

Next gen lawyers in the AI era

Training young lawyers beyond tools,
towards judgement and responsibility

The legal map of Switzerland

A journey across the cities
and sectors shaping the Swiss legal market

Legal meets critical infrastructure

At Swisscom, the legal function tackles data, cybersecurity, AI and strategic decisions under pressure.

New GC Barbara Wälchli speaks to *MAG* about building a department that enables transformation while preserving clarity, judgment and trust



Legal missteps: the 10 epic fails that frustrate in-house counsel

Claudia La Via



The numbers that tell a market

A legal market is not made only of firms, offices and mandates. It is also made of geography, choices, positioning and, when available, numbers. Numbers do not explain everything. They cannot capture the full quality of legal work, the strength of a client relationship or the reputation built over decades. But they do help to make a market readable.

In the previous issue of *MAG*, we looked at the legal sector as an economic engine: not just a professional community serving business, institutions and citizens, but a strategic component of the wider economy. Law creates value, enables investment, supports transactions, reduces uncertainty and contributes to the functioning of the country system. Seen from this perspective, understanding the legal market is not a niche exercise. It is part of understanding how an economy works.

This is one of the reasons why, in this issue of *MAG*, we have chosen to look at Switzerland through a map. Not a ranking, and not a beauty contest, but a reasoned journey across the country's legal ecosystem: the main cities and cantons where business law is concentrated, their role and the different models that coexist within the same market.

Switzerland is not a linear market. It is a federal, multilingual and highly specialised one. Some firms have built broad national platforms. Others operate through international networks. Others have chosen a more focused positioning, sometimes rooted in a single city, because that city itself is part of the value proposition.

The same applies to the growth of boutique law firms. Their rise does not necessarily mean fragmentation. In many cases, it reflects the evolution of demand. Some practices and sectors are naturally suited to leaner structures: they require seniority, speed, specialisation and a deep understanding of a specific industry more than institutional size. In these areas, boutiques can become highly competitive players precisely because they are built around focus.


At the same time, Switzerland continues to strengthen the institutional conditions that make a legal market attractive. The Zurich International Commercial Court (ZICC) and the discussions around similar initiatives in other cantons, including Geneva, show how the country is positioning itself as a credible hub for international commercial disputes. This is not just a procedural development. It is part of a broader competitive landscape, where legal infrastructure, language, neutrality and efficiency all matter.

To understand this landscape, however, maps are only one part of the story. Data is another. The revenues published in this issue on the Italian and Spanish legal markets, for example, show how figures can help interpret an ecosystem: the weight of leading firms, the role of independent players, the impact of international brands, the growth of multidisciplinary platforms, the performance of specialists and the degree of concentration at the top.

Of course, turnover is not the market. It is not excellence, nor reputation, nor client trust. But it is one of the indicators that allow observers, clients and the market itself to understand scale, momentum and transformation. Used carefully, data does not reduce the profession to numbers. It gives context to the stories behind those numbers.

Switzerland has a legal market with all the elements of a strong narrative: sophisticated work, international clients, sector depth, institutional credibility and a distinctive mix of local roots and global exposure. What makes it particularly interesting is not only the quality of its firms, but the variety of its models. Large Swiss firms, international firms, focused city-based players and boutiques are not competing in a vacuum. Together, they form an ecosystem that deserves to be read with greater clarity.

This is the spirit of our map. And it is also the broader editorial ambition of *MAG*: to observe the Swiss legal market with the tools of journalism — context, comparison, data and independent analysis.

Because the more a market is able to describe its own structure, the easier it becomes to understand its value. And the Swiss legal market has a great deal to tell. 

Copyright © 2026, *LegalcommunityCH*

2026 EVENTS CALENDAR

MAY

- Iberian Lawyer IP&TMT Awards Madrid, 28/05/2026

JUNE

- Legalcommunity Week Milan, 08-12/06/2026
- Legalcommunity Corporate Awards Milan, 10/06/2026
- Rock the Law Milan, 11/06/2026
- Iberian Lawyer Energy Day Madrid, 25/06/2026
- Iberian Lawyer Energy Awards Madrid, 25/06/2026

JULY

- LC Italian Awards Rome, 02/07/2026

SEPTEMBER

- LC Energy Day Milan, 10/09/2026
- The LatAm Energy & Infrastructure Awards São Paulo, 10/09/2026
- Legalcommunity Labour Awards Milan, 17/09/2026
- Iberian Lawyer Forty Under 40 Awards Madrid, 24/09/2026

OCTOBER

- Inhousecommunity Days Rome, 30/09-2/10/2026
- Inhousecommunity Awards Milan, 15/10/2026
- FinancecommunityES Real Estate Talks and Drinks Madrid, 20/10/2026
- Legalcommunity Litigation Day Milano, 22/10/2026
- Legalcommunity Litigation Awards Milano, 22/10/2026
- Inhousecommunity Day Switzerland Zurich, 29/10/2026

LEGEND

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

NOVEMBER

- Iberian Lawyer Inhousecommunity Day Madrid, 05/11/2026
- Iberian Lawyer Gold Awards Madrid, 05/11/2026
- FinancecommunityWEEK Milan, 09-12/11/2026
- Financecommunity Awards Milan, 12/11/2026
- Legalcommunity Real Estate Awards Milan, 26/11/2026
- Legalcommunity Marketing Awards Milan, 30/11/2026

2027 EVENTS CALENDAR

JANUARY

- Legalcommunity Energy Awards Milan, 28/01/2027

FEBRUARY

- Iberian Lawyer Labour Awards Madrid, 18/02/2027
- FinancecommunityES Private Capital Talks and Drinks Madrid, 25/02/2027
- Legalcommunity Finance Awards Milan, 11/02/2027

MARCH

- Iberian Lawyer Inspiralaw Madrid, 09/03/2027
- Financecommunity Fintech Awards Milan, 11/03/2027
- Legalcommunity IP&TMT Awards Milan, 18/03/2027

APRIL

- LC Inspiralaw Italia Milan, 05/04/2027
- Legalcommunity Tax Awards Milan, 08/04/2027

MAY

- LegalcommunityCH Awards Zurich, 06/05/2027
- The LatAm Women Awards São Paulo, 13/05/2027
- Financecommunity Private Capital Day Milan, 18/05/2027
- Legalcommunity Forty under 40 Awards Milan, 20/05/2027

ITALY

Contact Referent guido.santoro@lcpublishinggroup.com

ENERGY		DOWNLOAD SUBMISSION ↓
Research Period from	01/11/24	
Research Period to	31/10/25	
Deadline Submission	venerdì 7 novembre 2025	
Report Publication	feb-26	

FINANCE		DOWNLOAD SUBMISSION ↓
Research Period from	01/12/24	
Research Period to	30/11/25	
Deadline Submission	venerdì 12 dicembre 2025	
Report Publication	APR-26	

IP&TMT		DOWNLOAD SUBMISSION ↓
Research Period from	01/01/25	
Research Period to	31/12/25	
Deadline Submission	venerdì 16 gennaio 2026	
Report Publication	APR-25	

TAX		DOWNLOAD SUBMISSION ↓
Research Period from	01/02/25	
Research Period to	31/01/26	
Deadline Submission	venerdì 6 febbraio 2026	
Report Publication	mag-25	

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

FORTY UNDER40		DOWNLOAD SUBMISSION ↓
Research Period from	01/01/25	
Research Period to	31/12/25	
Deadline Submission	venerdì 27 febbraio 2026	
Report Publication	ott-26	

CORPORATE		DOWNLOAD SUBMISSION ↓
Research Period from	01/04/25	
Research Period to	28/02/26	
Deadline Submission	venerdì 6 marzo 2026	
Report Publication	lug-25	

LABOUR		DOWNLOAD SUBMISSION ↓
Research Period from	01/04/25	
Research Period to	31/03/26	
Deadline Submission	venerdì 24 aprile 2026	
Report Publication	ott-26	

REAL ESTATE		DOWNLOAD SUBMISSION ↓
Research Period from	01/07/25	
Research Period to	30/04/26	
Deadline Submission	venerdì 15 maggio 2026	
Report Publication	nov-26	

INHOUSECOMMUNITY		DOWNLOAD SUBMISSION ↓
Research Period from	01/07/25	
Research Period to	31/05/26	
Deadline Submission	venerdì 12 giugno 2026	
Report Publication	nov-26	

LITIGATION		DOWNLOAD SUBMISSION ↓
Research Period from	01/04/25	
Research Period to	31/03/26	
Deadline Submission	venerdì 29 maggio 2026	
Report Publication	nov-26	

FINANCECOMMUNITY		DOWNLOAD SUBMISSION ↓
Research Period from	01/09/25	
Research Period to	31/08/26	
Deadline Submission	venerdì 11 settembre 2026	
Report Publication	dic-25	

*It will be possible to integrate with subsequent deals within Friday 12 September 2025

SPAIN AND PORTUGAL

Contact Referent elizaveta.chesnokova@lcpublishinggroup.com

IP&TMT		DOWNLOAD SUBMISSION ↓
Research Period from	01/03/25	
Research Period to	28/02/26	
Deadline Submission	19/01/2026	
Report Publication	Jun-26	

ENERGY & INFRASTRUCTURE		DOWNLOAD SUBMISSION ↓
Research Period from	01/04/25	
Research Period to	31/03/26	
Deadline Submission	16/03/2026	
Report Publication	Jul-26	

FORTY UNDER 40		DOWNLOAD SUBMISSION ↓
Research Period from	01/05/25	
Research Period to	31/04/26	
Deadline Submission	18/05/2026	
Report Publication	Sep-26	

