younger associates?**

The new generation is often described as problematic, because, as a matter of principle, more concerned about work-life balance. While I think it is a clear trend, at Borel & Barbey we don't see it as a negative one. 30 years ago there were just no limits: if you wanted to be a lawyer - so they said - the first five to seven years of your career, you had to sacrifice your private life. That's clearly something that the new generation does not accept anymore. Notwithstanding such change, we can definitely say there's no shortage of capable and skilled young lawyers out there.

## LUCA BOZZO'S PROFESSIONAL TIMELINE

**Since 2025:** Managing Partner at Borel & Barbey

• **2015-2024:** Partner at Borel & Barbey

• **2011-2014:** Associate at Borel & Barbey

• **2007-2010:** Associate at Lenz & Staehelin Zurich

• **2007:** Geneva Bar

• **2004-2007:** Trainee lawyer at Lenz & Staehelin Geneva

• **2003:** Master of Law (MLaw), bilingual French-German, Universities of Fribourg & Zurich



**You transitioned to managing partnership in 2025, amid a moment of economic instability. Has that impacted any of your strategic decisions for the firm?**

As a partnership, we have never evolved based on trends. When we decide to allocate more resources to a certain department, it means we have strong feeling and data showing the need for that change. We do tend to make these decisions more carefully than some of our competitors. So while we might not capture the same immediate value from positive trends, we will also take on fewer risks in case of a downturn. As a consequence, our business model won't "explode" upwards in case of an excessively good economic environment, though we would certainly benefit from it nonetheless. That's also true on the flip side of the coin, when we can better absorb an economic downturn. We prefer to grow organically and conservatively, avoiding trends that we don't believe represent lasting developments.

**Throughout your career, you supported companies of all sizes and typologies. To what extent do you rely on versatility as a tool to navigate the responsibilities of a managing partner?**

Just like my fellow managing partners, I had the luck to be in very close contact with bright and skilled clients and to participate in a lot of business ventures. I do believe that this is helpful, however the most important aspect of that experience is the personal and human side, even more than the technical one. For sure, having the opportunity to work on different business transactions and evolve in a business environment gives you a certain degree of flexibility.

**Borel & Barbey was founded in 1907. How do you ensure that the firm's original values are maintained while still being up to date with the market's evolution?**

Over the last 20 years, we have undergone a major shift towards a more technical approach. Today, lawyers must be specialised, there's no way around it. As a firm, we've done our very best to embrace this change without detaching from our clients' interests. 📱



LUCA BOZZO



# LEGALCOMMUNITYWEEK

LC PUBLISHING GROUP

Patronage



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DE LA ABOGACÍA  
DE MADRID



ORDINE DEGLI  
AVVOCATI DI MILANO



ORDINE DEI  
DOTTORI COMMERCIALISTI E DEGLI  
ESPERTI CONTABILI

M I L A N O

Milan Bar accreditation request in progress

## NEXT EDITION

# 09-13

# JUNE 2025

# MILAN 9<sup>th</sup> EDITION

# THE GLOBAL EVENT FOR THE LEGAL BUSINESS COMMUNITY

[www.legalcommunityweek.com](http://www.legalcommunityweek.com)



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# LEGALCOMMUNITYWEEK

LC PUBLISHING GROUP

## THE GLOBAL EVENT FOR THE LEGAL BUSINESS COMMUNITY

### PLATINUM PARTNERS



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VITALE

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PUCCIO  
PENALISTI ASSOCIATI



SIMBARI  
AVVOCATI PENALISTI

Trevisan & Cuonzo

### SILVER PARTNERS



### SUPPORTERS



### MEDIA PARTNERS



THURSDAY 5 JUNE			VENUE - MILAN	
18:30	Pre-Opening Cocktail		Signorvino Via Pasubio 2	INFO
FRIDAY 6 JUNE			VENUE - MILAN	
11:00 13:00	Conference: Risk management in the pharma sector: corporate strategies and best practices		Excelsior Hotel Gallia Piazza Duca D'Aosta 9	REGISTER
LUNCH TO FOLLOW				
MONDAY 9 JUNE			VENUE - MILAN	
09:00 13:00	Opening Conference: Legal market trends: overview from international leaders	CHIOMENTI INTESA 	 Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
LUNCH BREAK				
14:00 16:00	Roundtable: International desks: aligning results strategy with results for global success		 Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
14:00 16:00	Roundtable: The Italian state's warehouse of tax receivables. Opportunities and challenges for lawyers and investment funds		 Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
COFFEE BREAK				
16:00 18:00	Roundtable: Legal privilege: international tour		 Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
18:00 NETWORKING COCKTAIL				
18:30	General Counsel Cocktail		Gatti Pavesi Bianchi Ludovici Piazza Borromeo 8	INFO
From 20:15	Garden Terrace Party + MIZOArts Expo - FUTURO ANTERIORE 9-13 June. For visits <a href="mailto:ccardinaletti@castaldipartners.com">ccardinaletti@castaldipartners.com</a>		CastaldiPartners Via Savona 19/A   Milan	INFO
TUESDAY 10 JUNE			VENUE - MILAN	
08:00 09:30	Dialogue: Breakfast on finance		 Gianni & Origoni Piazza Belgioioso 2 - Milan	REGISTER
09:15 13:00	Conference: 2025 Tax update: corporate groups and wealth management industry	MAISTO E ASSOCIATI	 Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
11:00 13:00	Roundtable: The Strategic Value of Data in HR Management		 Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
LUNCH BREAK				
14:00 16:00	Roundtable: AI between transparency and data protection		 Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
14:00 16:00	Roundtable: Corporate investigations: navigating new risks for companies and professionals		 Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
14:15 16:00	Roundtable: Professional skills for tomorrow's lawyers?		 Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
COFFEE BREAK				
16:00 18:00	Roundtable: Algeria and the Mattei Plan: a roadmap for strategic collaboration		 Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
16:00 18:00	Roundtable: Digitalization and employment		 Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
16:15 18:00	Roundtable: M&A Cross Border		 Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER

18:00	🍷 NETWORKING COCKTAIL				
19:00	Women leadership: the in-house cocktail			Baker McKenzie Piazza Filippo Meda 3	INFO
From 20:00	Fivers Cocktail			FIVERS Via Paleocapa 5	INFO
WEDNESDAY 11 JUNE				VENUE - MILAN	
06:30	Run the Law			Canottieri San Cristoforo Alzaia Naviglio Grande 122	INFO
09:15 11:00	Conference: Investment funds entering the legal sector			Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
09:30 13:00	Conference: Defence Meets Capital: Mobilising Finance for Europe's Protection			Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
11:00 13:00	Roundtable: From stress to success: manage mental health balance and prevent burnout in the legal career			Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
🍴 LUNCH BREAK					
14:00 16:00	Roundtable: M&A and intangible assets			Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
14:15 16:00	Roundtable: Real Estate Investment Market 2025 Business opportunities in Hotels, Logistics and CRE			Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
☕ COFFEE BREAK					
16:00 18:00	Roundtable: IP and the Making of Icons: From Legal Protection to Market Reverence			Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
16:00 18:00	Roundtable: Nuclear power in the energy transition			Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
18:00	🍷 NETWORKING COCKTAIL				
19:15 23:00	Corporate Awards			Padiglione Visconti Via Tortona, 58 Milan	INFO
THURSDAY 12 JUNE				VENUE - MILAN	
09:00 13:00	Conference: International arbitration & mediation. The impact of technology and trade wars			Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
🍴 LUNCH BREAK					
14:00 16:00	Roundtable: AI in criminal law: revolutionizing investigations and legal procedures			Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
14:00 16:00	Roundtable: Diversity and inclusion in the legal profession: shaping future legal careers and workplaces			Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
14:30 16:30	Roundtable: AI, Compliance and M&A: Evolving Legal Counsel Roles in Banking and Finance			Hotel Principe di Savoia Piazza della Repubblica 17	REGISTER
☕ COFFEE BREAK					
19:00	Rock the Law			Magazzini Generali Via Pietrasanta 16	REGISTER





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CONFERENCE

# RISK MANAGEMENT IN THE PHARMA SECTOR: CORPORATE STRATEGIES AND BEST PRACTICES

6 JUNE | 11.00 - 13.00


LUNCH TO FOLLOW

EXCELSIOR HOTEL GALLIA - Piazza Duca D'Aosta, 9

**06/06/2025**  
**11.00 - 13.00**

**EXCELSIOR HOTEL GALLIA**  
Piazza Duca D'Aosta, 9  
Milan, Italy

**REGISTER  
HERE**

Event to be held in **SPEAKERS:****Federico Esposito**, Vice President, Legal & Compliance and Global Internal Auditing, *Chiesi***Alessandra Fidone**, Legal Affairs Director, *Zambon***Simone Gruppuso**, Corporate Counsel Italy, France and Spain, *Regeneron***Enrico Maria Mancuso**, Partner, Head of the Italian CC&I Practice, *Herbert Smith Freehills Kramer***Francesca Messina**, Sr. Legal Director, *Johnson & Johnson Innovative Medicine Italy***Benedetta Piergentili**, Associate Director Medical Affairs, *Santen***MODERATOR****Laura Orlando**, Managing Partner and EMEA Head of Life Sciences, *Herbert Smith Freehills Kramer*For information please send an email to: [anna.palazzo@lcpublishinggroup.com](mailto:anna.palazzo@lcpublishinggroup.com) T: +34 915633691

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OPENING CONFERENCE

# LEGAL MARKET TRENDS: OVERVIEW FROM INTERNATIONAL LEADERS

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## PROGRAM

- 8:45 Check-In and Welcome Coffee
- 9:10 Opening Speech  
**Aldo Scaringella**, CEO, *LC Publishing Group S.p.A*
- 9:15 Welcome Messages  
**Emmanuel Conte**, Councillor for Budget, State Property and Extraordinary Housing Plan  
*Municipality of Milan*  
**Antonino La Lumia**, President, *Milan Bar Association*
- 9:30 **Introductory Speech**  
**Luca Andrea Frignani**, Partner, *Chiomenti*
- 9:45 **Roundtable I - Current legal landscape: market forces in action**  
**Speakers:**  
**Franck Audran**, Partner & Member of the Committee, *Gide Loyrette Nouel*  
**Filippo Cossalter**, Head of Legal Europe, Middle East and Africa, *Ericsson*  
**Nicola Di Molfetta**, Editor-in-Chief, *Legalcommunity.it & MAG*  
**Stéphanie Fougou**, General Counsel, *Technicolor*, Chairwoman of the Board, *ECLA*  
**Laura Segni**, Head of IMI CIB Legal Advisory, *Intesa Sanpaolo*  
**Moderator:**  
**Michela Cannovale**, Journalist, *Inhousecommunity.it & MAG*
- 11:00 Coffee Break
- 11:30 **Roundtable II - Future horizons: anticipating tomorrow's legal market transformation**  
**Speakers:**  
**Mohamed Elmogy**, General Counsel, *Siemens Energy UAE* & President, *ACC MENA*  
**Fabrizio Di Benedetto**, Team Coordinator for Antitrust and State aid Advisory at Antitrust Affairs  
DC Institutional Affairs, *Intesa Sanpaolo*  
**Ilaria Iaquina**, Editor-in-Chief, *Iberianlawyer.com*  
**Alicia Muñoz Lombardia**, Deputy Secretary of the Board, Head of Governance and Legal, *Santander Spain*  
**Agostino Nuzzolo**, General Counsel and Legal, Regulatory and Tax Affairs Executive Vice President - DPO  
and Secretary of the Board, *TIM*  
**Nicola Verdicchio**, Chief Legal Officer, *Pirelli*  
**Moderator:**  
**Michela Cannovale**, Journalist, *Inhousecommunity.it & MAG*
- 12:45 Closing Remarks
- 13:00 Lunch

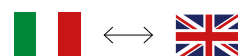
**09/06/2025**  
9h - 13h

**PRINCIPE DI SAVOIA**  
Piazza della Repubblica 17  
Milan, Italy

**REGISTER  
HERE**



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ROUNDTABLE

# INTERNATIONAL DESKS: ALIGNING RESULTS STRATEGY WITH RESULTS FOR GLOBAL SUCCESS

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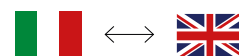
09/06/2025