GOLD		DOWNLOAD SUBMISSION ↓
Research Period from	01/07/25	
Research Period to	30/06/26	
Deadline Submission	08/06/2026	
Report Publication	Nov-26	

SWITZERLAND

Contact Referent elizaveta.chesnokova@lcpublishinggroup.com

SWITZERLAND		DOWNLOAD SUBMISSION ↓
Research Period from	01/01/25	
Deadline Submission	09/02/2026	

LATAM

Contact Referent janci.escobar@iberianlegalgroup.com

WOMEN AWARDS		DOWNLOAD SUBMISSION ↓
Research Period from	01/01/25	
Deadline Submission	09/02/2026	

ENERGY & INFRASTRUCTURE		DOWNLOAD SUBMISSION ↓
Research Period from	30/04/25	
Research Period to	01/05/26	
Deadline Submission	09/03/2026	
Report Publication	2027	

Contents

LEGALCOMMUNITYCH MAG 23



73

Legal meets critical infrastructure

At Swisscom, the legal function tackles data, cybersecurity, AI and strategic decisions under pressure. New GC Barbara Wälchli speaks to *MAG* about building a department that enables transformation while preserving clarity, judgment and trust

8

ON THE MOVE

APPOINTMENT

HKIAC names Lalive's Domitille Baizeau as new co-chair

10

ON THE WEB

At the crossroads of change

53

The legal map of Switzerland

61

Geneva's next legal chapter

67

Next gen lawyers in the AI era

77

Legal missteps:
the IO epic fails that frustrate in-house counsel

83

When legal risk starts with the product

87

THE SPORTS LAW ARENA

FIFA's legal framework is still Swiss,
but is this coherent with the association's operations?

89

SPECIAL FEATURE

Legalcommunity CH Awards 2026

113

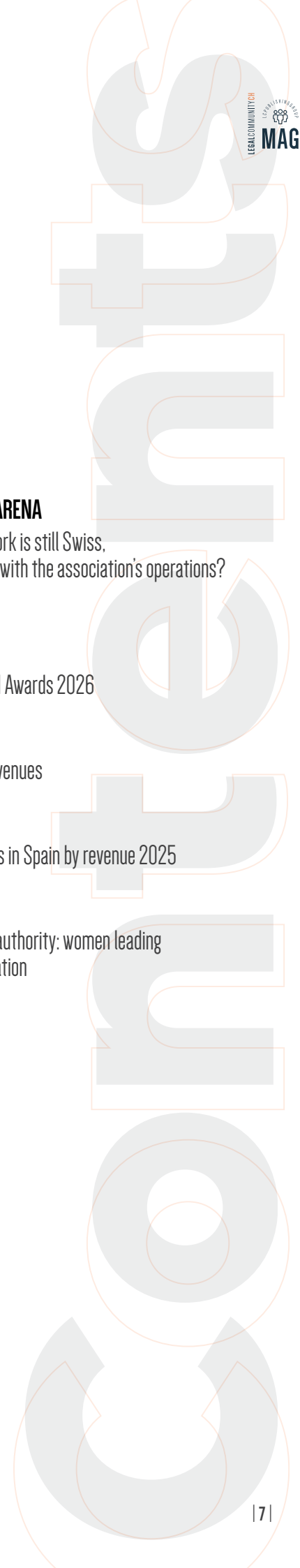
LC Best 50 Italy: revenues

125

The top 50 law firms in Spain by revenue 2025

131

From Geneva, with authority: women leading
international arbitration



On the Move

APPOINTMENT

HKIAC names Lalive's Domitille Baizeau as new co-chair



The Hong Kong International Arbitration Centre (HKIAC) has named **Domitille Baizeau** (pictured), partner at Lalive in Geneva and who has served on HKIAC's Council since 2020, as its new co-chair, alongside the also newly elected **Victor Dawes**, senior counsel at Temple Chambers in Hong Kong. Baizeau and Dawes will succeed David W. Rivkin and Rimsky Yuen, whose term as HKIAC Co-Chairs concludes on 30 June 2026.

Moreover, the institution appointed Thomas Walsh and Huawei Sun as vice-chairs, following approval by the HKIAC Council.

The incoming co-chairs and vice-chairs will join the existing members of HKIAC's Executive Committee: John Choong, partner at Freshfields and chair of the HKIAC Proceedings Committee, and Friven Yeoh, partner at Skadden and recently appointed chair of the HKIAC Finance & Administration Committee.

APPOINTMENT

Emiliano Berti is Nokia's new MWR legal lead



Nokia has appointed **Emiliano Berti** (pictured) as Lead Counsel with global responsibility for its Microwave Radio (MWR) division, effective 1 April 2026. The move places one of the company's most experienced in-house lawyers at the helm of a business unit central to Nokia's connectivity strategy. The Microwave portfolio provides end-to-end wireless transport solutions for environments where fibre is unavailable or terrain makes fixed infrastructure impractical. Built with 5G in mind (and already oriented toward future 6G evolution) it serves mobile operators, enterprises and mission-critical network operators such as utilities and government agencies worldwide, delivering high capacity, low latency and reliable backhaul.

Berti is no stranger to Nokia's legal structure. He previously served as Europe Head of Legal & Compliance, giving him a firm grounding in the company's regulatory landscape before taking on this global brief. He also holds the position of Chairman of the Board of Nokia Italy.

Before joining Nokia, Berti built a broad international career at General Electric, where he held roles of increasing seniority across Florence, London and Paris. He began his legal career in private practice, first at Carnelutti and later at McDermott Will & Emery LLP.

On the web



At the crossroads of change

From digital assets to carbon removal, from life sciences to capital markets, the latest deals featured in On the Web show Swiss law firms operating at the crossroads of some of the most dynamic sectors of the economy. The common thread is not only transactional activity, but the legal work required to structure markets that are changing in real time.

Bär & Karrer advised Lonza on the sale of its stake in MicroMacinazione, a Ticino-based contract manufacturer active in micronization for the pharmaceutical and fine chemical industries, and also assisted SIX in the consolidation involving SDX Web3, SDX Group, SIX Digital Exchange and SIX SIS, bringing together digital and traditional securities infrastructure within a single regulated framework. Pestalozzi worked alongside Ropes & Gray for Johnson & Johnson in connection with a USD 500 million R&D co-funding agreement with Royalty Pharma, while NKF advised EFG International on the issuance of inaugural EUR 500 million unsecured bonds listed on SIX Swiss Exchange.

Other matters point to emerging legal frontiers. Wenger Vieli advised Oscar on the Swiss-law version of a standard carbon removal purchasing agreement, while Lenz & Staehelin supported the formation of Internet Archive Switzerland, a new non-profit foundation under Swiss law. Together, these transactions tell a broader story: Swiss legal advice is increasingly positioned where capital, innovation, regulation and public-interest infrastructure meet.



PAOLO BOTTINI



ANDREA ZISWILER

Bär & Karrer with Lonza on MicroMacinazione stake sale

Bär & Karrer advised Lonza Group, a globally active manufacturer of pharmaceutical, biotech and specialty ingredients, on the sale of its entire stake in MicroMacinazione — a Ticino-based contract manufacturer of micronization active ingredients for pharmaceutical and fine chemical industries — to Microsize and Schedio Group.

The Bär & Karrer team advising on the matter was co-led by **Paolo Bottini** (pictured left) and **Andrea Ziswiler** (pictured right) and included **Martina Giacometti** (all M&A).

PRACTICE AREA

Deal & Transactions

DEAL

MicroMacinazione

LAW FIRM

Bär & Karrer

HEAD PARTNERS

Paolo Bottini and Andrea Ziswiler

VALUE

not disclosed



Wenger Vieli with OSCAR on Swiss carbon removal agreement launch

Wenger Vieli advised the Open Standard Carbon Removal Agreement (OSCAR) on the Swiss legal aspects relating to the launch of the Swiss jurisdiction version of its standard carbon removal purchasing agreement.

The agreement provides a market-tested contractual baseline for carbon removal transactions governed by Swiss law and is designed to support Swiss-domiciled buyers and suppliers in the growing carbon removal market.

The agreement was specifically adapted to the Swiss legal framework and launched by OSCAR during Climate Week Zurich.

The team was led by partner **Wolfgang Zürcher** (corporate/M&A, pictured) and included senior associate **Andrea Frey** (corporate/M&A) and associate **Cyrill Barmettler** (corporate/M&A).

PRACTICE AREA

Corporate

DEAL

Oscar

LAW FIRM

Wenger Vieli

HEAD PARTNER

Wolfgang Zürcher

VALUE

not disclosed



Bär & Karrer with SIX on mergers involving SDX Web3, SDX Group, SIX Digital Exchange and SIX SIS

Bär & Karrer advised SIX in three consecutive mergers involving SDX Web3 AG, SDX Group AG, SIX Digital Exchange and SIX SIS.

Following approval by the Swiss Financial Market Supervisory Authority, SIX has completed three consecutive mergers involving SDX Web3, SDX Group, SIX Digital Exchange and SIX SIS. The final merger between SIX Digital Exchange AG and SIX SIS AG was completed on 30 April 2026.

Through this consolidation, SIX brings together its digital central securities depository (CSD) and traditional asset services within a single regulated CSD, also licensed to offer crypto custody solutions. The Bär & Karrer team included **Peter Hsu** (pictured), **Tiffany Ender**, **Philipp Theiler**, **Luiza Gjura** (all regulatory/M&A), **Urs Kägi**, **Shu Zhang** (both corporate/M&A), **Julia Eiholzer** (corporate/notary), **Susanne Schreiber**, **Anke Stumm**, **Lesia Tüchthuisen** (all tax), as well as **Laura Widmer** and **Sandra Schaffner** (both employment). With respect to legal and regulatory matters, it closely collaborated with **Björn Gunnar Flückiger** (Lawbear) who also acted as an advisor to SIX.