14h - 16h

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## Opening Speech

**Sabrina Pugliese**, Partner, Head of Legal Services, *KPMG Italy*

## SPEAKERS:

**Andrea Albano**, WW General Counsel, *Fendi*

**Emiliano Berti**, Head of Legal & Compliance, MN Europe, *Nokia*

**Fabrizio Caretta**, Group Chief Legal & Compliance Officer, *Dolce & Gabbana*

**Daniele Novello**, Managing Director and General Counsel, *TotalEnergies Italia Servizi*

**Umberto Simonelli**, Chief Legal & Corporate Affairs Officer and Company Secretary, *Brembo*

## MODERATOR:

**Michela Cannovale**, Journalist, *Inhousecommunity.it* & *MAG*

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ROUNDTABLE

# THE ITALIAN STATE'S WAREHOUSE OF TAX RECEIVABLES.

## Opportunities and challenges for lawyers and investment funds

**09/06/2025****14h - 16h****PRINCIPE DI SAVOIA**Piazza della Repubblica 17  
Milan, Italy**REGISTER  
HERE****SPEAKERS:****Dario Amata**, CEO, *Creset (Gruppo Fire)***Emanuela Crippa**, Head of Legal, *Intrum***Laura Gasparini**, Chief Corporate & Investment Banking Officer, *Cherry Bank***Alessandro Fracanzani**, Founding Partner & CEO, *Apeiron Management***Domenico Gaudiello**, Partner, Head of Public Finance, Global Head of Alternative Lending, *CMS***MODERATOR:****Valentina Magri**, Journalist, *Financecommunity.it* & *MAG*Event to be held in For information please send an email to: [anna.palazzo@lcpublishinggroup.com](mailto:anna.palazzo@lcpublishinggroup.com) T: +34 915633691

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ROUNDTABLE

# LEGAL PRIVILEGE: INTERNATIONAL TOUR

9 JUNE | 16.00 - 18.00

HOTEL PRINCIPE DI SAVOIA | Piazza della Repubblica 17 | Milan, Italy

**SPEAKERS:****Dahir Ali**, Vice President, General Counsel Asia Pacific, *CNH Industrial***Isabel Fernandes**, Group Legal Counsel, *Grupo Visabeira***Stéphanie Fougou**, EVP/ General Counsel, *Technicolor group*Chairwoman of the Board, *ECLA***Giorgio Martellino**, General Counsel and Compliance Officer, *Avio*, President, *AIGI***Frederic Puel**, Partner, *Fidal***Javier Ramirez**, Vice President & Associate General Counsel, Regions Litigation, *HP Inc.*Head of Advocacy, *ACC Europe***Mahmoud Shaarawy**, Chief Legal & Compliance Officer, *HSA Group***MODERATOR****Giovanni Lega**, Managing Partner, *LCA Studio Legale* and Chairman of *ASLA*  
(*Association of Law Firms operating in Italy*).

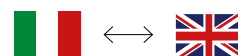
09/06/2025

16h - 18h

PRINCIPE DI SAVOIA

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# General Counsel COCKTAIL

GATTI PAVESI BIANCHI LUDOVICI  
Piazza Borromeo 8 - Milan

9  
June  
2025  
from 18.30

TO BE PRESENTED  
DURING THE EVENT:

GC CHAMPIONS LIST  
2025

BY INHOUSECOMMUNITY.IT

EVENT DEDICATED TO IN-HOUSE LAWYERS - THIS INVITATION IS STRICTLY PERSONAL  
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GARDEN TERRACE  
PARTY

09-06-2025

FROM 20.15

@MIZOARTS EXPO  
FUTURO INTERIORE

To be held during the event.

The temporary exhibition will continue  
until 13/06/2025.For visits after 9 June, please contact  
[ccardinaletti@castaldipartners.com](mailto:ccardinaletti@castaldipartners.com)**CastaldiPartners**  
**Via Savona 19/A - Milan**EVENT DEDICATED TO IN-HOUSE LAWYERS - THIS INVITATION IS STRICTLY PERSONAL  
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GIANNI &  
ORIGONI

Piazza Belgioioso 2 - Milan

10.06.2025

8:00-9:30

ON FINANCE *Breakfast*

Global Finance Unlocked: Navigating the new Geopolitical Landscape


Francesco Gianni

Founding Partner, Gianni &amp; Origoni

Flavio Valeri

Chairman, Lazard Italy

SPEAKERS

MODERATOR **Nicola Di Molfetta**  
Editor-in-Chief, *Financecommunity.it* & MAG**Register**Event to be held in For information: [anna.palazzo@lcpublishinggroup.com](mailto:anna.palazzo@lcpublishinggroup.com)

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## CONFERENCE

# 2025 TAX UPDATE CORPORATE GROUPS AND WEALTH MANAGEMENT INDUSTRY

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8.45 Check-In &amp; Welcome Coffee

9.10 Greetings

Aldo Scaringella, CEO, LC Publishing Group S.p.A.

9.20 OPENING SPEECH

Guglielmo Maisto, Senior Partner, Maisto e Associati

9.25 KEYNOTE SPEECH

Maurizio Leo, Deputy Minister of Economy and Finance

9.35 TARIFFS AND THEIR IMPACT ON THE GLOBAL TAX PANORAMA

Speakers

Simone Crolla, Managing Director

American Chamber of Commerce in Italy

Dr Johann Hattingh, Professor of Law, University of Cape Town

Moderator

Guglielmo Maisto, Senior Partner, Maisto e Associati

10.15 SESSION I:

RULINGS: TAX UPDATES AND INTERPRETATIVE CHALLENGES

Speakers

Alessandro Bucchieri, Head of Tax Affairs, Enel Group (Italy)

Angelo Falbo, Head of Relations with the Financial

Administration and Tax Audits, Intesa Sanpaolo

Nicoletta Savini, Group Head of Tax, TIM

Moderator

Marco Valdonio, Partner, Maisto e Associati

11.00 Coffee Break

11.30 SESSION II:

COOPERATIVE COMPLIANCE:  
TAX UPDATES AND NEW CHALLENGES

Speakers

Luca La Barbera, Tax Managing Director, Accenture

Sara Lautieri, Group Administration Manager

Società Reale Mutua di Assicurazioni

Aaron Meneghin, Tax Director, Valentino

Giuseppe Nicosia, Tax Director, Snam

Moderator

Marco Valdonio, Partner, Maisto e Associati

12.00 SESSION III:

TAX UPDATES ON INDIVIDUALS AND WEALTH MANAGEMENT

Speakers

Marco Allena, Dean, Faculty of Economics and Law, Full Professor of Tax Law, Università Cattolica del Sacro Cuore

Sarah Catania, Head of Private Bank Italy &amp; Greece, J.P.

Morgan Private Bank

Giancarlo Giudici, Full Professor, Politecnico di Milano

Alessandra Losito, Country Head of Italy, Pictet Wealth Management

Andrea Ragaini, Deputy General Manager, Banca Generali President, Italian Private Banking Association

Moderator

Marco Cerrato, Partner, Maisto e Associati

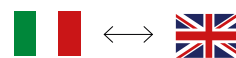
12:40 KEYNOTE SPEECH

Antonino La Lumia, President, Milan Bar Association

13:00 Lunch

10 JUNE  
09.15 - 13.00PRINCIPE DI SAVOIA  
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ROUNDTABLE

# THE STRATEGIC VALUE OF DATA IN HR MANAGEMENT


10 JUNE | 11.00 - 13.00

HOTEL PRINCIPE DI SAVOIA | Piazza della Repubblica 17 | Milan, Italy

## SPEAKERS:

**Massimiliano Arlati**, Founding Partner & Managing Director, *LabLaw Firm & Company***Gabriele Belsito**, Chief Human Resources Officer, *Eataly***Francesca Manili Pessina**, EVP Human Resources and Facility Management, *Sky Italia***Alessandro Premoli**, Head of HR Italy F&B, *Autogrill by Avolta***Maria Francesca Quattrone**, Founder, *Dike Legal***Francesco Rotondi**, Founding Partner & Managing Partner, *LabLaw Firm & Company*

## MODERATOR

**Valentina Magri**, Journalist, *Financecommunity.it* & *MAG*N°1  
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ROUNDTABLE

# AI BETWEEN TRANSPARENCY AND DATA PROTECTION

10 JUNE | 14.00 - 16.00

HOTEL PRINCIPE DI SAVOIA | Piazza della Repubblica 17 | Milan, Italy

10/06/2025

14h - 16h

PRINCIPE DI SAVOIA

Piazza della Repubblica 17  
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## OPENING SPEECH:

**Daniele Caneva**, Law Leader and IP Department Leader, EY SLT

## SPEAKERS:

**Maurizio di Bartolomeo**, Head of Legal and Corporate Affairs & Corporate Secretary  
Gruppo Giochi Preziosi**Alice Flacco**, General Counsel, MicroPort Scientific Corporation (CRM)**Fabrizio Manzi**, General Counsel, Italiaonline**Luigi Neirotti**, Senior Legal Counsel, IT and Data Protection, EY SLT

## MODERATOR

**Nicola Di Molfetta**, Editor-in-Chief, Legalcommunity.it & MAGEvent to be held in For information please send an email to: [anna.palazzo@lcpublishinggroup.com](mailto:anna.palazzo@lcpublishinggroup.com) T: +39 02 36727659\*by the Milan Bar  
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ROUNDTABLE

# CORPORATE INVESTIGATIONS: NAVIGATING NEW RISKS FOR COMPANIES AND PROFESSIONALS

10 JUNE | 14.00 - 16.00

HOTEL PRINCIPE DI SAVOIA | Piazza della Repubblica 17 | Milan, Italy

**Greetings**

Aldo Scaringella, CEO, LC Publishing Group S.p.A.

**Keynote Speech**

Gary Miller, Chairman, International Fraud Group (IFG), London

**Speakers**

Elisa Antonietta Blardone, Compliance Director, MicroPort Scientific Corporation (CRM)

Eugenio Fusco, Deputy Prosecutor, Milan Public Prosecutor's Office

Saverio Lembo, Partner and Co-Head of White-Collar Crime practice group, Bär &amp; Karrer, Geneva

Giovanni Lombardi, Deputy CEO &amp; General Counsel, illimity Bank

Simona Paccioretti, Internal Audit Director, Sisal

Adriano Peloso, Legal Director EMEA, Italy, Iberia &amp; Israel, Lenovo and Board Member, AIGI

Cristina Rustignoli, Country General Counsel, Generali Italia

**Moderator**

Andrea Puccio, Founding Partner, Puccio Penalisti Associati

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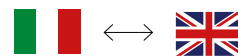
10/06/2025

14h - 16h

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ROUNDTABLE

# PROFESSIONAL SKILLS FOR TOMORROW'S LAWYERS?

10 JUNE | 14.15 - 16.00

HOTEL PRINCIPE DI SAVOIA | Piazza della Repubblica 17 | Milan, Italy

**SPEAKERS:****Luca Arnaboldi**, Managing Partner, *Carnelutti Law Firm***Luca Barabino**, Ceo & Founder, *Barabino & Partners***Margherita Barié**, Partner, *Carnelutti Law Firm***Andrea Brancatelli**, Legal Director, *MoneyGram International***Rosy Cinefra**, Chief Legal, Compliance, Risk and ESG Officer, *Gruppo Fibonacci***Francesco Francica**, Partner, *Carnelutti Law Firm***Gabriella Porcelli**, General Counsel, Chief Compliance Officer & Board Secretary, *Iveco Group***Valentina Ranno**, General Counsel, Head of Legal & Compliance, *L'Oréal***MODERATOR****Letizia Ceriani**, Journalist, *Legalcommunity.it & MAG*N°1  
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ROUNDTABLE

# ALGERIA AND THE MATTEI PLAN: A ROADMAP FOR STRATEGIC COLLABORATION

**10 JUNE | 16.00 - 18.00**

**HOTEL PRINCIPE DI SAVOIA**

Piazza della Repubblica 17 | Milan, Italy

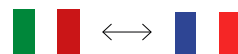
**10/06/2025**  
**16h - 18h**

**PRINCIPE DI SAVOIA**  
Piazza della Repubblica 17  
Milan, Italy

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## SPEAKERS\*:

**Francesca Alicata**, Chief External Relations, *Simest*

**Enrico Castaldi**, Founder, *CastaldiPartners*

**Fabio Fagioli**, Group General Counsel, *MAIRE*

**Fabio Moretti**, Partner, *CastaldiPartners*

**Paola Valerio**, Head of Institutional Relations, *SACE*

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# DIGITALIZATION AND EMPLOYMENT

10 JUNE | 16.00 - 18.00

HOTEL PRINCIPE DI SAVOIA | Piazza della Repubblica 17 | Milan, Italy

10/06/2025  
16h - 18h

PRINCIPE DI SAVOIA  
Piazza della Repubblica 17  
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## SPEAKERS:

**Michela Bani**, Founding Partner, NIUS

**Alessandra Bini**, Senior Counsel, Compliance Officer Europe, IBM

**Simone Davini**, Head of Legal & Corporate Affairs, Crédit Agricole Corporate & Investment Bank

**Carlos Menor**, Legal Director and Compliance Officer, Grupo Renault Iberia

**Alessandro Paone**, Founding Partner, NIUS, Expert Advisor, Ministry of Labour


**Clemente Perrone**, Chief People & Organization Officer, Gruppo Sirti

**Javier Ramirez**, Vice President & Associate General Counsel, Regions Litigation, HP Inc.  
Head of Advocacy, ACC Europe

**Marco Russomando**, Chief HR & Organization Officer, illimity Bank

## MODERATOR

**Gloria Paiva**, Journalist, Iberianlawyer.com

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# M&A CROSS BORDER

10 JUNE | 16.15 - 18.00

HOTEL PRINCIPE DI SAVOIA

Piazza della Repubblica 17 | Milan, Italy

10/06/2025  
16.15h - 18h

PRINCIPE DI SAVOIA

Piazza della Repubblica 17  
Milan, ItalyREGISTER  
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## SPEAKERS:

Event to be held in

**Antonio Adami**, Senior Director & General Counsel EMEA, *Recurrent Energy*, a Subsidiary of *Canadian Solar***Stefano Bianchi**, Managing Partner and Head of M&A, *Pavia e Ansaldo Studio Legale***Federico Dal Poz**, Chief Legal Officer, *Amplifon***Edoardo Disetti**, Legal Director | Head of M&A and Corporate Transactions, *MSC Mediterranean Shipping Company***Mohamed Elmogy**, General Counsel, *Siemens Energy UAE* & President, *ACC MENA***Isabel Fernandes**, Group Legal Counsel, *Grupo Visabeira***Matteo Grassani**, Group General Counsel, *Zahid Group***Mahmoud Shaarawy**, Chief Legal & Compliance Officer, *HSA Group*

## MODERATOR

**Julia Gil**, Journalist, *IberianLawyer.com* & *Financecommunity.es*For information please send an email to: [anna.palazzo@lcpublishinggroup.com](mailto:anna.palazzo@lcpublishinggroup.com) T: +39 02 36727659\*by the Milan Bar  
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# Women leadership

the  
in-house  
cocktail

10  
June

From 19:00

**Baker McKenzie**  
Piazza Filippo Meda 3  
Milan

EVENT DEDICATED TO IN-HOUSE LAWYERS - THIS INVITATION IS STRICTLY PERSONAL  
FOR INFORMATION PLEASE SEND AN EMAIL TO: [HELENE.THIERY@LCPUBLISHINGGROUP.COM](mailto:HELENE.THIERY@LCPUBLISHINGGROUP.COM)

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# FIVERS 5 COCKTAIL

10.06.25

from 20:00

**FIVERS**

**Studio Legale e Tributario**

Via Paleocapa 5 | Milan

EVENT DEDICATED TO IN-HOUSE LAWYERS

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Wednesday  
**11 JUNE 2025**

**6KM (NON-COMPETITIVE)**



**REGISTER NOW WITH ENDU**

**PARTICIPATION: €10**

The fee includes: participation to the run, use of the changing room, gadget, breakfast.

**WHERE:**

Canottieri San Cristoforo  
Via Alzaia Naviglio Grande 122, Milan

**PROGRAM:**

6:15 am general gathering  
6:30 am race departure  
7:00 – 8:30 am use of the changing room and breakfast

Organized by




Partner



ROUNDTABLE

# INVESTMENT FUNDS ENTERING THE LEGAL SECTOR

**11/06/2025****9.15h - 11h****PRINCIPE DI SAVOIA**Piazza della Repubblica 17  
Milan, Italy**REGISTER  
HERE**Event to be held in **SPEAKERS:****Umberto Baldi**, Chief Legal Officer & General Counsel, *Snam***Claudio Berretti**, General Manager and Executive Director, *TIP – Tamburi Investment Partners***Nicola Bordignon**, Managing Partner, *ITAGO***Stefania Radoccia**, Managing Partner, *BIP Law and Tax***MODERATOR****Gloria Paiva**, Journalist, *Iberianlawyer.com*For information please send an email to: [anna.palazzo@lcpublishinggroup.com](mailto:anna.palazzo@lcpublishinggroup.com) T: +39 02 36727659

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CONFERENCE

# INVESTING IN DEFENCE: MOBILISING FINANCE FOR EUROPE'S PROTECTION

**11 JUNE | 09.30 - 13.00**

Lunch to follow

**HOTEL PRINCIPE DI SAVOIA** - Piazza della Repubblica 17 | Milan, Italy

**09:00** Check-In and Welcome Coffee

**09:20** Opening Speech by  
**Fabrizio Pagani**, Partner, *Vitale & Co.* | former *G20 Sherpa* and *OECD Director*
**09:45** **Panel I: The European Defense Industry: New Tools and Mechanisms**
**Speakers**
**Orlando Barucci**, Managing Partner, *Vitale & Co.*
**Patrizia Celia**, Head of Large Caps, Investment Vehicles, *Borsa Italiana - EURONEXT*
**Luca Principi**, CEO, *Sidereus*
**Bruno Spagnolini**, President, *MECEAR Aviation Group*, former CEO *AgustaWestland*
**Costantin Terzago**, Managing Director, *Mutares*
**Moderator**
**Valentina Magri**, Journalist, *Financecommunity.it* & *MAG*
**11:00** Coffee Break

**11:30** **Panel II: Mobilizing Capital: Is Investing in Defense Good Business?**
**Speakers**
**Laurence Boone**, Santander Europe, former French Minister for European Affairs

**Calin Jurma**, Security and Defense Office, *European Investment Bank*
**Giuseppe Lacerenza**, Partner, *Keen Venture Partners*
**Ignacio Mataix**, Senior Advisor, *Trilantic Capital Partners*, former CEO *Indra*
**Andrea Pescatori**, CEO and Managing Partner, *Sienna IM Italia SGR*, (former *Ver Capital SGR*)

**Moderator**
**Valentina Magri**, Journalist, *Financecommunity.it* & *MAG*
**13:00** Light Lunch

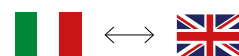
**11/06/2025**
**9.30h - 13h**
**PRINCIPE DI SAVOIA**

 Piazza della Repubblica 17  
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 the Chatham House rule

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ROUNDTABLE

# FROM STRESS TO SUCCESS: MANAGE MENTAL HEALTH BALANCE AND PREVENT BURNOUT IN THE LEGAL CAREER

11 JUNE | 11.00 - 13.00

HOTEL PRINCIPE DI SAVOIA | Piazza della Repubblica 17 | Milan, Italy

11/06/2025  
11h - 13hPRINCIPE DI SAVOIA  
Piazza della Repubblica 17  
Milan, ItalyREGISTER  
HEREEvent to be held in **SPEAKERS:****Lodovico Bianchi Di Giulio**, Group General Counsel, *BIP Group***Antonia Cosenz**, Head of Legal and Regulatory Affairs, *Banco BPM***Luís Graça Rodrigues**, Head of Legal Department, Europe | Lusophone Africa | Philippines, *Minsait***Angelica Orlando**, General Counsel, *Sky Italia***Nicola Romano**, Co-Managing Partner, *QLT***MODERATOR****Letizia Ceriani**, Journalist, *Legalcommunity.it* & *MAG*For information please send an email to: [anna.palazzo@lcpublishinggroup.com](mailto:anna.palazzo@lcpublishinggroup.com) T: +39 02 36727659\*by the Milan Bar  
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ROUNDTABLE

# M&A AND INTANGIBLE ASSETS

**11 JUNE**  
**14.00 - 16.00**

**PRINCIPE DI SAVOIA**  
Piazza della Repubblica 17  
Milan, Italy

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## SPEAKERS:

**Stefano Candela**, Partner, *Lexsential*

**Vincenzo Jandoli**, Partner, *Lexsential*


**Elena Mauri**, Group Legal Affairs & IP Director, *Ermenegildo Zegna*

**Alexandre Moscianese**, Partner, *Arkios*

**Paolo Quaini**, Chief Legal & Compliance Officer, *ITA Airways*

## MODERATOR:

**Ilaria Iaquinta**, Editor-in-Chief, *Iberianlawyer.com*

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ROUNDTABLE

# REAL ESTATE INVESTMENT MARKET 2025

## Business Opportunities in Hotels, Logistics and CRE

### OPENING SPEECH

**Enrico Riso**, Managing Director Italy, *Intrum Italy*

### SPEAKERS\*:

**Simone Di Gennaro**, Chief Executive Officer, *Carlo Maresca Real Estate*

**Stefano Keller**, Managing Director & Partner, *LFPI Italia Reim*, Hospitality Committee Chairman  
*Confindustria-Assoimmobiliare*

**Michele Lodigiani**, Country Director Italy, *Mileway*

**Davide Schiffer**, CEO, *Borgosesia SpA*

**Filippo Tuccimei**, Head of M&A and Structured Finance, *Gruppo Statuto*

**Marco Zorzetto**, Managing Director Investments, *Hines*

### MODERATORS:

**Giampaolo Corea**, Co-Managing Partner, *Demosthenes*

**Leonardo Stassi**, Head of Hospitality, *Coldwell Banker Commercial Italy*

11 JUNE

14.15 - 16.00

HOTEL

PRINCIPE DI SAVOIA

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# IP AND THE MAKING OF ICONS: FROM LEGAL PROTECTION TO MARKET REVERENCE

11 JUNE

16.00 - 18.00

HOTEL

PRINCIPE DI SAVOIA

Piazza della Repubblica 17  
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## SPEAKERS:

**Daniela Ampollini**, Partner, *Trevisan & Cuonzo***Gabriel Cuonzo**, Managing Partner, *Trevisan & Cuonzo***Federico Girotto**, CEO, *Masi Agricola***Monica Kristensen**, Associate General Counsel, *Loro Piana***Niccolò Pallesi**, General Counsel & Secretary of the Board, *Ferretti Group***Angelica Ruggeri**, General Counsel, *Golden Goose***Andrea Sellini**, General Counsel & Investor Relations Manager, *Bialetti Industrie*

## MODERATOR

**Flavio Caci**, Journalist, *Legalcommunity.ch*

Event to be held in

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ROUNDTABLE

# NUCLEAR POWER IN THE ENERGY TRANSITION

**DIALOGUE****Ivan Aloï**, Founding Partner, *SURE – Financial Advisor***Carla Mambretti**, Partner Energy & Infrastructure, *PedersoliGattai***MODERATOR****Letizia Ceriani**, Journalist, *Legalcommunity.it & MAG***SPEAKERS:****Giordano Colarullo**, Managing Director, *BRG***Giovanna Faillace**, Head of External Relations, Innovation, Sustainability  
Industrial Law and IPR Legal Assistance, *Enel***Francesca Ferrazza**, Head, Magnetic Fusion Initiatives, *Eni***Federico Piccaluga**, Group General Counsel, *Duferco***Simone Rodolfi**, Head of Origination and Structured Products, *Axpo Italia***MODERATOR****Giovan Battista Santangelo**, Partner Energy & Infrastructure, *PedersoliGattai***CLOSING REMARKS****James Simpson**, Partner, *Hunton*

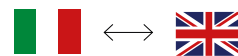
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LEGALCOMMUNITY  
AWARDS

# corporate

11<sup>th</sup> edition

11.06.2025

19.15 CHECK-IN

19.30 COCKTAIL

20.15 CEREMONY

21.00 STANDING DINNER

PADIGLIONE VISCONTI

Via Tortona, 58 | Milan

Sponsors

INTESA  SANPAOLO

THE  
LAWYER  
LONDON DRY GIN

#LcCorporateAwards  

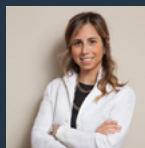
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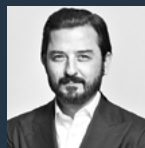
**Leonardo Adessi**

Partner e membro del CdA  
Nextalia SGR



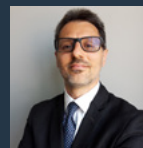
**Solange Baruffi**

General Counsel  
ICE Pharma



**Andrea Bonante**

Global Corporate Affairs e  
Compliance Director  
Moncler



**Massimiliano Bošchini**

Senior Director  
Intesa Sanpaolo



**Fabio Bravi**

Head of M&A, Marketing &  
Partnership  
TAS



**Stefano Brogelli**

Legal & Regulatory Director  
Axpo Italia



**Alberto Carpani**

Group General Counsel – Group  
Director HR&IT  
Polymt Group



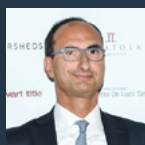
**Andrea Castaldi**

Vice President  
Deutsche Bank



**Giovanni Cucchiarato**

Group General Counsel  
Dedalus



**Simone Davini LLM**

Managing Director Head of Legal  
& Corporate Affairs  
Crédit Agricole Corporate  
& Investment Bank



**Cristina De Haag**

Head of Legal Italy  
Borsa Italiana Euronext Group



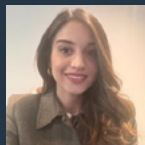
**Eduardo Di Mauro**

Legal Director  
Pernigotti



**Giovanni Foti**

Partner  
Accuracy



**Valentina Frate**

Senior Legal Counsel  
Bracco Imaging



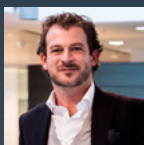
**Stefano Ghetti**

Senior Partner  
Wise Equity



**Antonio La Verghetta**

Head Regulatory Engagement  
& Integration EMEA  
UBS



**Giovanni Lombardi**

Deputy CEO – General Counsel  
Illimity Bank



**Giulia Malusa**

Director – Head of Italy  
Howden M&A



**Fabrizio Manzi**

General Counsel and Head of Legal  
and Compliance Italiaonline



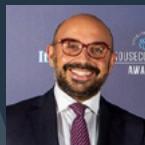
**Michele Marocchino**

Managing Director  
Lazard



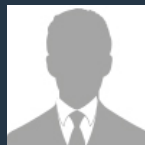
**Fausto Massimino**

Legal, Governance & Compliance  
One Roche Head  
Roche Italia



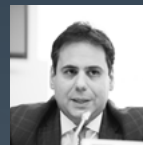
**Roberto Mastrosera**

General Counsel,  
Prelios SGR



**Enrico Monti**

Head of Banking, Markets  
e Real Estate Finance  
Banca Fucina



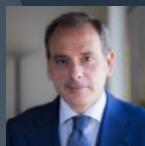
**Jacques Moscianese**

Executive Director, Group Head of  
Institutional Affairs  
Intesa Sanpaolo



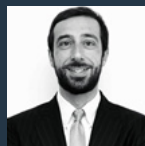
**Paola Nocerino**

Cluster Chief Legal Officer  
Air Liquide Italia



**Agostino Nuzzolo**

General Counsel and Legal  
Regulatory and Tax Affairs  
Executive Vice President – DPO  
and Secretary of the Board, TIM



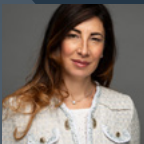
**Simone Petrosemolo**

Head of Legal Affairs  
Compliance & AML  
Blue



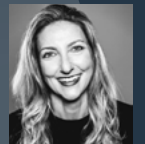
**Marco Pincioli**

Chairman  
White Bridge Investments



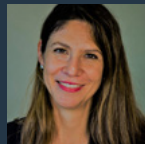
**Annalisa Rotunno**

Managing Director Group M&A  
Mediobanca



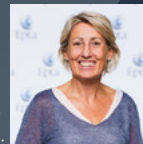
**Angelica Ruggeri**

General Counsel  
Golden Goose



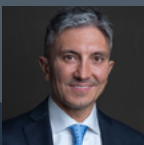
**Valérie Ruotolo**

Geo Compliance & Corporate Legal  
Lead for ICEG  
Accenture



**Valentina Russo**

Group General Counsel  
Epta



**Renato Salsa**

Partner, Corporate Finance Lead,  
EY



**Umberto Simonelli**

Chief Legal & Corporate Affairs  
Officer – Company Secretary  
Brembo



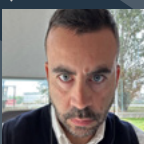
**Isabella Toth**

Direttore Affari Legali e Societari  
HPE Italy



**Micaela Vescia**

Direttore Affari Legali e Societari  
Azienda Trasporti Milanesi



**Andrea Visaggio**

Responsabile Consulenza  
Legale NPE  
Crédit Agricole



**Pierluigi Zaccaria**

Direttore Legal & Corporate Affairs  
SEA



**Umberto Zanuso**

Senior Partner  
Fineurop Sodalit



CONFERENCE

# INTERNATIONAL ARBITRATION & MEDIATION. THE IMPACT OF TECHNOLOGY AND TRADE WARS

## PROGRAM

8:45 Check-In and Welcome Coffee

9:15 Greetings

**Aldo Scaringella**, CEO, *LC Publishing Group S.p.A*

9:20 **Arbitration in Turbulent Times – Technology, Tariffs  
and the Pressures on Global Business**

### Speakers:

**Barbara Benzoni**, Head of Legal of the International Mid-Downstream  
and Chemical activities, *Eni*

**Cristina Dumitrita Milincianu**, Senior Legal Counsel, *Baker Hughes*

**Marlen Estévez Sanz**, Partner and Member of the Board of Directors,  
*RocaJuryent* and President and Founder, *Women in a Legal World (WLW)*

**Paolo Marzolini**, Founding Partner, *Patocchi & Marzolini (Geneva)*

**Milo Molfa**, Partner, *McDermott Will & Emery (London)*

**Omar Puertas**, Partner, *Cuatrecasas (Madrid)*

**Eduard Saura**, Managing Partner for Spain and Latin America, *Accuracy*

### Moderator

**Stefano Azzali**, Director General, *Milan Chamber of Arbitration*

10:50 Coffee Break

11:20 **Mediation as a Business Lifeline – Resolving Disputes Amid Trade Wars and Uncertainty**

### Speakers:

**Elisa Billi**, Head of Mediations – Litigation & ADR – *Intesa Sanpaolo*

**Nicolas Bourdon**, Partner, *Accuracy*

**Antonietta Marsaglia**, Mediator | Lawyer, *Studio legale Marsaglia*

**Laura Rigo**, Head of Legal, *HP Italy*

**Joe Tirado**, Mediator & Arbitrator, *JAMS (London)*

**Victoria Viñes**, International Arbitrations Head of Department, *MAIRE*

### Moderator

**Giuseppe De Palo**, Mediator & Arbitrator, *JAMS (New York)*

12:50 Closing Remarks

13:00 Light Lunch

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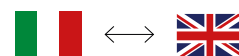
12/06/2025  
9.00h - 13h

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ROUNDTABLE

# AI IN CRIMINAL LAW: REVOLUTIONIZING INVESTIGATIONS AND LEGAL PROCEDURES


12 JUNE | 14.00 - 16.00

HOTEL PRINCIPE DI SAVOIA | Piazza della Repubblica 17 | Milan, Italy

12/06/2025

14h - 16h

PRINCIPE DI SAVOIA

Piazza della Repubblica 17  
Milan, ItalyREGISTER  
HEREEvent to be held in **SPEAKERS:****Fabio Bertoni**, General Counsel, *The New Yorker***Fabio Cangiano**, Head of Legal, *PostePay***Federico Dal Poz**, Chief Legal Officer, *Amplifon***Giuseppe Di Franco**, CEO, *Lutech***Daniele Alessandro Luison**, Group Legal, Litigation, *UniCredit***Giuliano Tavaroli**, Senior Advisor – Strategic Risk Consulting**MODERATOR****Armando Simbari**, Partner, *Simbari Avvocati Penalisti*For information please send an email to: [anna.palazzo@lcpublishinggroup.com](mailto:anna.palazzo@lcpublishinggroup.com) T: +39 02 36727659\*by the Milan Bar  
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ROUNDTABLE

# DIVERSITY AND INCLUSION IN THE LEGAL PROFESSION: SHAPING FUTURE LEGAL CAREERS AND WORKPLACES

12 JUNE | 14.00 - 16.00

HOTEL PRINCIPE DI SAVOIA | Piazza della Repubblica 17 | Milan, Italy

**SPEAKERS:****Daniele Ciccolo**, Head of Legal Affairs, *Telepass***Iliaria De Benedictis**, Head of Legal & Institutional Affairs, *Manifatture Sigaro Toscano***Marlen Estévez Sanz**, Partner and Member of the Board of Directors, *RocaJunyent*  
and President and Founder, *Women in a Legal World (WLW)***Pietro Galizzi**, Head of Legal, Regulatory & Compliance Affairs, *Eni Plenitude Società Benefit***Maria Mariniello**, Group Head of Corporate Affairs, *doValue***Flavia Maria Tavasci**, Senior Legal and Compliance Counsel - South Europe Area, *BAT***Isabella Toth**, Director of Legal and Corporate Affairs, *Hewlett Packard Enterprise***Micaela Vescia**, Chief of Corporate and Legal Affairs, *Azienda Trasporti Milanesi***MODERATOR****Michela Cannovale**, Journalist, *Inhousecommunity.it & MAG*

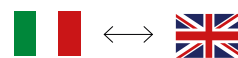
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**Giuseppe Catalano**, Company Secretary and Head of Corporate Affairs, *Assicurazioni Generali*

**Simone Davini**, Head of Legal & Corporate Affairs, *Crédit Agricole Corporate & Investment Bank*

**Giovanni Lombardi**, Deputy CEO & General Counsel, *Illimity Bank*

**Paolo Mazza**, Chief General Counsel, *Bper Banca*


**Pierfilippo Verzaro**, General Counsel, *Iccrea Banca*

## MODERATOR:

**Patrizio Messina**, Managing Partner Italy, *Hogan Lovells*

## CLOSING REMARKS:

**Ferigo Foscari**, Partner, *Hogan Lovells*

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# «My career, a journey across the legal world»

Déborah Carlson-Burkart, newly appointed of counsel at Eversheds Sutherland, tells *MAG CH* why breaking silos and seeing the big picture is key to helping organizations turn complexity into opportunity

by claudia la via

With a career spanning corporate legal leadership, private practice, board service, and academia, **Déborah Carlson-Burkart** has become a sought-after voice at the intersection of law, governance, and digital transformation. For over 15 years, she led legal departments at multinational companies in the financial, technology, and engineering sectors, navigating complex regulatory landscapes in the U.S. and Switzerland. Today, as of counsel at Eversheds Sutherland and a guest lecturer at the University of St. Gallen and the Swiss Board School, Carlson-Burkart draws on her deep experience to help organizations manage risk, seize opportunity, and embrace change.

“My career has been a journey across the full spectrum of the legal world,” she says. “Each step has fueled my curiosity and shaped me into a lawyer who sees the big picture and thrives on helping organizations turn complexity into opportunity.”

In this interview with *MAG CH*, Carlson-Burkart reflects on her professional path, the evolving demands on legal advisors, and the leadership qualities that matter most in today’s fast-changing environment.

**Your career spans three distinct roles: in-house lawyer, private practice lawyer, and now Of Counsel, alongside your work as a board member and lecturer. What motivated each of these transitions, and how have they shaped your approach to the legal profession?**

My career has taken me through the full range of legal roles. I began in-house for listed companies, immersed in business operations and often at the center of regulatory and criminal investigations. These experiences taught me how to manage risk and compliance under pressure. Later, I spent a decade in private practice, drawn by the intellectual challenge of delivering precise, strategic advice to a diverse international client base. Now, as of counsel, I combine the business insight of in-house work with the technical rigor of private practice. My board roles and academic work add a holistic, forward-looking perspective, especially as I pursue my passion for AI and

**«Being of counsel means acting as a strategic partner with deep technical expertise»**

digital transformation. Each step has broadened my perspective and shaped me into a lawyer who thrives on turning complexity into opportunity.

**Your recent appointment as of counsel at Eversheds Sutherland adds a new dimension to your journey. How do you see your cross-sector experience contributing to the firm’s offering?**

Joining Eversheds Sutherland was an exciting chance to bring my blend of in-house and private practice experience to a global stage. Having weathered regulatory and law enforcement storms inside heavily regulated US and French companies, I understand what it takes to steer companies through crises: have a strategy, build trust with regulators and law enforcement, and communicate clearly with boards and executives. In private practice, I represented international companies and executives in large-scale criminal investigations, sharpening my skills in delivering timely, fact-based advice. Now, I’m energized to bring this mix of business insight and legal precision to a large international firm with over 70 offices worldwide, specializing in cross-border and multi-jurisdictional matters.