PRACTICE AREA

Capital markets

DEAL

SIX

LAW FIRM

Bär & Karrer

HEAD PARTNERS

Peter Hsu, Tiffany Ender, Philipp Theiler, Luiza Gjura, Urs Kägi, Shu Zhang, Julia Eiholzer, Susanne Schreiber, Anke Stumm, Lesia Tüchthuisen

VALUE

not disclosed



Pestalozzi with Johnson & Johnson on \$500m R&D deal with Royalty Pharma

Pestalozzi, alongside lead counsel Ropes & Gray, advised Johnson & Johnson in connection with a USD 500 million R&D co-funding agreement with Royalty Pharma, spread across 2026 and 2027, to advance the clinical development of JNJ-4804, an investigational medicine for autoimmune diseases. The Pestalozzi team on the matter included partners **Franz Schubiger** (pictured), **Jonas Sigrist**, and **Christoph Lang**, as well as associates **Julia Pfister**, **Samir Ainouz**, and **Karen Gisler**.

PRACTICE AREA

Deal & Transactions

DEAL

Johnson & Johnson

LAW FIRM

Pestalozzi

HEAD PARTNERS

Franz Schubiger, Jonas Sigrist, Christoph Lang

VALUE

not disclosed



Lenz & Staehelin advises on Internet Archive Switzerland formation

Lenz & Staehelin served as Swiss counsel on the formation of Internet Archive Switzerland, a newly established independent non-profit foundation incorporated under Swiss law and headquartered in St. Gallen. The foundation was officially launched on May 5, 2026, at the exhibition hall of the Abbey Archives of St. Gallen, one of the oldest continuously active archives in the world.

The Lenz & Staehelin team was led by partner **Benoît Merkt** (pictured) and included **Benjamin Moret**, **Valentin Muller**, and **Adrianita Osmani**.

PRACTICE AREA

Corporate

DEAL

Internet Archive Switzerland

LAW FIRM

Lenz & Staehelin

HEAD PARTNER

Benoît Merkt

VALUE

not disclosed



NKF with EFG International on EUR 500 m bond issuance

Niederer Kraft Frey (NKF) has advised Swiss global private banking group EFG International with respect to EFG International Finance (Luxembourg) S.à r.l.'s offering and issuance of inaugural EUR 500 million unsecured bonds 2026 – 2031 guaranteed by EFG International AG.

EFG International Finance (Luxembourg) S.à r.l. successfully closed the issuance of inaugural EUR 500 million unsecured bonds with a 5-year maturity and a fixed annual coupon of 3.925 percent with foreign investors. The bonds are listed on SIX Swiss Exchange.

BofA Securities Europe SA, J.P. Morgan Securities plc and UBS AG London Branch acted as Joint Lead Managers.

The NKF team was led by capital markets partner **Daniel Bono** (pictured) and included partner **Philippe Weber**, senior associate **Giulia Ghezzi** and associate **Manuel Hirlinger** (all capital markets).

PRACTICE AREA

Capital Markets

DEAL

EFG International Finance (Luxembourg)

LAW FIRM

Niederer Kraft Frey

HEAD PARTNERS

Daniel Bono, Philippe Weber

VALUE

500m EUR bonds



LC Publishing Group

lcpublishinggroup.com



INFORMATION



EVENTS



INTELLIGENCE



PUBLICATIONS

LC Publishing Group S.p.A. – is the leading publisher operating in Italy, Switzerland, Germany, Spain, Portugal and in the Latin America and M.E.N.A. regions, in the 100% digital information related to the legal (in-house and private practice), tax, financial and food sectors from a “business” point of view, i.e. with a focus on the main deals and protagonists.



LC Publishing Group S.p.A.
Operational office: Via Savona 100 | 20144 Milan
Registered office: Via Tolstoi 10 | 20146 Milan
Phone: + 39 02 36 72 76 59



LEGALCOMMUNITYWEEK

LC PUBLISHING GROUP

08-12 JUNE 2026 • MILAN

Patronage



ILUSTRE COLEGIO
DE LA ABOGACÍA
DE MADRID



ORDINE DEGLI
AVVOCATI DI MILANO

10th

THE GLOBAL EVENT FOR THE LEGAL BUSINESS COMMUNITY

E D I T I O N

Platinum Partner

INTESA SANPAOLO

Gold Partners

Accuracy

Baker
McKenzie.

BAT

bip.Law & Tax

SBNP **BISCOZZI
NOBILI
& PARTNERS**
Studio legale tributario

BSF **BOIES
SCHILLER
FLENER**

CAGNOLA & ASSOCIATI
STUDIO LEGALE

CASTALDI PARTNERS
1984

CBA

CHIOMENTI

CLEARY GOTTLIB

EY

AXERTA®
INDAGA. DOCUMENTA. ACCERTA.

GIANNI
ORIGONI &

GPBL

HERBERT SMITH
FREEHILLS
KRAMER

Hogan
Lovells

KPMG

LEGORA

Elibra
Innovating your Law Firm

L
LEXSENTIAL

LEXROOM MAISTO E ASSOCIATI

McDermott
Will & Schulte

PAVIA & ANSALDO
STUDIO LEGALE

**Pirola
Pennuto
Zei**

MERCATOR®
By CITCO

FALPUCCIO
PENALISTI ASSOCIATI

Olt

SWOT
LEGAL

TeamSystem

Normo.ai

Trevisan & Cuonzo

VITALE

[ounet...]
accelerating network success

PAROLA ASSOCIATI

Media Partners

LEGALCOMMUNITY

LEGALCOMMUNITYCH

LEGALCOMMUNITYGERMANY

LEGALCOMMUNITYMENA

INHOUSECOMMUNITY

INHOUSECOMMUNITYEU

FINANCECOMMUNITY

FINANCECOMMUNITIES




IBERIANLAWYER


LATINAMERICANLAWYER

FOODCOMMUNITY



Sella
Investment Banking

MONDAY 8 JUNE				VENUE - MILAN	
09:00 18:00	Opening Conference: Elite Legal Symposium: (Shaping) The Future of the Legal Market (in Italy and Worldwide)	INTESA  SANPAOLO		Hotel Principe di Savoia Piazza della Repubblica, 17	REGISTER
18:00 19:00	Presentation: Le Tavole della Legge			Hotel Principe di Savoia Piazza della Repubblica, 17	REGISTER
NETWORKING COCKTAIL 					
18:30	General Counsel Cocktail			Gatti Pavesi Bianchi Ludovici Piazza Borromeo, 8	INFO
From 20:15	Terrace Party			CastaldiPartners Via Savona, 19/A	INFO
TUESDAY 9 JUNE				VENUE - MILAN	
08:00 09:30	Breakfast on finance			Gianni & Origoni Piazza Belgioioso, 2	REGISTER
09:15 11:00	Roundtable: Law Firms and Technology: Does It Make Sense to Build In-House Solutions?			Hotel Principe di Savoia Piazza della Repubblica, 17	REGISTER
11:00 13:00	Roundtable: Post-Deal Integration in M&A: Navigating Financial, Operational and Governance Challenges			Hotel Principe di Savoia Piazza della Repubblica, 17	REGISTER
11:00 13:00	Roundtable: The legal profession in the age of Intelligent Systems			Hotel Principe di Savoia Piazza della Repubblica, 17	REGISTER
LUNCH BREAK 					
14:00 16:00	Roundtable: Internal Investigations: Criminal, Employment & GC Perspectives			Hotel Principe di Savoia Piazza della Repubblica, 17	REGISTER
14:00 16:00	Roundtable: Italian Infrastructure: Regulation, Capital and Public-Private Partnerships			Hotel Principe di Savoia Piazza della Repubblica, 17	REGISTER
14:00 16:00	Roundtable: Generative AI and Data Protection. Reliability, Responsibility, Source Integrity			Hotel Principe di Savoia Piazza della Repubblica, 17	REGISTER
COFFEE BREAK 					
16:00 18:00	Roundtable: Tariffs and International Sanctions			Hotel Principe di Savoia Piazza della Repubblica, 17	REGISTER
16:00 18:00	Roundtable: Added value of Lawyers as Entrepreneurs: Building a Law Firm like a Real Business.			Hotel Principe di Savoia Piazza della Repubblica, 17	REGISTER
NETWORKING COCKTAIL 					
19:00	Women leadership: the in-house cocktail			Baker McKenzie Piazza Filippo Meda, 3	INFO
20:15	Let's Spritz Again			Biscozzi Nobili & Partners Via Torino, 2	INFO
WEDNESDAY 10 JUNE				VENUE - MILAN	
06:30 08:00	Run the Law			Canottieri San Cristoforo Alzaia Naviglio Grande, 122	INFO
09:00 11:00	Roundtable: From Covenants to Control: Private Debt and Opportunistic Funds in Restructuring and Distressed Negotiations			Hotel Principe di Savoia Piazza della Repubblica, 17	REGISTER
09:15 13:00	Conference: When Good Lawyers Negotiate Bad Deals: What Really Drives Success (and Failure) at the Table			Hotel Principe di Savoia Piazza della Repubblica, 17	REGISTER
11:00 13:00	Roundtable: Turning Know-how into Value: Winning Strategies in Joint Development Agreements			Hotel Principe di Savoia Piazza della Repubblica, 17	REGISTER
11:00 13:00	Roundtable: Geopolitics & Security			Hotel Principe di Savoia Piazza della Repubblica, 17	REGISTER
LUNCH BREAK 					
14:00 16:00	Roundtable: The Other Side of Justice: When Corporate Reputation meets Trial by Media			Hotel Principe di Savoia Piazza della Repubblica, 17	REGISTER