**What does being of counsel at Eversheds Sutherland mean to you and what value or perspective do you aim to bring to clients?**

Being of counsel means acting as a strategic partner with deep technical expertise, drawing on lessons across three major industries — technology, energy, and finance — and four



**«The real opportunity lies in breaking down silos – combining legal, risk, compliance and tech expertise to deliver agile, business-savvy advice at the right level»**

languages. My in-house and private practice background, especially in regulatory and criminal investigations, gives me a unique vantage point to bridge legal requirements with business realities. For example, as in-house counsel, I coordinated external lawyers across jurisdictions during investigations by the FBI, SEC, DOJ, SFO, and Bundesanwaltschaft. Later, as private practice counsel, I became one of those external lawyers. As a board member, I am equipped to anticipate risks and the possible impact on the business and offer meaningful support. I'm also looking forward to tapping into the firm's vast pool of experience and knowledge.

**Where do you see the greatest need — and opportunity — for evolving legal advisory models, especially in sectors like fintech, financial services, or compliance?**

The real opportunity lies in breaking down silos — combining legal, risk, compliance, and tech expertise to deliver agile, business-savvy advice. My experience in regulated sectors has shown me that anticipation, adaptability, and speed are everything. In fast-moving sectors like fintech, the best advisors harness technology, leverage AI, and embed themselves in strategic





## «The best teams combine technical excellence with open-mindedness and strong communication»

conversations to help clients not just keep up, but lead.

### What common challenges do you see boards and legal teams facing today?

Boards and legal teams must navigate constantly shifting — and sometimes conflicting — legal and regulatory requirements, personal views, and evolving moral standards, all under intense media and public scrutiny. Balancing these pressures with company strategy and risk appetite, while running a successful business and meeting stakeholder expectations, is no small feat. Leadership today also demands compassion and drive.

### How do you stay ahead of evolving legal risks in dynamic sectors?

It's all about curiosity and continuous learning. My experience with regulatory investigations taught me the value of scenario planning and stress-testing. I'm always seeking new knowledge — through formal education at MIT on "AI implications for business strategy," board development programs at the Swiss Board School, or conversations with investors, founders, regulators, and colleagues. I also engage with startups and scaleups and am constantly challenged by sharp-minded thinkers at the ID29 Think Tank — and, not least, by my husband.

### As a lecturer, how do you view the relationship between legal education and legal practice?

#### What skills do future legal professionals need?

Teaching board members and EMBA students, I stress that legal knowledge must be practical

and strategic — and that details matter. Today's leaders need to understand digital and AI transformation, align risk management, and turn complex legal issues into clear, decisive action. Adaptability and lifelong learning, both broad and deep, are essential for thriving in modern governance.

### What does effective leadership look like in the legal world today?

Effective leadership is about building trust, inspiring teams, and thinking strategically. It means guiding organizations through uncertainty, empowering people to innovate, and positioning legal and compliance as true business partners. Leaders must challenge the status quo and embrace change — especially as technology reshapes our industry. Ultimately, a leader should be both a role model and a lighthouse, guiding and uplifting those around them.

### What qualities do you value in a legal team or external partner?

I value curiosity, integrity, adaptability, and a collaborative spirit. The best teams combine technical excellence with open-mindedness and strong communication. I appreciate partners who are proactive, creative, and always seeking to deliver more value — especially by leveraging technology. I love working with people who inspire me on many levels and who strive to live by Kant's categorical imperative — professionally and privately.

### What continues to inspire or challenge you in your professional journey — and what's next?

I feel very fortunate in my career and grateful for my family's support as I've pursued it while raising children. What has always inspired me is the challenge of difficult tasks and the satisfaction of finding effective solutions. I'm motivated by helping organizations turn transformation into lasting impact. The fast pace of legal and technological change keeps me on my toes, and mentoring the next generation of leaders is a constant source of energy. Looking ahead, I'm excited to keep pushing boundaries at the intersection of law, technology, and governance. 🍷



# JuriAlring, the Swiss project to foster AI

Can Artificial intelligence be trusted with the law? Five law firms and a Switzerland-led initiative are putting it to the test

AI has already proven it can beat humans at diagnosing diseases, detecting fraud, and writing code. Now it's eyeing the legal profession — a field long considered too complex, too nuanced, and too risk-averse for automation. But the walls are cracking. AI tools that can generate contracts, summarize judgments, or draft memos are already being tested in law firms. What's missing is something the legal world insists on: accountability. That's exactly what a new Swiss-led initiative, JuriAIring, aims to deliver. The project, spearheaded by Steinhausen / Zug-based AI firm Logol AG, brings together the Center for Legal Data Science at the University of Zurich, the DIRPOLIS Institute at the Sant'Anna School of Advanced Studies in Pisa, and five major law firms: Dentons, MLL Legal, Bird & Bird, Advant Beiten, and Kellerhals Carrard. The goal is ambitious: to build the world's first AI benchmark tailored to the legal field, known as JuriAIindex.

## THE LEGAL SECTOR'S AI DILEMMA

What makes this project notable isn't just the roster of firms involved — it's the timing.



MARCO FARINA

**«We're not just creating a benchmark in the abstract": we're grounding it in the messy, high-stakes reality of modern legal practice»**

**Marco Farina**  
*Logol's CEO and founder*



WENDELA RAAS

Generative AI is advancing rapidly, but most law firms remain unsure how to adopt it responsibly. Unlike other industries, legal practice can't afford to move fast and break things. A misinterpreted statute or hallucinated case law isn't just inconvenient — it's a liability. That's why JuriAIring puts reliability and legal precision at the center of its framework.

Logol's CEO and founder **Marco Farina** said the benchmark is being designed to meet the legal industry's highest standards of accuracy, transparency, and contextual understanding. "We're building something the market doesn't have yet — an academically grounded, legally relevant model that tests not just what AI can do, but whether it can be trusted in real legal scenarios".

While the team hasn't disclosed exact evaluation parameters, reliability and legal precision are expected to be core metrics. That's especially crucial in jurisdictions with complex or evolving case law, where nuance isn't optional — it's everything.

## TESTING AI IN THE REAL WORLD

Throughout 2025, the project will evolve on two tracks. First, academic partners at the Universities of Pisa and Zurich will help refine the benchmark methodology and build the technical infrastructure to test various AI models. In parallel, the law firms involved will help co-design real-world legal use cases and participate in validating the AI's output. This dual approach — combining academic rigor with practical insight — is central to the project's





KILIAN SCHÄRLI

**«AI is revolutionising the legal sector, and reliable benchmarks are crucial»**

**Kilian Schärli**  
*Managing Partner at MLL Legal*

credibility. “We’re not just creating a benchmark in the abstract”, says the Logol team. “We’re grounding it in the messy, high-stakes reality of modern legal practice”.

Dentons, which has been public about its AI ambitions, noted that the project aligns with its broader strategy to lead on responsible AI adoption in law. “This project will give us the opportunity to contribute our legal knowledge to a benchmark which provides greater transparency about the effectiveness of legal AI. We will also strengthen relationships with technology developers and the academic community – two key players in the legal AI ecosystem”, said **Wendela Raas**, CEO of Dentons Europe.

Also MLL Legal has highlighted its commitment to establishing shared standards in a fragmented market. “We are excited to join Logol’s JuriAIring initiative. AI is revolutionising the legal sector, and reliable benchmarks are crucial. JuriAIring keeps us at the forefront of innovation. Its rigorous, scientific methodology powers the JuriAIindex, JuriAIring’s first initiative and the world’s first benchmark for measuring LLM

impact across practice areas. Our participation underscores our commitment to leading the way in adopting technology and legal AI”, says **Kilian Schärli**, Managing Partner at MLL Legal.

## WHAT’S AT STAKE

According to Farina, this cross-sector collaboration is exactly the point. “JuriAIring is a global initiative of excellence, born from our conviction that in today’s AI era, bridging research, technology, and business is essential”. He called the project’s first milestone — the development of JuriAIindex — a step toward “measuring the impact of AI models across the varied practice areas of a law firm”.

The legal sector has watched from the sidelines as AI reshaped other industries. JuriAIring signals a shift: not toward blind adoption, but toward deliberate, standards-based integration. If successful, it could position Switzerland as a global reference point for legal AI governance. For now, one question remains front and center: Can AI be trusted with the law? JuriAIring is betting the answer isn’t just yes or no — it’s measurable. 🇨🇭

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# 50 Best

## Special report: Italy's law firm revenues

In 2024, the top 50 law firms operating in Italy generated revenues exceeding €3.8 billion, according to estimates by *Legalcommunity*—an increase of 11.8%. The podium remains firmly in the hands of the Big Four. However, topping the list for the first time is the Deloitte duo—Deloitte STS and Deloitte Legal—with revenues well above €300 million. BonelliErede continues to lead among independent Italian firms, reporting a turnover of €235 million. Greenberg Traurig recorded the most significant growth, up by 48%

by nicola di molfetta



The business legal services market closed 2024 with renewed growth in Italy. The top 50 firms by revenue (according to estimates compiled by Legalcommunity.it for MAG's special Best 50 edition) generated a total turnover of more than €3.803 billion. This marks an 11.8% increase compared to the 2023 performance (on a like-for-like basis), a clear improvement on the 8.7% growth recorded in 2023. The result aligns with the pace set by the sector in 2022 (+12%) and 2021 (+10%)—years of strong acceleration following the slowdown triggered by the Covid emergency.

## TRENDS AND AVERAGE VALUES

The latest performance confirms the ongoing growth trend in this segment of the Italian legal profession, which has seen its overall turnover rise by 46% over the past five years. The combined revenue of the top 50 firms operating in Italy has grown from €2.5 billion to €3.8 billion.

Including lawyers, accountants, and—in some cases—employment consultants and trainees, these 50 law firms employ more than 12,000 professionals.

The average revenue per person stood at €312,000—broadly in line with 2023, though down from the figure reported two years earlier (€332,000). Average revenue per partner (including both equity and non-equity partners) was approximately €1.8 million, showing a slight increase compared to the two previous years.

## PERFORMANCE

The sector's leap over the past five years

**+46%**

**Latham & Watkins holds the record for revenue per partner: €8.1 million. It is followed by Cleary with €6.12 million and Freshfields with €4.6 million**

Looking more closely, Latham & Watkins remains the law firm with the highest average revenue per partner in Italy: €8.1 million. The 11 partners in the team led by lawyer **Stefano Sciolla** generated over €89 million in total revenue, confirming their leading role in areas such as private equity and capital markets. The law firm employs 91 fee earners in total (36 of whom are trainees) and has built a reputation as a true deal-making machine—carefully selecting transactions, charging international-level fees, and handling top-tier mandates. Undoubtedly, it stands out as one of the most compelling best practices on the market. Among Italian firms, Chiomenti boasts the highest estimated revenue per partner. At nearly €3.4 million (an increase on 2023), the firm—led by **Filippo Modulo** and **Gregorio Consoli**—ranks ahead of Gianni & Origoni (€3.2 million), BonelliErede (€2.6 million), and Legance (€2.1 million). Also notable is the performance of the partners at EY's legal and tax firm, who once again recorded an average revenue per partner (with 80 partners in total) of €3.1 million. Only 20 out of the 50 firms reported average partner revenue exceeding €2 million. Among these, two boutique firms specialising in tax law—Russo De Rosa and Maisto—stood out, both posting average partner revenues in the region of €2.2 million.

According to figures compiled by Legalcommunity.it for MAG, only 4% of the 2024 Best 50 law firms ended the year with a decline in performance compared to the previous year. A further 8% closed the year in line with their previous results. Meanwhile, 88% recorded growth—up from 80% in 2023 and 76% in 2022. Notably, around 66% of those that grew surpassed the +5% mark, compared to 54% the year before.