WEDNESDAY 10 JUNE				VENUE - MILAN
14:15 16:00	Roundtable: Cross-Border M&A and Foreign Investment Considerations	PAVIA e ANSALDO STUDIO LEGALE		Hotel Principe di Savoia Piazza della Repubblica, 17 REGISTER
COFFEE BREAK ☕				
16:00 18:00	Roundtable: Reputation, Media and Positioning: The New Competitive Capital of Law Firms	CASTALDI PARTNERS 1996		Hotel Principe di Savoia Piazza della Repubblica, 17 REGISTER
16:00 18:00	Roundtable: Are Clients Becoming More Sophisticated? The Evolution of General Counsel	KPMG		Hotel Principe di Savoia Piazza della Repubblica, 17 REGISTER
16:00 18:00	Roundtable: Tech & IP: the winning tandem to create, manage and monetize innovation	Trevisan & Cuonzo		Hotel Principe di Savoia Piazza della Repubblica, 17 REGISTER
NETWORKING COCKTAIL 🍸				
19:15 23:00	Corporate Awards	LEGALCOMMUNITY AWARDS		Padiglione Visconti Via Tortona, 58 INFO
THURSDAY 11 JUNE				VENUE - MILAN
09:00 13:00	Conference: 2026 Tax Update: Corporate Groups and Wealth Management Industry	MAISTO E ASSOCIATI		Hotel Principe di Savoia Piazza della Repubblica, 17 REGISTER
09:15 11:00	Roundtable: Is the Legal Market Truly Meritocratic?	BAT SWOT LEGAL		Hotel Principe di Savoia Piazza della Repubblica, 17 REGISTER
11:00 13:00	Roundtable: Impact of AI on Corporates and Law Firms	LEGORA		Hotel Principe di Savoia Piazza della Repubblica, 17 REGISTER
LUNCH BREAK 🍴				
14:00 16:00	Roundtable: The Role of the Pharmaceutical Industry in Innovation: the State of Scientific Research in Italy	HERBERT SMITH FREEHILLS KRAMER		Hotel Principe di Savoia Piazza della Repubblica, 17 REGISTER
16:00 18:00	Roundtable: Fashion & Luxury	Baker McKenzie.		Hotel Principe di Savoia Piazza della Repubblica, 17 REGISTER
NETWORKING COCKTAIL 🍸				
19:00	Rock the Law	ROCK THE LAW		Magazzini Generali Via Pietrasanta, 16 REGISTER

OPENING CONFERENCE

08/06/2026
09.00 - 18.00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Translation from/to  ↔ 

REGISTER
HERE 

ELITE LEGAL SYMPOSIUM: (SHAPING) THE FUTURE OF THE LEGAL MARKET (IN ITALY AND WORLDWIDE)

PROGRAM

- 8:45 Check-In and welcome coffee
- 9:10 **Welcome messages**
Aldo Scaringella, CEO, *LC Publishing Group S.p.A.*
Emmanuel Conte, Councillor for Budget, *State Property and Extraordinary Housing Plan Municipality of Milan*
Antonino La Lumia, President, *Milan Bar Association*
Giovanni Lega, Founding Partner, *LCA Studio Legale* | Honorary Chairman ASLA
- 9:25 **Opening speech: where is the international legal market heading?**
Nicola Di Molfetta, Editor-in-Chief, *Legalcommunity & MAG*
- 9:35 **Keynote speech**
Jacques Moscianese, Executive Director, Group Head of Institutional Affairs, *Intesa Sanpaolo*
- 9:40 **ROUNDTABLE I. The Italian big firms: mergers and value creation**
Eliana Catalano, Managing Partner, *BonelliErede*
Bruno Gattai, Managing Partner, *PedersoliGattai*
Francesco Gatti, Equity Partner, *Gatti Pavesi Bianchi Ludovici*
Filippo Modulo, Managing Partner, *Chiomenti*
Filippo Troisi, Senior and Co-Managing Partner, *Legance*
Giuseppe Velluto, Co-Managing Partner, *Gianni & Origoni*
Moderator:
Nicola Di Molfetta, Editor-in-Chief, *Legalcommunity & MAG*
- 11:00 Coffee Break
- 11:30 **ROUNDTABLE II. Italy through the eyes of global law firms**
Roberto Bonsignore, Partner, *Cleary Gottlieb*
Patrizio Messina, Managing Partner, *Hogan Lovells Italy*
Laura Orlando, Managing Partner and EMEA Head of Life Sciences
Herbert Smith Freehills Kramer
Paolo Sersale, Managing Partner, *Clifford Chance Italy*
Moderator:
Ilaria Iaquina, Editor-in-Chief, *Iberian Lawyer*
- 12:15 **ROUNDTABLE III. Nextgen partners: a new model of leadership in law firms**
Leonardo Graffi, Office Executive Partner, *White & Case Italy*
Michele Milanese, Managing Partner, *Ashurst Italy*
Paolo Nastasi, Managing Partner, *A&O Shearman Italy*
Ermelinda Spinelli, Managing Partner (Italy), *Freshfields LLP*
Moderator:
Nicola Di Molfetta, Editor-in-Chief, *Legalcommunity & MAG*
- 13:00 Lunch
- 14:00 **Introductory Speech**
Giorgio Martellino, General Counsel and Compliance Officer, *Avio*
President, *AIGI*
- 14:10 **ROUNDTABLE IV. The business of law: how consulting giants are reshaping the legal market**
Daniele Caneva, Law Leader - IP Department Leader, *EY*
Francesco Paolo Bello, Managing Partner, *Deloitte Legal Italy*
Barbara Pontecorvo, CEO, *PwC Legal STA*
Sabrina Pugliese, Partner, Head of Legal Services, *KPMG*
Giovanni Stefanin, Managing Partner, *BDO Law Sta*
Moderator:
Ilaria Iaquina, Editor-in-Chief, *Iberian Lawyer*
- 15:10 **ROUNDTABLE V. Beyond Italy: International Networks, GC Navigating the Legal Landscape**
Stéphanie Fougou, General Counsel, Vice President, *Hbxgroup plc*
Chairwoman of the Board, *ECLA*
Patricia Miranda, Director of Legal Affairs, Regulation and Compliance
SNCF VOYAGES ITALIA
Alicia Muñoz Lombardia, Deputy Secretary of the Board
Head of Governance and Legal, *Santander Spain*
Agostino Nuzzolo, General Counsel and Legal, Regulatory
European Affairs and Tax Affairs Executive Vice President
DPO and Secretary of the Board, *TIM*
Javier Ramirez, Vice President & Associate General Counsel Regions Litigation
HP INC. Head of Advocacy, *ACC Europe*
Nicola Verdicchio, Chief Legal Officer, *Pirelli*
Moderator:
Michela Cannovale, Deputy Editor, *Inhousecommunity & MAG*
- 16:30 Coffee Break
- 16:45 **ROUNDTABLE VI. Business lawyering: how it all began**
Luca Arnaboldi, Managing Partner, *Carnelutti Law Firm*
Enrico Castaldi, Chairman, *CastaldiPartners*
Stefania Radoccia, Managing Partner, *BIP Law and Tax*
Franco Toffoletto, Managing Partner, *Toffoletto De Luca Tamajo*
Moderator:
Nicola Di Molfetta, Editor-in-Chief, *Legalcommunity & MAG*
- 17:45 **Closing remarks**
Nicola Di Molfetta, Editor-in-Chief, *Legalcommunity & MAG*
- 18:00 Light Cocktail

PRESENTAZIONE

LE TAVOLE DELLA LEGGE

EDIZIONE 2026

LA GUIDA AI RISTORANTI PIÙ AMATI DAGLI AVVOCATI D'AFFARI ITALIANI



08/06/2026
DALLE 18,00 ALLE 19,00

NICOLA DI MOLFETTA
E LETIZIA CERIANI
PRESENTANO
LE TAVOLE DELLA LEGGE

HOTEL PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milano

[REGISTRATI QUI](#)

WWW.LCPUBLISHINGGROUP.COM

GENERAL COUNSEL Cocktail

08/06/2026
From 18.30



Gatti Pavesi Bianchi Ludovici
Piazza Borromeo, 8 - Milan

To be presented during the event:
GC CHAMPIONS LIST 2026
by inhousecommunity.it

EVENT DEDICATED TO IN-HOUSE LAWYERS.