### BEST 50 - The top 50 law firms by revenue in 2024

Firm	Revenue 2023	Revenue 2024	% Change
Deloitte Legal + Sts	279	340	21,86%
EY Slt	280	286	2,14%
Pwc Tls	244	254	4,10%
BonelliErede	224,5	235	4,68%
Chiomenti	200	220	10,00%
Legance	157	199	26,75%
Gianni & Origoni	172	188	9,30%
Pirola Pennuto Zei & Associati	163,9	178,6	8,97%
Kpmg	147	162	10,20%
PedersoliGattai	118	134	13,56%
Dla Piper	123,6	132,4	7,12%
Advant Ntcm	94,3	96,7	2,55%
Latham & Watkins	73,4	89,07	21,35%
Gatti Pavesi Bianchi Ludovici	70	75	7,14%
Dentons	70,7	68,2	-3,54%
Cleary Gottlieb	57	61,2	7,37%
Clifford Chance	50	60	20,00%
Linklaters	54	60	11,11%
Grimaldi Alliance	58	60	3,45%
Freshfields	60	60	0,00%
Hogan Lovells	49,1	59,4	20,98%
Bird & Bird	50	54	8,00%
Baker McKenzie	52	54	3,85%
Allen & Overy	45	45	0,00%
Andersen	30,1	39	29,57%

### BEST 50 - The top 50 law firms by revenue in 2024

Firm	Revenue 2023	Revenue 2024	% Change
Simmons & Simmons	35,5	36	1,41%
Tonucci & Partners	35,6	35,4	-0,56%
Roedl & Partner	30,2	33,3	10,26%
Toffoletto De Luca Tamajo	30,15	32,2	6,80%
La Scala Sta	30,3	32,2	6,27%
CMS	30,1	31	2,99%
Maisto	26,8	28,5	6,34%
Trifirò	27	27	0,00%
Greenberg Traurig	17,6	26	47,73%
Bureau Plattner	21	25,5	21,43%
Ashurst	20	25	25,00%
Withers	22	25	13,64%
Gitti and Partners	23,8	24,5	2,94%
Eversheds Sutherland	21,5	24	11,63%
Herbert Smith Freehills	20	23	15,00%
Russo De Rosa	20,2	22,5	11,39%
Osborne Clarke	19,5	21,5	10,26%
Dwf	18	20	11,11%
Fivers	17	19,2	12,94%
I-Law	14,19	18,45	30,02%
Trevisan & Cuonzo	14	15,6	11,43%
Alma Led		15,5	
Norton Rose Fulbright	13	13	0,00%
CDR Cattaneo Dall'Olio Rho & Partners	9,8	10,3	5,10%
QLT		8,4	

Source: MAG estimates based on data from Legalcommunity.it  
Figures in millions of euros

The snapshot of the top 50 law firms—representatives of Italy’s corporate legal sector—reinforces the image of a “gilded niche” when compared with the average figures across the wider legal profession (see the 2025 report by Cassa Forense). Data relating to the broader legal field in Italy show that the average annual turnover per lawyer stands at €68,678, with an average income just below €47,000—slightly up

from the previous year. In essence, the top 50 law firms by revenue alone generate nearly 24% of the total turnover for the entire profession, which last year amounted to almost €15.6 billion.

Moreover, the business legal sector continues to show increasing consolidation. Notably, the top 20 firms in the Best 50 account for 78% of the total revenue—while the top 10 alone generate 60%.

## THE PODIUM

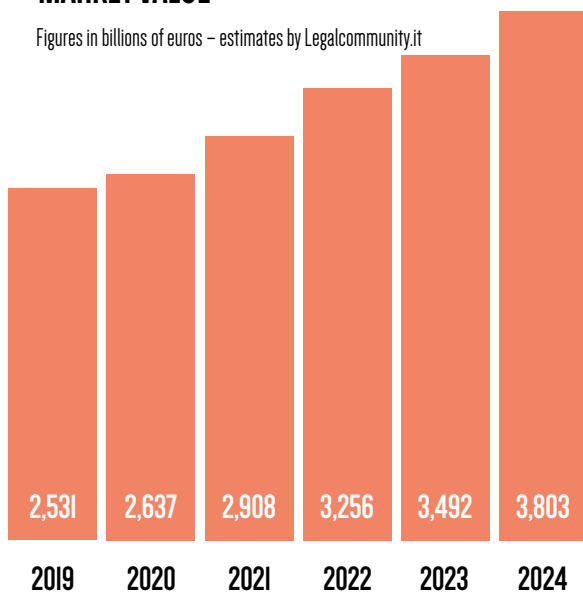
Returning to the business law sector and the Best 50 list, the factors behind the continued growth in 2024—following a 2023 shaped by geopolitical and monetary challenges—once again include the exceptional performance in corporate finance, with M&A activity particularly driven by private capital. Tax also maintained strong momentum, while banking & finance saw a sharp recovery. Unsurprisingly, these three practice areas were also those in which the most significant lateral partner hires took place over the year (see issue 223 of MAG). Real estate, energy and infrastructure, along with finance and telecommunications, were among the most active industries in terms of client mandates. The 2024 Best 50 podium confirms the dominance at the top of law firms affiliated with major consulting giants—the so-called Big Four—which continue to lead with revenues well above €200 million. The big news this year is the new firm claiming the top spot: the Deloitte tandem (STS + Legal), which not only climbed to first place but, for the first time in the history of Italy's legal and tax services market, surpassed the €300 million threshold, posting a combined turnover of €340 million. This performance was largely tax-driven, with the structure led by partner **Alessandro Lualdi** continuing to act as the organisation's engine. However, there was also a significant leap

## Five law firms reported a turnover equal to or exceeding €200 million. The top 20 firms account for 78% of the sector's total revenue

forward from the legal side, coordinated by **Carlo Gagliardi**, CEO Legal North & South Europe, and Italy's Deputy CEO, Francesco **Paolo Bello**. Next comes EY SLT, with estimated revenue of €286 million (+2.14% year-on-year), followed by PwC TLS with €244 million (+4.1%). BonelliErede, with nearly 5% growth and revenue of €235 million, remains the leading independent Italian firm. The firm—led by managing partner **Eliana Catalano** and President **Massimiliano Danusso** (the subject of this issue's cover story)—once again ranks as the top performer in terms of estimated turnover among what can be considered the Italian legal elite. Moreover, when measured on a like-for-like basis, the firm's improvement in 2024 is even more impressive at 14%. Completing the picture—and reclaiming their spots in the top 10 of MAG and Legalcommunity's Best 50—are Chiomenti, Legance, and Gianni & Origoni, joined this year by PedersoliGattai. Chiomenti closed the year with €220 million in revenue (+10%) and has enhanced its reputation, becoming one of the most visible firms in the business press and especially in high-profile deals. Legance, on the eve of a governance transition that will see Filippo Troisi and Andrea Giannelli take on roles as co-managing partners, came close to reaching €200 million. The firm captured nearly all of the year's major deals and delivered a remarkable 27% growth with an extraordinary profitability margin of 60%. Gianni & Origoni also performed strongly, with revenue of €188 million and growth just shy of double digits (+9.3%). Newcomer or confirmation—depending on your point of view—after its first full year of activity, the newly formed PedersoliGattai posted €134 million in revenue, securing a place among the Best 50's top ten. The powerhouse firm was driven by major

## MARKET VALUE

Figures in billions of euros – estimates by Legalcommunity.it





## BEST 50 - Fastest Growing Firms

Firm	Revenue 2023	Revenue 2024	% Change
Greenberg Traurig	17,6	26	47,73%
I-Law	14,19	18,45	30,02%
Andersen	30,1	39	29,57%
Legance	157	199	26,75%
Ashurst	20	25	25,00%
Deloitte Legal + Sts	279	340	21,86%
Bureau Plattner	21	25,5	21,43%
Latham & Watkins	73,4	89,07	21,35%
Hogan Lovells	49,1	59,4	20,98%
Clifford Chance	50	60	20,00%
Herbert Smith Freehills	20	23	15,00%
Withers	22	25	13,64%
PedersoliGattai	118	134	13,56%
Fivers	17	19,2	12,94%
Eversheds Sutherland	21,5	24	11,63%
Trevisan & Cuonzo	14	15,6	11,43%
Russo De Rosa	20,2	22,5	11,39%
Linklaters	54	60	11,11%
Dwf	18	20	11,11%
Roedl & Partner	30,2	33,3	10,26%
Osborne Clarke	19,5	21,5	10,26%
Kpmg	147	162	10,20%
Chiomenti	200	220	10,00%
Gianni & Origoni	172	188	9,30%
Pirola Pennuto Zei & Associati	163,9	178,6	8,97%
Bird & Bird	50	54	8,00%

Source: MAG estimates based on data from Legalcommunity.it  
Figures in millions of euros

mandates, including advising Eni Plenitude on its agreement to bring Swiss energy fund EIP in with a 10% stake, and supporting the six-legged dog giant on KKR's entry into the capital of Enilive. The firm, led by **Bruno Gattai, Carlo Pedersoli, Stefano Cacchi Pessani, and Carlo Re**, also advised CVC on the acquisition of La Piadineria and, among others, assisted Oaktree Capital Management in its acquisition of control of Inter.

## BEST 50 - Average Revenue per Partner

Firm	Revenue 2023	Revenue 2024	
Latham & Watkins	89,07	11	8,1
Cleary Gottlieb	61,2	10	6,12
Freshfields	60	13	4,615
Linklaters	60	14	4,286
Clifford Chance	60	17	3,5
Chiomenti	220	65	3,385
Gianni & Origoni	188	58	3,241
Allen & Overy	45	14	3,2
EY Sit	286	92	3,109
Herbert Smith Freehills	23	8	2,9
Deloitte Legal + Sts	340	123	2,7
Hogan Lovells	59,4	23	2,6
BonelliErede	235	91	2,582
Kpmg	162	66	2,454
Dla Piper	132,4	56	2,4

Source: MAG estimates based on data from Legalcommunity.it  
Figures in millions of euros

## THE "200 CLUB"

In the 2021 edition of this snapshot of the business legal services market, BonelliErede was the only firm in Italy with a turnover exceeding €200 million. This year, however, the "200 Club" has grown to include five members—reflecting, on the one hand, the sector's expansion, and on the other (according to many industry insiders, more significantly) its increasing concentration. As previously noted, BonelliErede and Chiomenti remain the only independent domestic firms in this group—though it's worth mentioning that Legance fell just short of the mark, leaving the target well within reach for next year. The other three firms belong to the consulting networks of the so-called Big Four, with the Deloitte group achieving the milestone of surpassing €300 million. This move brings Italy closer to other major European markets, where several firms have already reached—and exceeded—this threshold in recent years.

## The Market in 5 Key Figures

**3.803 bn**

Estimated total turnover generated by the top 50 business law firms

**12.200**

Professionals working across the 50 firms under review

**2.150**

Partners active within those same 50 firms

**312,000**

Average revenue per professional

**1,8**

Average revenue per partner

### WHO'S GROWING THE MOST

Speaking of continuity, DLA Piper once again stands out in 2024 as the only international law firm with revenues in Italy exceeding €100 million. More precisely, the firm—led by partner **Wolf Michael Kühne**—closed the financial year with turnover of €132.4 million, up 7% from €123.6 million the previous year.

However, the record for growth in 2023 goes to another international firm: Greenberg Traurig. The US-based firm, present in Italy since 2019

following its merger with boutique firm Santa Maria, ended the year with revenues of €26 million—up nearly 48% from €17.6 million in 2023. Over the course of the year, the firm's headcount grew from 68 to 72 professionals, with the number of partners increasing from 19 to 24, thanks to lateral hires including **Riccardo Agostinelli** (formerly of Molinari) and **Eriprando Gueritore** (formerly of Gatti Pavesi Bianchi Ludovici). These additions significantly strengthened the firm's capabilities in banking and finance, fund formation, and investment management. Further evidence of the firm's strong performance includes the promotion of **Davide Bonsi** to local partner—he works in the banking and finance department—and **Juljan Puna**, who was promoted in February 2025. Puna focuses on restructuring and joined the firm in April 2023 with **Bruno Cova's** team.

Among the fastest-growing firms this year, special mention goes to I-Law. This project, launched in 2018 by a group of former PwC TLS professionals, specialises in credit management—handling both non-performing (NPL) and unlikely-to-pay (UTP) exposures in advisory and litigation. The firm now counts 178 professionals, including 8 partners, and posted 2024 revenues of €18.45 million, marking a 30% increase year-on-year. Taking third place on the growth podium is Andersen, which has returned to rapid expansion with a 29.6% increase, reaching €39 million. Among the Italian elite firms, Legance recorded the highest growth (+26.7%) in a year that saw the number of partners rise to 96—without lateral hires but through the internal promotion of four professionals: **Giorgio Colombo**, **Lorenzo Gentiloni Silveri**, **Laura Li Donni**, and **Valeria Viti**.

Other firms that stood out due to strong growth include Ashurst (+25%) among international firms, Deloitte STS + Legal (+21.8%) leading the Big Four, and Bureau Plattner (+21.4%) topping the list among boutique firms.

It's worth noting that 50% of the ten fastest-growing firms in 2024 have a strong presence in tax and fiscal services—a sector that, along with corporate M&A and litigation, continues to be one of the most profitable areas in the business legal services market. 