FOR INFORMATION PLEASE SEND AN EMAIL TO: HELENE.THIERY@LCPUBLISHINGGROUP.COM

DRESSCODE: BUSINESS ATTIRE

Patronage



Legalcommunity Week is supported by





TERRACE PARTY

C A S T A L D I P A R T N E R S

MONDAY
8 JUNE
FROM 20.15

CASTALDIPARTNERS
VIA SAVONA 19/A - MILAN

DRESSCODE: BUSINESS ATTIRE

EVENT DEDICATED TO IN-HOUSE LAWYERS

FOR INFORMATION PLEASE SEND AN EMAIL TO: HELENE.THIERY@LCPUBLISHINGGROUP.COM

Patronage



Legalcommunity Week is supported by



10th
EDITION

LEGALCOMMUNITYWEEK

LC PUBLISHING GROUP

GIANNI &
ORIGONI

CARLO CIMBRI

Chairman
Unipol

FRANCESCO GIANNI

Founding Partner
Gianni & Origoni

MODERATOR

VALENTINA MAGRI

Journalist
Financecommunity & MAG

BREAKFAST ON FINANCE

09 JUNE 2026 | 8.00 - 9.30

> REGISTER NOW

GIANNI & ORIGONI

PIAZZA BELGIOIOSO, 2 | 20121 MILAN, ITALY

Event to be held in 

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage



ILUSTRE COLEGIO
DE LA ABOGACÍA
DE MADRID



ORDINE DEGLI
AVVOCATI DI MILANO




Legalcommunity Week is supported by



ROUNDTABLE

09/06/2026
09:15 - 11:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Event to be held in 

REGISTER
HERE 

LAW FIRMS AND TECHNOLOGY: DOES IT MAKE SENSE TO BUILD IN-HOUSE SOLUTIONS

Speakers*

Maria Chiara Argenton, Group General Counsel, *Dedalus*

Emiliano Berti, Lead Counsel, Microwave Radio Global - BoD President, *Nokia Italia, NOKIA*

Aldo Pietro Brielli, Equity Partner, Head of Legal Tech, *BIP Law and Tax*

Liuma Alessia Casaccia, Group General Counsel & Chief Compliance, ESG and Privacy Officer, *Zenita Group*

Matteo Grassani, Group General Counsel, *Zahid Group*

Moderator

Michela Cannovale, Deputy Editor, *Inhousecommunity & MAG*

*in progress

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage




Legalcommunity Week is supported by





09/06/2026
11:00 - 13:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Event to be held in 

REGISTER
HERE 

ROUNDTABLE

POST-DEAL INTEGRATION IN M&A: NAVIGATING FINANCIAL, OPERATIONAL AND GOVERNANCE CHALLENGES

Speakers

Roberta Bazzo, Chief Financial Officer, *Il Sole 24 ORE S.p.A.*

Elisa Antonietta Bardone, Compliance, Governance & Risk, Operating Partner, *ARCHIMED*

Marcello Dolores, Group Vice President, Legal and Regulatory, *Warner Bros. Discovery Italy, Spain & Portugal*
and General Manager, *Boing*

Fabio Fazzari, Group Financial Director, *NewPrinces*

Valentina Franceschini, Partner, *Wise Equity*

Paolo Quaini, Member, *AIGI*

Marco Sala, Director, *Accuracy*

Gianfranco Veneziano, Partner, *BonelliErede*

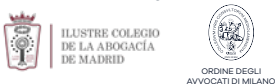
Moderator

Valentina Magri, Journalist, *Financecommunity & MAG*

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage



10th
EDITION

LEGALCOMMUNITYWEEK

LC PUBLISHING GROUP


LEXROOM



ROUNDTABLE

09/06/2026
11:00 - 13:00

PRINCIPE DI SAVOIA
Piazza della Repubblica 17
Milan, Italy

Event to be held in 

REGISTER
HERE 

THE LEGAL PROFESSION IN THE AGE OF INTELLIGENT SYSTEMS

Speakers*

Andrea Brancatelli, Legal Director, *MoneyGram International*

Rosy Cinefra, Group Chief Legal, Compliance, Risk & ESG Officer, *Finomnia*

Gea Condorelli, Legal Counsel, *Lexroom*

Antonio Corda, Of Counsel, *ADVANT Nctm*

Martina Domenicali, Co-Founder & CRO, *Lexroom*

Moderator

Ilaria Iaquinta, Editor-in-Chief, *Iberian Lawyer*

*in progress

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage




Legalcommunity Week is supported by



Investigations

09/06/2026
14:00 - 16:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Event to be held in 

ROUNDTABLE

REGISTER
HERE 

INTERNAL INVESTIGATIONS: CRIMINAL, EMPLOYMENT & GC PERSPECTIVES

Speakers:

Michela Bani, Founding Partner, *NIUS*

Tiziana Bianco, HR Manager, *NH Italia*

Simone Carrà, Founding Partner, *BCA Legal*

Massimiliano De Santis, Head of Legal, *OVS Group*

Cosimo Polcri, Head of Legal, *Alten Italia*

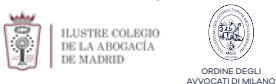
Moderator:

Filippo Ferri, Partner, *Cagnola & Associati*

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

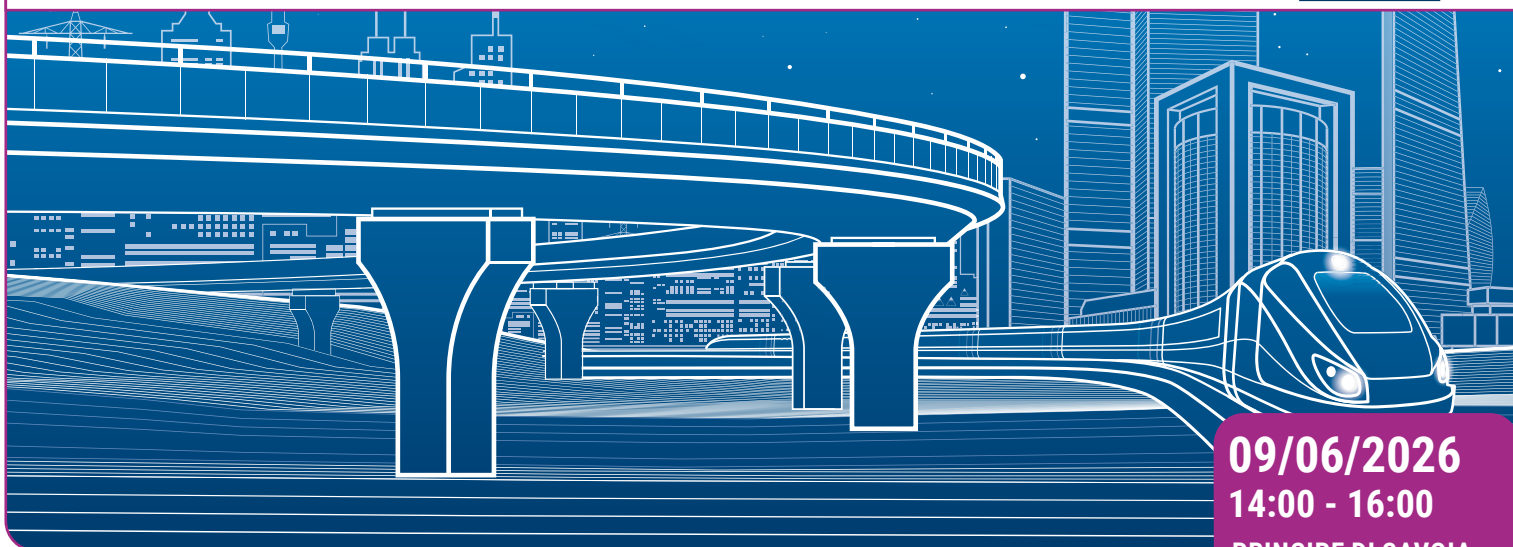
DRESSCODE: BUSINESS ATTIRE

Patronage




Legalcommunity Week is supported by





09/06/2026
14:00 - 16:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Event to be held in 

REGISTER
HERE 

ROUNDTABLE

ITALIAN INFRASTRUCTURE: REGULATION, CAPITAL AND PUBLIC-PRIVATE PARTNERSHIPS

Speakers*

Armando Brunini, CEO, *SEA Milan Airports*

Salvatore Esposito, CEO and Chairman, *Fincantieri Infrastructure*

Cesare Ferrero, Chairman & CEO, *Sogemi*

Fabrizio Magrì, Partner, *CBA Studio Legale e Tributario*

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

Moderator

Valentina Magri, Journalist, *Financecommunity & MAG*

*in progress

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

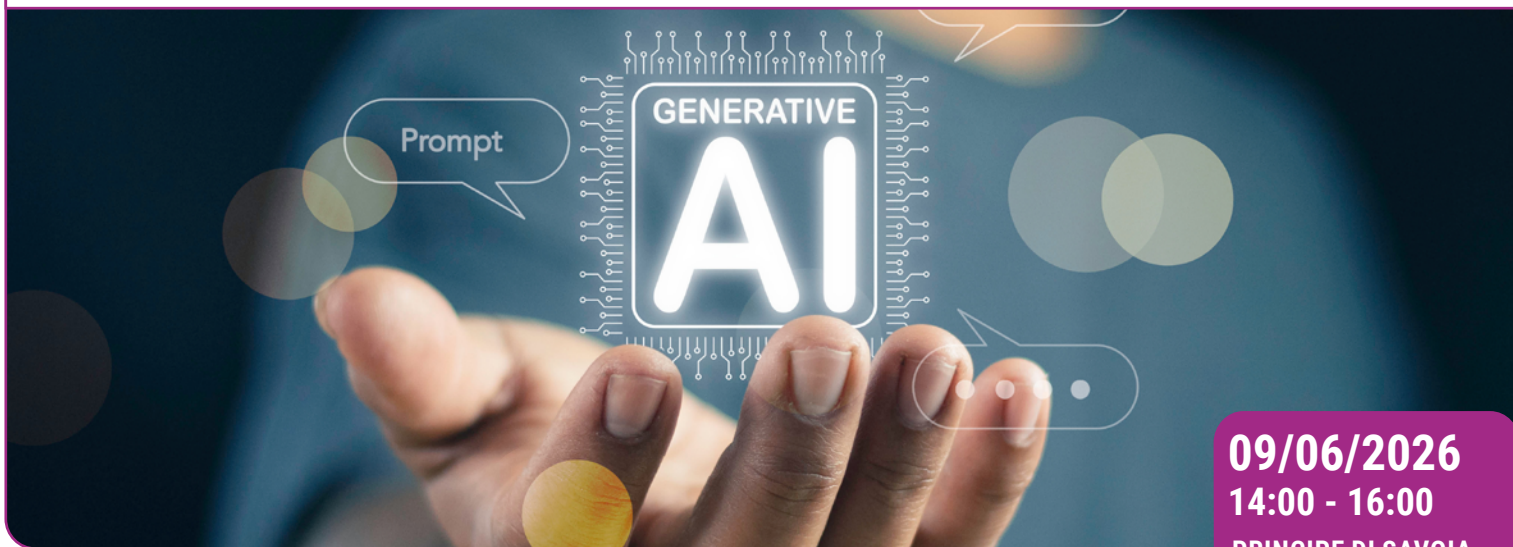
DRESSCODE: BUSINESS ATTIRE

Patronage



Legalcommunity Week is supported by






ROUNDTABLE

09/06/2026
14:00 - 16:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Event to be held in 

REGISTER
HERE 

GENERATIVE AI AND DATA PROTECTION. RELIABILITY, RESPONSIBILITY SOURCE INTEGRITY

Speakers

Italo de Feo, Partner and Co-Head of the TMC department, *CMS*

Giovanni Lombardi, Chair, *LAISA - STA*

Massimiliano Masnada, Partner, *Hogan Lovells* and Co-Founder, *AIRIA*

Valentino Notarangelo, Privacy, AI & Digital Compliance Manager, *TeamSystem*

Giovanni Roberto, Founder, *Normo AI*

Giulio Uras, Counsel, *ADVANT Nctm*

Moderator

Flavio Caci, Journalist, *Legalcommunity & MAG*

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage



Legalcommunity Week is supported by



10th
EDITION

LEGALCOMMUNITYWEEK

LC PUBLISHING GROUP

Pirola
Pennuto
Zei



09/06/2026
16:00 - 18:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

ROUNDTABLE

REGISTER
HERE 

TARIFFS AND INTERNATIONAL SANCTIONS

Speakers*

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

Francesca Placidi, Counsel, *Pirola Pennuto Zei & Associati*

Ulisse Spada, Group General Counsel, *DiaSorin*

Alessandro Zito, Group General Counsel, *D'Amico Italia*

Moderator:

Valentina Magri, Journalist, *Financecommunity & MAG*

*in progress

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage




Legalcommunity Week is supported by





09/06/2026
16:00 - 18:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Event to be held in 

ROUNDTABLE

ADDED VALUE OF LAWYERS AS ENTREPRENEURS: BUILDING A LAW FIRM LIKE A REAL BUSINESS

REGISTER
HERE 

Speakers

Lucia Bucci, HR Division Vice President International Business Unit, *ADP*

Simone Chini, General Counsel, *Saipem*

Francesco D'Amora, Founding Partner, *QLT Law & Tax*

Mirko Giuri, Legal Director, *DOLCE&GABBANA*

Maria Katharina Rauchenberger, Legal & Compliance Director, *Ruffino Group*, National Coordinator of *AIGI* Territorial Sections

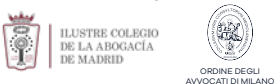
Moderator

Letizia Ceriani, Journalist, *Legalcommunity & MAG*

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage



Legalcommunity Week is supported by





Women Leadership

THE IN-HOUSE COCKTAIL

9 June 2026
from 19:00

Baker McKenzie
Piazza Filippo Meda, 3 - Milan

DRESSCODE: BUSINESS ATTIRE

EVENT DEDICATED TO IN-HOUSE LAWYERS.

FOR INFORMATION PLEASE SEND AN EMAIL TO: HELENE.THIERY@LCPUBLISHINGGROUP.COM

Patronage

Legalcommunity Week is supported by



ILUSTRE COLEGIO
DE LA ABOGACÍA
DE MADRID



ORDINE DEGLI
AVVOCATI DI MILANO



MILAN
CHAMBER OF
ARBITRATION



EUROPEAN COMPANY
LAWYERS ASSOCIATION



elsa
The European Law Institute Association
ITALIA



FONDAZIONE
DEI DOTTORI
COMMERCIALISTI
DI MILANO



WLW
WOMEN IN A LEGAL WORLD



Wednesday

10 JUNE 2026**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

PUBLISHINGGROUP
LC

Partner


MOPI
2013
marketing • comunicazione • organizzazione

For information: chiara.rasarivo@lcpublishinggroup.com



10/06/2026
09:00 - 11:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Event to be held in 

REGISTER
HERE 

ROUNDTABLE

FROM COVENANTS TO CONTROL: PRIVATE DEBT AND OPPORTUNISTIC FUNDS IN RESTRUCTURING AND DISTRESSED NEGOTIATIONS

INTRODUCTION

Chiara Elisei, Chief Credit Correspondent, *Octus*

Francesco De Gennaro, Partner, *Hogan Lovells*

Iacopo Canino, Partner, *Hogan Lovells*

DISCUSSION

Speakers*:

Alessandro Rognoni, Head of Special Situations, *BPER Banca*

Francesco Franchini, Head of Corporate Private Debt, *Ver Capital SGR*

Frederic Verrecchia, Managing Director Financial Restructuring – Head of Value Preservation Group Italy, *BNP Paribas CIB*

Philippe Minard, Chief Investment Officer (CIO), *Anima Alternative SGR*

Moderators:

Francesco De Gennaro, Partner, *Hogan Lovells*

Iacopo Canino, Partner, *Hogan Lovells*

* in progress

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage



Legalcommunity Week is supported by






CONFERENCE

10/06/2026
09:15 - 13:00

PRINCIPE DI SAVOIA
Piazza della Repubblica 17
Milan, Italy

Event to be held in 

REGISTER
HERE 

WHEN GOOD LAWYERS NEGOTIATE BAD DEALS: WHAT REALLY DRIVES SUCCESS (AND FAILURE) AT THE TABLE

8:45 Check-In and Welcome Coffee

9:15 Greetings

9:20 **THE HUMAN ARCHITECTURE OF INTERNATIONAL LEGAL NEGOTIATION**

10:50 Coffee Break

11:20 **NEGOTIATION IN THE DIGITAL AGE: TECHNOLOGY, DATA, AND NEW POWER DYNAMICS**

12:50 Closing Remarks

13:00 Light Lunch

Speakers

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

Lodovico Bianchi Di Giulio, Group General Counsel, *BIP Group*

Christopher M. Campbell, Senior Counsel, Litigation, *Baker Hughes*

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

Maurizio Di Bartolomeo, Head of Legal and Corporate Affairs & Corporate Secretary, *Gruppo Giochi Preziosi*

Alice Flacco, Esq., General Counsel & EVP Legal and Compliance, *MicroPort CardioFlow*

Carmelo Fontana, Senior Regional Counsel, *Google*

Luigi Macioce, Partner, *Boies Schiller Flexner*

Francesco Marchi, Director of Negotiation Expertise, *ALTERNEGO*, visiting professor at *Sciences Po (Paris)* and *College of Europe (Bruges)*

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

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage

Legalcommunity Week is supported by



10th
EDITION

LEGALCOMMUNITYWEEK

LC PUBLISHING GROUP



10/06/2026
11:00 - 13:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Event to be held in

REGISTER
HERE

ROUNDTABLE

TURNING KNOW-HOW INTO VALUE: WINNING STRATEGIES IN JOINT DEVELOPMENT AGREEMENTS

Speakers

Alessandro Altei, Group Legal and Compliance Director, *Gruppo Il Sole 24 ORE S.p.A*

Mauro Casolino, Legal Counsel, *Konecta*

Pasquale Di Mino, Partner Corporate Department, *Lexsential*

Vincenzo Piccarreta, Partner IP Department, *Lexsential*

Laura Tricomi, Vice General Counsel, *ButanGas*

Samantha Zanni, Head of Legal & Corporate Governance, *Gruppo Veronesi*

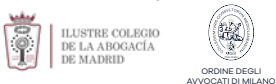
Moderator

Letizia Ceriani, Journalist, *Legalcommunity & MAG*

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage




Legalcommunity Week is supported by



10/06/2026
11:00 - 13:00

PRINCIPE DI SAVOIA
Piazza della Repubblica 17
Milan, Italy

Event to be held in 

ROUNDTABLE

GEOPOLITICS & SECURITY

REGISTER
HERE 

11:00 Introduction

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

11:05 Session I: Defense and Politics

SPEAKERS

Carlo Altomonte, Associate Dean & SHIELD Director, *SDA Bocconi*

Enrico Della Gatta, Vice President, *Fincantieri*

Fabrizio Pagani, Partner, *Vitale & Co.*

MODERATOR

Valentina Magri, Journalist, *Financecommunity & MAG*

12:00 Session II: Investment in Defense

SPEAKERS

Alfonso Annibale de Marco, Partner, *McDermott Will & Schulte*

Livio Fenati, Founder & Managing Partner, *Vesper Infrastructure Advisory*

Edoardo Girelli, Private Equity Director, *Tikehau Capital*

Giuseppe Lacerenza, Partner, *Keen Venture Partners*

MODERATOR

Valentina Magri, Journalist, *Financecommunity & MAG*

13:00 Lunch

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage



Legalcommunity Week is supported by




ROUNDTABLE

10/06/2026

14:00 - 16:00

PRINCIPE DI SAVOIA

Piazza della Repubblica 17
Milan, Italy

Event to be held in 

REGISTER
HERE 

THE OTHER SIDE OF JUSTICE: WHEN CORPORATE REPUTATION MEETS TRIAL BY MEDIA

Speakers*

Luca Barabino, Founder, *Barabino & Partners* and CEO and Founder, *Aldebaran Holding*