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## FOREIGN PERSPECTIVES



# Daniel Calleja, the jurist who puts the fine print on the European project

The director of the legal services of the European Commission reflects on the challenges facing the EU, its evolution as a supranational system and the future of European law

by julia gil

In common parlance, the “fine print” refers to those legal details, hidden clauses and fundamental conditions that we often overlook, but which determine everything. In the case of the European project, that fine print not only exists, but is carefully written, interpreted and defended by the European Commission's legal service. At its head is Daniel Calleja y Crespo, who is literally in charge of the Union's legal architecture: every rule, every regulation, every proposal passes through his team. After almost four decades dedicated to the European Commission - a good part of which he has spent in key cabinets and as director general of various departments - Calleja y Crespo is, today, the most authoritative legal voice of the EU executive. A graduate in economics and business studies from ICADE, with training in London and a long career that began in the legal service itself in the 1980s, Calleja has witnessed the evolution of EU law from its very foundations. In this conversation with Iberian Lawyer, he reviews how his vision of European law has changed, how his team - with 350 lawyers working in the EU's 24 official languages - is organized, and what legal challenges will shape the course of integration in the coming years.

**After almost four decades at the European Commission, how has your vision of EU law evolved over the years?**

European Union law is the common thread that has guided the process of European integration. This law not only regulates economic issues, such as the internal market, transport, energy or the euro, but covers a very important part of the daily life of our citizens. It also guarantees the fundamental values that define our European identity, such as the rule of law, and regulates aspects that are becoming more and more tangible in our daily lives, such as freedom of movement or the rights associated with European citizenship.

**What is your daily work as head of the European Commission's legal service like?**

As Director General, my mission is to ensure that we fulfill the threefold role entrusted to us. First, our service performs the function of internal

legal counsel for all the Commission's services. In other words, any legal act or regulation adopted by the Union must be approved from a legal point of view. Secondly, the legal service has the exclusive competence to represent and defend the Commission in litigation before European and national courts. We therefore have the task of defending the interests of the Union before any court. And finally, our service must ensure the quality of European legislation, ensuring its suitability to achieve its objectives, and its

**350**

Lawyers

**27**

Member States represented

**24**

Official working languages

**15**

Thematic teams

**3,000**

Cases currently open



consistency in the different language versions, avoiding interpretative differences in the various jurisdictions.

**How many members are there in the legal department and how is it structured?**

It is made up of 350 lawyers, who come from the 27 Member States and work in the 24 official languages of the Union. Currently, we have about 3,000 open cases, so in order to better respond to each of them, we are organized into 15 thematic teams covering the main areas of EU law, such as the institutional area, competition law, external relations, trade, the internal market, etc. One of the pillars of the legal service is to encourage interdepartmental rotation. This has been the case since its foundation, and the goal remains the same: to ensure that our lawyers are not only specialists in one area, but that they are excellent professionals in as many areas as possible.

**What kind of relationship does the Commission's legal service have with private law firms and in which areas do you usually outsource more legal services?**

In the Commission's legal service, we give priority to internal legal representation and defense. The fact that we have excellent professionals gives us the opportunity to prioritize our own resources. Only in some cases do we use external lawyers. This is usually due to the specificity of the matter, such as in arbitration matters with a highly technical and specialized component, or in claims before third-country jurisdictions where there may be a language barrier. But if the case has a direct bearing on the most immediate and relevant interests of the Commission, especially in its role as guardian of the Treaties, it will be the SJ alone who will exercise the representation functions.

**How are these firms selected and what do you value most in their services?**

The Commission establishes internal rules for the recruitment of external firms. This procedure is based on guidelines that ensure transparency and impartiality. While cost is a factor that is considered, it is not the only one. Expertise

**«The rule of law in the world is in danger of suffering a major setback»**

and experience in the issues to be resolved are determining factors in their decision. In addition, the procedure follows the Commission's recommendations on conflicts of interest, to avoid any association that is not strictly based on achieving the best outcome for the Commission.

**How can the EU legal framework ensure stability and legal certainty in the context of global instability?**

The EU must reaffirm its values, because it is precisely the values of peace, freedom and solidarity that are at the origin of the European project. It is essential to defend them and project them beyond the borders of the EU, even more so when reality shows us that we are facing an increasingly multipolar and unstable geopolitical context. We firmly believe in an international legal order based on the rule of law, and Europe will always reach out to those countries that share it.

**From your perspective, what is the current state of the rule of law in Spain?**


The European Commission's annual report on the rule of law in the European Union reflects the situation of our country in relation to the fight against corruption, judicial independence, controls over public authorities and the degree of freedom of the press, among others. In this report, the Commission has made specific recommendations to guarantee the rule of law in Spain. Among others, we find the recommendation on the reform of the election system of the Council of the Judiciary, following

the agreement on its renewal, strengthening the rules on conflicts of interest of senior officials of the Administration or the reform of the status of the Attorney General to disassociate his mandate from that of the Government.

**Looking ahead, what areas of law do you think will be most relevant in the coming years within the EU?**

All areas of EU law are going to be highly relevant in the coming years, but I would highlight digital regulation. We will have to continue to provide a legal response to technological innovation, as we have done with the Digital Markets Act, the Digital Services Act, the Artificial Intelligence Act and the Data Protection Regulation. Also vital will be internal market and industry regulation, the simplification of European regulation, the future Regime 28, all regulations in commercial matters, and as always, the protection of the rule of law.

**The new generations of lawyers seem less interested in the traditional career model. Do you think a change in the structure of firms and institutions is necessary to attract talent?**

The legal profession is constantly evolving and is more necessary than ever to guarantee legal security and strengthen our social model. Lawyers must know how to adapt to new challenges with excellence, agility and independence. Therefore, any structural change in the profession must always take these principles into account and try to ensure that the new generations of lawyers feel that, through the practice of their profession, they are participating in the proper functioning of the rule of law. 

**«We give priority to internal legal representation and defense, only in some cases do we resort to external lawyers»**





# LegalcommunityCH Awards 2025



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The **LegalcommunityCH Awards 2025** took place at the AURA Event Saal in Zürich. The latest edition brought together the excellence amongst in-house and law firms' teams and professionals from the Swiss legal community.

The winners were the following:



Private practice categories	Winner
LAW FIRM OF THE YEAR	Niederer Kraft Frey
LAWYER OF THE YEAR	Christoph Neeracher – Bär & Karrer
LAW FIRM OF THE YEAR ADMINISTRATIVE & ENVIRONMENTAL	Bratschi
LAWYER OF THE YEAR ADMINISTRATIVE & ENVIRONMENTAL	Christoph Jäger – Kellerhals Carrard
LAW FIRM OF THE YEAR ARBITRATION	Altenburger Ltd legal + tax
LAWYER OF THE YEAR ARBITRATION	Manuel Arroyo – Eversheds Sutherland
LAW FIRM OF THE YEAR BANKING & FINANCE	Pestalozzi Attorneys at Law
LAWYER OF THE YEAR BANKING & FINANCE	Jürg Frick – Homburger
LAW FIRM OF THE YEAR CAPITAL MARKETS	Homburger
LAWYER OF THE YEAR CAPITAL MARKETS	Thomas Reutter – Advestra
LAW FIRM OF THE YEAR CORPORATE M&A	Lenz & Staehelin
LAWYER OF THE YEAR CORPORATE M&A	Philippe Weber – Niederer Kraft Frey
LAW FIRM OF THE YEAR COMPETITION & ANTITRUST	Schellenberg Wittmer
LAWYER OF THE YEAR COMPETITION & ANTITRUST	Reto Jacobs – Walder Wyss
LAW FIRM OF THE YEAR HEALTHCARE, LIFE SCIENCES, PHARMA	BGPartner   Attorneys-at-law
LAWYER OF THE YEAR HEALTHCARE, LIFE SCIENCES, PHARMA	Stefan Kohler – VISCHER
LAW FIRM OF THE YEAR IP&TMT	MLL Legal
LAWYER OF THE YEAR IP&TMT	Frédéric Serra – HOUSE attorneys
LAW FIRM OF THE YEAR LABOUR	Blesi & Papa
LAWYER OF THE YEAR LABOUR	Romina Carcagni Roesler – Streiff von Kaenel
LAW FIRM OF THE YEAR LITIGATION	5Gambit Disputes
LAWYER OF THE YEAR LITIGATION	Peter Hafner – Wenger Vieli
LAW FIRM OF THE YEAR REAL ESTATE	Baker McKenzie
LAWYER OF THE YEAR REAL ESTATE	Stefan Gerster – CMS Switzerland
LAW FIRM OF THE YEAR TAX	Lenz & Staehelin
PROFESSIONAL OF THE YEAR TAX	Susanne Schreiber – Bär & Karrer
LAW FIRM OF THE YEAR WHITE COLLAR CRIME	Schellenberg Wittmer
LAWYER OF THE YEAR WHITE COLLAR CRIME	Sandrine Giroud – LALIVE

In-House categories	Winner
IN-HOUSE TEAM OF THE YEAR	Novartis
IN-HOUSE COUNSEL OF THE YEAR	Barbara Levi – UBS
IN-HOUSE TEAM OF THE YEAR BANKING & FINANCE	EFG International
IN-HOUSE COUNSEL OF THE YEAR BANKING & FINANCE	Christoph Hiestand – Julius Bär
IN-HOUSE TEAM OF THE YEAR AUTOMOTIVE & TRANSPORT	CNH
IN-HOUSE COUNSEL OF THE YEAR AUTOMOTIVE & TRANSPORT	Elizabeth Leonhardt – SwissMarine
IN-HOUSE TEAM OF THE YEAR CONSTRUCTION, PROJECTS, INFRASTRUCTURE	Implenia
IN-HOUSE COUNSEL OF THE YEAR CONSTRUCTION, PROJECTS, INFRASTRUCTURE	Nicole Olsman – Linxon
IN-HOUSE TEAM OF THE YEAR FASHION, DESIGN, LUXURY	Zegna
IN-HOUSE COUNSEL OF THE YEAR FASHION, DESIGN, LUXURY	Alexander Troller – ROLEX
IN-HOUSE COUNSEL OF THE YEAR ENERGY & RENEWABLES	Federico Piccaluga – Duferco
IN-HOUSE TEAM OF THE YEAR FOOD & BEVERAGE	Lindt & Sprüngli
IN-HOUSE COUNSEL OF THE YEAR FOOD & BEVERAGE	Barbara Keiser – gategroup
IN-HOUSE TEAM OF THE YEAR INSURANCE	AXA Switzerland
IN-HOUSE COUNSEL OF THE YEAR INSURANCE	Katja Roth Pellanda – Zurich Insurance
IN-HOUSE TEAM OF THE YEAR PHARMA, HEALTHCARE & LIFE SCIENCES	Galderma
IN-HOUSE COUNSEL OF THE YEAR PHARMA, HEALTHCARE & LIFE SCIENCES	Xavier Schops – medmix
IN-HOUSE TEAM OF THE YEAR TMT	Acer
IN-HOUSE COUNSEL OF THE YEAR TMT	Karim Tejani – Microsoft
THOUGHT LEADERSHIP	Cornelis Van Ophem – KD Pharma Group