Roberto Crepaldi, Judge for the Preliminary Investigations, *Court of Milan*

Diletta Giuffrida, Judicial Reporter, *Sky TG24*

Domenica Lista, Chief Corporate Bodies Affairs Officer and Secretary of the Board of Directors and of the Board Committees, *Leonardo*

Paolo Mazza, Chief General Counsel, *Bper Banca*

Moderator

Andrea Puccio, Founding Partner, *Puccio Penalisti Associati*

*in progress

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage



ILUSTRE COLEGIO
DE LA ABOGACÍA
DE MADRID



ORDINE DEGLI
AVVOCATI DI MILANO

ACC Association of
Corporate Counsel
EUROPE

50 AIGI

MILAN
CHAMBER OF
ARBITRATION

RELA EUROPEAN COMPANY
LAWYERS ASSOCIATION

elsa
The European Law Societies' Association
ITALIA

FONDAZIONE
DEI DOTTORI
COMMERCIALISTI
DI MILANO


WLW
WOMEN IN A LEGAL WORLD

Legalcommunity Week is supported by



10/06/2026
14:15 - 16:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Event to be held in 

REGISTER
HERE 

ROUNDTABLE

CROSS-BORDER M&A AND FOREIGN INVESTMENT CONSIDERATIONS

Speakers*

Isabel Fernandes, Group Legal Counsel, *Grupo Visabeira*

Filippo Fioretti, Partner, Head of Antitrust and Competition Department and FDI Focus group, *Pavia e Ansaldo Studio Legale*

Heike Ottemann-Toyza, General Counsel, *Generali Deutschland AG*

Ignacio Pereña Pinedo, General Counsel, *ACS Group*

Meritxell Roca Ortega, Partner, Co-Head of the Mergers and Acquisitions, Private Equity Department and Head of the Madrid and Barcelona Offices, *Pavia e Ansaldo Studio Legale*

Moderator:

Iliaria Iaquinta, Editor-in-Chief, *Iberian Lawyer*

*in progress

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE


Patronage





10/06/2026
16:00 - 18:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Event to be held in 

ROUNDTABLE

REGISTER
HERE 

REPUTATION, MEDIA AND POSITIONING: THE NEW COMPETITIVE CAPITAL OF LAW FIRMS

Speakers*

Stefano Brogelli, Legal & Corporate Affairs Director, *Axpo Italia*

Emanuele Camandona, Partner, *CastaldiPartners*

Daniele Ciccolo, Head of Legal Affairs, *Telepass*

Simona Musso, General Counsel, *Lavazza Group*

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

Federico Tallia, Deputy General Counsel, *BasicNet*

Moderator

Nicola Di Molfetta, Editor-in-Chief, *Legalcommunity & MAG*

*in progress

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage




Legalcommunity Week is supported by





10/06/2026
16:00 - 18:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Event to be held in 

ROUNDTABLE

REGISTER
HERE 

ARE CLIENTS BECOMING MORE SOPHISTICATED? THE EVOLUTION OF GENERAL COUNSEL

Speakers:

Simone Davini, General Counsel, Italy, *Deutsche Bank*

Pietro Galizzi, Head of Legal, Regulatory & Compliance Affairs, *Eni Plenitude Società Benefit*

Luís Graça Rodrigues, Regional Legal Director, *Minsait*

Andrea Moretti, Head of legal, Italy, *eBay*

Adriano Peloso, Legal Director, EMEA, Italy, Iberia & Israel, *Lenovo* - Board Member, *AIGI*

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

Moderator:

Michela Cannovale, Deputy Editor, *Inhousecommunity* and *MAG*

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage



Legalcommunity Week is supported by



10th
EDITION

LEGALCOMMUNITYWEEK

LC PUBLISHING GROUP


Trevisan & Cuonzo



ROUNDTABLE

10/06/2026
16:00 - 18:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Event to be held in 

REGISTER
HERE 

TECH & IP: THE WINNING TANDEM TO CREATE, MANAGE AND MONETIZE INNOVATION

Speakers*

Giuseppe Accardo, Innovation & AI Strategic Advisor, *Trevisan & Cuonzo*

Alessandra Amico, Head of Legal, *Molteni Group*

Gabriele Cuonzo, Managing Partner, *Trevisan & Cuonzo*

Stefania D'Agnelli, Head of Legal Innovation & AI, *Italgas*

Federico Dal Poz, Chief Legal Officer, *Amplifon*

Moderator

Flavio Caci, Journalist, *Legalcommunity & MAG*

*in progress

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage

Legalcommunity Week is supported by





LEGALCOMMUNITY
AWARDS

corporate

12th edition

10.06.2026

19.15 CHECK-IN

19.30 COCKTAIL

20.15 CEREMONY

21.00 STANDING DINNER

PADIGLIONE VISCONTI

Via Tortona, 58 | Milan



10.06.2026



Leonardo Adessi
 Chief Information Officer & Board Member, Nextalia



Diana Allegretti
 General Counsel, Zurich Italia



Alberto Arrota
 Chief Executive Officer, Essentia Advisory



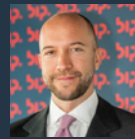
Orlando Barucci
 Executive Chairman, Vitale&Co



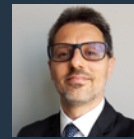
Solange Baruffi
 General Counsel, ICE Pharma



Claudio Berretti
 Executive Chairman and Chief Executive Officer, Tamburi Investment Partners



Lodovico Bianchi Di Giulio
 Group General Counsel – Head of Legal & Compliance, BIP Group



Massimiliano Boschini
 Senior Director, Intesa Sanpaolo



Fabio Bravi
 Head of M&A, Marketing & Partnership, TAS



Stefano Brogelli
 Legal & Corporate Affairs Director, Axpo Italia



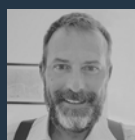
Giovanni Cucchiato
 Group General Counsel, Dedalus



Cristina De Haag
 Head of Legal Italy, Borsa Italiana Euronext Group



Andrea Castaldi
 Vice President, Deutsche Bank



Maurizio Di Bartolomeo
 Legal and Compliance Director & Secretary, Giochi Preziosi



Giovanni Foti
 Partner, Accuracy



Jacopo Frontali
 Head of Legal M&A, Pirelli



Roberto Mastrorosa
 Director Corporate & Legal Affairs, Prelios



Paola Nocerino
 Cluster Chief Legal Officer, Air Liquide Italia



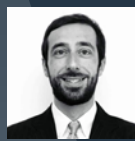
Fabrizio Manzi
 General Counsel, Italiaonline



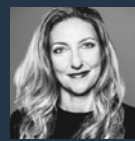
Stefano Martinazzo
 Partner – Responsabile Forensic Accounting – Internal Audit & Litigation, Axerta



Fausto Massimino
 Legal Gov & Compliance One Roche Head, ROCHE SPA AND ROCHE DIAGNOSTICS SPA



Simone Petrosemolo
 Head of Legal Affairs, Compliance & AML, Blue



Angelica Ruggeri
 General Counsel, Golden Goose



Valérie Ruotolo
 ICEG Compliance & Corporate Legal Lead, Accenture



Renato Salsa
 Partner, Corporate Finance Leader, EY Parthenon



Isabella Toth
 Direttore Affari Legali e Societari, HPE Italy



Micaela Vescia
 Chief of Legal and Corporate Affairs, Azienda Trasporti Milanesi



Andrea Visaggio
 Legal Manager NPE, Crédit Agricole



Pierluigi Zaccaria
 Chief Legal & Corporate Affairs Officer, SEA



Laura Zanin
 General Counsel, Itelyum Group



Umberto Zanuso
 Senior Partner, Fineurop Sodiitic



CONFERENCE

11/06/2026

09:00 - 13:00

PRINCIPE DI SAVOIA

Piazza della Repubblica, 17
Milan, Italy

Translation from/to  ↔ 

**REGISTER
HERE**

2026 TAX UPDATE: CORPORATE GROUPS AND WEALTH MANAGEMENT INDUSTRY

- 8:45 Check-In & Welcome Coffee
- 9:10 Greetings
Aldo Scaringella, CEO, LC Publishing Group S.p.A.
- 9:15 **Opening Speech**
Guglielmo Maisto, Senior Partner, *Maisto e Associati*
- 9:20 **Keynote Speech**
Marco Osnato, President Finance Committee
Chamber of Deputies
- 9:30 **SESSION I: Global Mobility and Home Office Speakers***
Guglielmo Maisto, Senior Partner, *Maisto e Associati*
Dr Johann Hattingh, Professor of Law
University of Cape Town
Giuseppe Zingaro, Head of Group Tax, *UniCredit*
- 10:10 **SESSION II: Corporate Welfare: New Trends and Challenges Speakers***
Andrea Benigni, Partner - Managing Director, *ECA Italia*
Sara Lautieri, Group Administration Manager
Società Reale Mutua di Assicurazioni
Marco Valdonio, Partner, *Maisto e Associati*
- 10:40 **SESSION III: Tax Audits: New Trends and Challenges Speakers***
Stefano Trettel, Tax Director, *Fininvest*
Cesare Silvani, Partner, *Maisto e Associati*
- 11:00 Coffee Break
- 11:30 **SESSION IV: VAT: Tax Updates and New Challenges Speakers***
Giannaede Ferracani, Senior VAT Adviser, *Confindustria*
Andrea Rottoli, Partner, *Maisto e Associati*
- 12:00 **SESSION V: Tax Updates on Individuals and Wealth Management Speakers***
Marco Cerrato, Partner, *Maisto e Associati*
Alberto Cirillo, Managing Director, co-head of Europe,
Goldman Sachs PWM
Omar Ezzat, Managing Director, Global Family Office
Investment Bank, *Ubs*
Biagio Izzo, Head of Tax, *Algebris Investments*
- 12:40 **Keynote Speech: AI-Driven Tax Audits: the corporate perspective**
Paolo Valerio Barbantini, Head of Tax, *Fincantieri Group*
- 12:55 **Q&A**
- 13:00 **Light Lunch**

*in progress

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage



Legalcommunity Week is supported by

10th EDITION LEGALCOMMUNITYWEEK
LCPUBLISHINGGROUP


BAT

SWOT
LEGAL



11/06/2026
09:15 - 11:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Event to be held in 

ROUNDTABLE

REGISTER
HERE 

IS THE LEGAL MARKET TRULY MERITOCRATIC?