## IN-HOUSE COUNSEL OF THE YEAR

CHRISTIAN HAITZ  
*Gryphon Invest*

KAREN HALE  
*Novartis*

**BARBARA LEVI**  
*UBS*

NAKISA SERRY  
*Galderma*

GUIDO WENNEMER  
*Acer*



## IN-HOUSE TEAM OF THE YEAR BANKING & FINANCE

DEUTSCHE BANK

**EFG INTERNATIONAL**

JULIUS BÄR

SIX

UBS



ANTONINO CATANESE, CORINNE KOLB, VASSILIKI DIMITRAKOPOULOU







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

ALSTOM

**CNH**

MSC MEDITERRANEAN SHIPPING

COMPANY

SBB CFF FFS

SWISSMARINE



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

PHILIPP DIEDERICH  
BB CFF FFS

GERMAN GRÜNIGER  
*implenia*

**NICOLE OLSMAN**  
*Linxon*

MARCO STEFANONI  
*ISS Schweiz*



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

AUDEMARS PIGUET

PRADA GROUP

ROLEX

VICTORINOX

**ZEGNA**





## IN-HOUSE TEAM OF THE YEAR ENERGY & RENEWABLES

### CLIMEWORKS

DUFERCO

JINKO SOLAR CO

MET GROUP

ORYX ENERGIES



## IN-HOUSE COUNSEL OF THE YEAR ENERGY & RENEWABLES

CHARLES ANDERSON  
*MET Group*

FRANCESCO DE STALES  
*Jinko Solar Co*

**FEDERICO PICCALUGA**  
*Duferco*

CHRISTOPHE ROBERT  
*Oryx Energies*

VINCENZO SPANDRI  
*Kanadevia Inova*



## IN-HOUSE TEAM OF THE YEAR FOOD & BEVERAGE

COCA-COLA HBC

GATEGROUP

**LINDT & SPRÜNGLI**

NESTLÉ

SELECTA



## IN-HOUSE COUNSEL OF THE YEAR FOOD & BEVERAGE

LEANNE GEALE  
*Nestlé*

JAN GUSTAVSSON  
*Coca-Cola HBC*

**BARBARA KEISER**  
*gategroup*

JENNIFER PICENONI  
*Lindt & Sprüngli*

NEAL SAWATZKE  
*Cargill*



## IN-HOUSE TEAM OF THE YEAR INSURANCE

**AXA SWITZERLAND**

CHUBB

GENERALI SWITZERLAND

SWISS RE

ZURICH INSURANCE



MARCEL ZÜGER, JULIA ENDER AMACKER, BEAT STEINMANN

## IN-HOUSE COUNSEL OF THE YEAR INSURANCE

HERMANN GEIGER  
*Swiss Re*

PHILIPPE HENGY  
*AXA Switzerland*

ANDREAS LETSCH  
*Chubb*

Marc Olivier Morant  
*wefox*

**KATJA ROTH PELLANDA**  
*Zurich Insurance*





## IN-HOUSE TEAM OF THE YEAR PHARMA, HEALTHCARE & LIFE SCIENCES

BAYER

**GALDERMA**

MEDMIX

NOVARTIS

PFIZER

SANTHERA PHARMACEUTICALS



## IN-HOUSE COUNSEL OF THE YEAR PHARMA, HEALTHCARE & LIFE SCIENCES

ANDREAS BOHRER  
*Lonza*

CURT MCDANIEL  
*Ferring Pharmaceuticals*

OLIVER P. KRONENBERG  
*Santhera Pharmaceuticals*

**XAVIER SCHOPS**  
*medmix*

CORNELIS VAN OPHEM  
*KD Pharma Group*



## IN-HOUSE TEAM OF THE YEAR TMT

**ACER**

EBAY

GOOGLE

MICROSOFT

STMICROELECTRONICS





## IN-HOUSE COUNSEL OF THE YEAR TMT

THOMAS EISENRING  
*Capgemini*

CLAUDIO ELIA  
*STMicroelectronics*

KARIM FERDJANI  
*Kyndryl*

**KARIM TEJANI**  
*Microsoft*

GUIDO WENNEMER  
*Acer*



## THOUGHT LEADERSHIP

**CORNELIS VAN OPHEM**  
*KD Pharma Group*



## LAW FIRM OF THE YEAR

BÄR & KARRER

HOMBURGER

LENZ & STAEHELIN

**NIEDERER KRAFT FREY**

WALDER WYSS



ALEXANDER GÖBEL, GIULIA GHEZZI, MELANIA SIRBU, PHILIPPE WEBER  
LUKAS POSCHUNG, LUKAS MATHIS, SVEN KÄLIN

## LAWYER OF THE YEAR

SANDRO ABEGGLEN  
*Niederer Kraft Frey*

ALEXANDER FISCHER  
*Baker McKenzie*

FRANK GERHARD  
*Homburger*

TINO GABERTHÜEL  
*Lenz & Staehelin*

**CHRISTOPH NEERACHER**  
*Bär & Karrer*



## LAWYER OF THE YEAR BANKING & FINANCE

SANDRO ABEGGLEN  
*Niederer Kraft Frey*

**JÜRIG FRICK**  
*Homburger*

LUKAS GLANZMANN  
*Baker Mckenzie*

KASPAR LANDOLT  
*CMS Switzerland*

ERIC STUPP  
*Bär & Karrer*



ESTELLE PICCARD

## LAW FIRM OF THE YEAR CAPITAL MARKETS

ADVESTRA

**HOMBURGER**

LENZ & STAEHELIN

NIEDERER KRAFT FREY



DANIEL HULMANN, OLIVER BAUM, ESTELLE PICCARD, SARAH FASEL, LORENZO TOGNI



## LAW FIRM OF THE YEAR CORPORATE M&A

BÄR & KARRER

HOMBURGER

**LENZ & STAEHELIN**

NIEDERER KRAFT FREY

SCHELLENBERG WITTMER

WALDER WYSS



NICOLA BUCHER, LUKAS HELD, ARNOLD ROMERO, STEPHAN ERNI

## LAWYER OF THE YEAR CORPORATE M&A

ALEXANDER FISCHER  
*Baker McKenzie*

TINO GABERTHÜEL  
*Lenz & Staehelin*

CHRISTOPH NEERACHER  
*Bär & Karrer*

ALEXANDER VOGEL  
*MLL Legal*

**PHILIPPE WEBER**  
*Niederer Kraft Frey*



## LAW FIRM OF THE YEAR COMPETITION & ANTITRUST

BÄR & KARRER

HOMBURGER

LENZ & STAEHELIN

**SCHELLENBERG WITTMER**

WALDER WYSS



FRANK BREMER, DAVID MAMANE, LAURA MACHT, AMALIE WIJESUNDERA



## LAW FIRM OF THE YEAR HEALTHCARE, LIFE SCIENCES, PHARMA

### BGPARTNER | ATTORNEYS- AT-LAW

BRATSCI

KELLERHALS CARRARD

MLL LEGAL

VISCHER



OLIVER GNEHM, MICHEL BAUMGARTNER, FRANZISKA LÖRCH  
TERESA DOUMA, OLIVIER BULA, ELENA MÉGEVAND

## LAW FIRM OF THE YEAR IP&TMT

HOUSE ATTORNEYS

ID EST AVOCATS SARL

### MLL LEGAL

RENTSCH PARTNER

TIMES ATTORNEYS



ALEXANDER VOGEL, MARK MONTANARI, ÜLKÜ CIBIK, KEVIN HUBACHER  
MARC A. SCHAMAUN, DANIEL SCHOCH

## LAWYER OF THE YEAR IP&TMT

LARA DORIGO  
*Pestalozzi Attorneys at Law*

CHRISTIAN HILTI  
*Rentsch Partner*

ANDREA MONDINI  
*TIMES Attorneys*

MICHAEL RITSCHER  
*MLL Legal*

### FRÉDÉRIC SERRA *HOUSE attorneys*



## LAW FIRM OF THE YEAR LABOUR

### BLESI & PAPA

LITTLER | SWITZERLAND

SCHELLENBERG WITTMER

STREIFF VON KAENEL

VISCHER



ALFRED BLESI, RENE HIRSIGER, DANIELA LÖTSCHER

## LAWYER OF THE YEAR LABOUR

ALFRED BLESI

*Blesi & Papa*

### ROMINA CARCAGNI

### ROESLER

*Streich von Kaenel*

VINCENT CARRON

*Schellenberg Wittmer*

ROBERTA PAPA

*Blesi & Papa*

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*VISCHER*

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*Littler | Switzerland*



## LAW FIRM OF THE YEAR LITIGATION

### 5GAMBIT DISPUTES

LALIVE

LENZ & STAEHELIN

SCHELLENBERG WITTMER

WENGER VIELI



TAMIR LIVSCHITZ, ANJA VOGT, ANISSA KERN, CYRIL SCHENKER, ELENA SEVILA



## LAW FIRM OF THE YEAR REAL ESTATE

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BÄR & KARRER

CMS SWITZERLAND

MLL LEGAL

SCHELLENBERG WITTMER



VALERIE BODEVIN, PASCAL DORIER, ZARINA FUEGLISTER, KEVIN ARDUESER  
SAMUEL MARBACHER, SUSANNE LIEBEL-KOTZ, PHILIPP A. RUCHTI-BALTENSPERGER, KIARA SHARIFI

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*Schellenberg Wittmer*

**STEFAN GERSTER**  
*CMS Switzerland*

WOLFGANG MÜLLER  
*MLL Legal*

CORRADO RAMPINI  
*Bär & Karrer*

ALEXANDER WYSS  
*Baker McKenzie*



## LAW FIRM OF THE YEAR TAX

BÄR & KARRER

HOMBURGER

**LENZ & STAEHELIN**

LOYENS & LOEFF

OBERSON ABELS



MARINE ECABERT, MAXIMILIEN DE RIDDER, FRANZISKA STADTHERR  
PASCAL HINNY, LUKAS AEBI, LENA-MARIE CLODONG



## PROFESSIONAL OF THE YEAR TAX

BEAT BAUMGARTNER  
*Loyens & Loeff*

PIERRE-MARIE GLAUSER  
*Oberson Abels*

STEFAN OESTERHELT  
*Homburger*

FLORAN PONCE  
*Lenz & Staehelin*

**SUSANNE SCHREIBER**  
*Bär & Karrer*



## LAW FIRM OF THE YEAR WHITE COLLAR CRIME

LALIVE

MONFRINI BITTON KLEIN

PESTALOZZI ATTORNEYS AT LAW

RVMH AVOCATS

**SCHELLENBERG WITTMER**



SIMONE NADELHOFFER, MAGDALENA HEYDER, NINA PAKA, PETER BURCKHARDT, CHARLES GOMMAZ  
MATTHIAS GSTOEHL, ROLAND RYSER, GEORGE AYOUB, SIMON SOLMS

## LAWYER OF THE YEAR WHITE COLLAR CRIME

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*Monfrini Bitton Klein*

BENJAMIN BORSODI  
*Schellenberg Wittmer*

JEAN-MARC CARNICÉ  
*BianchiSchwald*

**SANDRINE GIROUD**  
*LALIVE*

PATRICK HUNZIKER  
*RVMH Avocats*



ADAM EL HAKIM



# INTERNATIONAL ARBITRATION: FALSE FRIENDS AND TRUE FOES

*Navigating the Fine Line between Use and Abuse*

10 JUNE 2025

@PALAZZO DELLA BORSA - PIAZZA DEGLI AFFARI 6, MILAN



*Media partner:*





## Women in a Legal World

# Inheritance and values: how succession rules reflect the identity of societies

by jennifer mayo\*



The way societies regulate inheritance reveals far more than just legal procedure—it offers a window into their deepest values, family structures, and historical priorities. Across centuries and continents, the transmission of family wealth has mirrored the prevailing social, political, and economic order, shaping and reflecting how communities understand legacy, continuity, and fairness.

Historically, two main models of wealth transmission have prevailed. From one side the undivided transfer of assets—whether by single heir or as collective indivision and, from the other side, the fragmented distribution of the estate.

Family structure has played a key role in shaping these models, which differ depending on their historical and geographical context.

### **Looking back: succession as a mirror of social values**

To understand how social values have been historically encoded in succession law,



it is useful to examine two representative models: the Catalan hereu and the Germanic equal partition. Each reflects a distinct understanding of family, property, and the social role of inheritance.

The hereu —the Catalan variant of European primogeniture—was much more than a distribution rule: it reflected a cohesive, hierarchical vision of rural family life. From the Middle Ages, it allowed the appointment of a single heir, typically the eldest son, to preserve the agricultural estate and the family home (casa pairal) undivided. This practice promoted economic stability, family identity, and intergenerational continuity, often with several generations living together under one roof. The unity of the extended family ensured agricultural cohesion, clearly overriding equality among family members. The hereu was founded on family agreements that reflected these values. Its decline in the 19th century, driven by industrialization and the rise of the nuclear family, marks the transition to more liberal and urban values.

The Germanic model, by contrast, followed a principle of equality within the male descendants. In early medieval Germanic societies, family property was considered a collective good belonging to the kinship group. Upon the patriarch's

death, assets were divided equally among sons, while daughters and illegitimate descendants were excluded to preserve the political and military function of the lineage.

This model reflected a kind of consanguine solidarity—between male descendants—focused more on mutual obligations than on individual autonomy.

#### **Current trends: individualisation and family responses**

Today, in both common law and civil law systems, freedom of disposition prevails—subject to the constraints of forced heirship in civilian jurisdictions. Equality among heirs, diverse family forms, and the global mobility of wealth have weakened traditional models of unity. Inheritance is now seen less as a collective project and more as a personal choice. However, family businesses remain a key economic engine in most countries. Building once more on the principle of freedom of contract, many families adopt tools such as family protocols, holding companies, or transnational fiduciary structures (trusts, foundations, etc.) to preserve cohesion and prevent disputes.

Avoiding the intergenerational fragmentation of family wealth remains the exception, typically achieved only by those families that unite legal precision with a strong sense of shared purpose and legacy.

#### **Looking ahead: new challenges and intergenerational values**

Wealth transmission now faces unprecedented challenges: digital assets, smart contracts, cross-border estates, etc. Globalisation and digitalisation demand legal solutions that balance flexibility with continuity. The future will require legal frameworks capable of adapting family values to changing environments without imposing rigidity. Ultimately, the way we inherit and preserve our wealth reflects our values of belonging, autonomy, respect between generations and social prosperity.

*\* partner at Anaford*



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