Speakers

Umberto Baldi, CLO & General Counsel, *Snam*

Massimiliano De Santis, Head of Legal, *OVS Group*

Federico Raffaele, Head of Corporate Affairs, *TIM*

Andrea Sellini, General Counsel & Investor Relations Manager, *Bialetti Industrie*

Flavia Maria Tavasci, Head of Legal Italy, *British American Tobacco*

Ian Tully, CEO, *SWOT Legal*

Moderator

Michela Cannovale, Deputy Editor, *Inhousecommunity & MAG*

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage

Legalcommunity Week is supported by






ROUNDTABLE

11/06/2026
11:00 - 13:00

PRINCIPE DI SAVOIA
Piazza della Repubblica 17
Milan, Italy

Event to be held in 

REGISTER
HERE 

IMPACT OF AI ON CORPORATES AND LAW FIRMS

Speakers

Attilio Abeille, GTM Manager, *Legora*

Antonio Adami, Senior Director & General Counsel EMEA, *Recurrent Energy*, a Subsidiary of *Canadian Solar*

Benedetto Lonato, Equity Partner, *LCA Studio Legale*

Fabrizio Manzi, General Counsel, *Italiaonline*

Stefano Mele, Partner and Co-Head Intellectual Property, TMT, Cybersecurity Department, *Gianni & Origoni*

Angela Orlando, General Counsel, *Sky Italia*

Moderator

Flavio Caci, Journalist, *Legalcommunity & MAG*

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage



Legalcommunity Week is supported by



11/06/2026
14:00 - 16:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Event to be held in

ROUNDTABLE

REGISTER
HERE

THE ROLE OF THE PHARMACEUTICAL INDUSTRY IN INNOVATION: THE STATE OF SCIENTIFIC RESEARCH IN ITALY

Speakers:

Federico Aloisi, Legal & Compliance Director, *Otsuka Pharmaceutical Italy S.r.l.*

Sara Balice, Partner, *Herbert Smith Freehills Kramer*

Camilla Cocuzza, AVP General Counsel Italy Hub, *Eli Lilly Italia*

Francesca Messana, Sr. Legal Director, *Johnson & Johnson Innovative Medicine Italy*

Rubina Novelli, Head of Global Scientific Lead, Director, *Dompé farmaceutici*

Prof. Christodoulos Xinaris (BSc, PhD), Coordinator of Research, *Istituto di Ricerche Farmacologiche Mario Negri IRCCS*, Milan

Moderator:

Laura Orlando, Italy Managing Partner and EMEA Life Sciences Lead
Herbert Smith Freehills Kramer

Closing remarks:

Enrico Maria Mancuso, Partner, *Herbert Smith Freehills Kramer*

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage




Legalcommunity Week is supported by





11/06/2026
16:00 - 18:00

PRINCIPE DI SAVOIA
Piazza della Repubblica, 17
Milan, Italy

Event to be held in 

ROUNDTABLE

REGISTER
HERE 

FASHION & LUXURY

Speakers

Andrea Bonante, Board Secretary, Global Corporate Affairs & Compliance Director, *Moncler and Stone Island*

Paola Colarossi, Managing Partner, *Baker McKenzie Italy*

Sara Citterio, General Counsel, *Trussardi*

Anna Marina De Vivo, Partner, *Baker McKenzie Italy*

Francesco Falcone, Managing Director, Head of M&A Advisory, *Sella Investment Banking*

Michele Marocchino, Managing Director, *Lazard*

Angelica Ruggeri, General Counsel, *Golden Goose*

Moderator

Letizia Ceriani, Journalist, *Legalcommunity & MAG*

For information please send an email to: anna.palazzo@lcpublishinggroup.com T: +34 915633691

DRESSCODE: BUSINESS ATTIRE

Patronage



Legalcommunity Week is supported by



#rockthelaw
#legalcommunityweek

**ROCK
THE LAW**

#legalcommunityweek

CORPORATE MUSIC CONTEST

2026 EDITION

MILAN

11.06.26
from **19.00**

MAGAZZINI GENERALI
Via Pietrasanta, 16
Milan

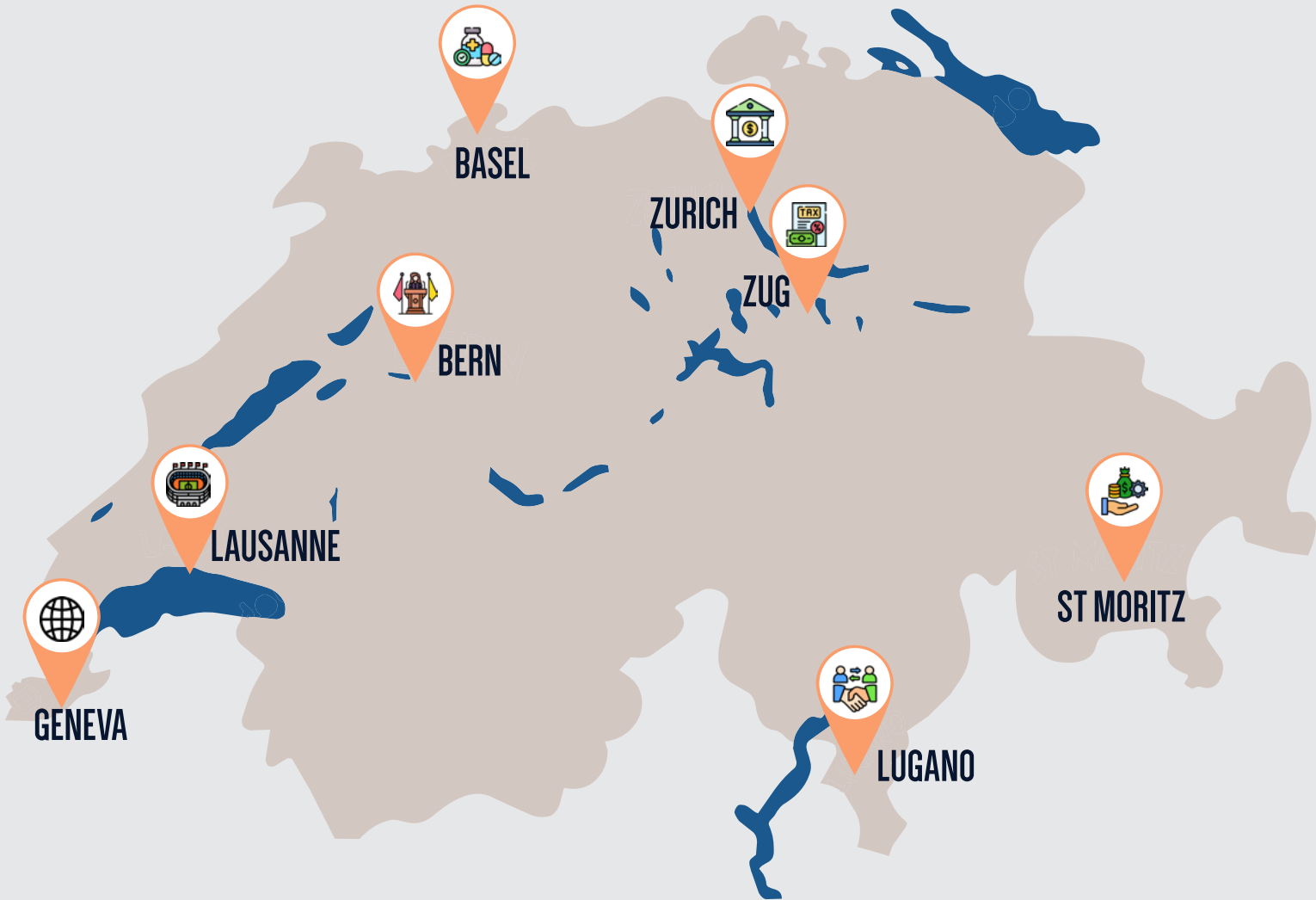
REGISTER HERE

Media Partner



For Info

chiara.rasarivo@lcpublishinggroup.com · +39 02 36727659



The legal map of Switzerland

From Zurich and Geneva to Zug, Lausanne, Basel and St. Moritz, **MAG** traces a legal market that mirrors Switzerland's economic geography: finance, arbitration, life sciences, sports, tax, private wealth and cross-border work

by flavio caci

Switzerland counts around 13,500 lawyers, according to the latest country profile by the European Commission for the Efficiency of Justice of the Council of Europe (CEPEJ). But the scale of the profession tells only part of the story. To understand the Swiss legal market, geography matters as much as numbers.

In a country built on 26 cantons, four official languages and highly specialised economic centres, legal work does not converge around one dominant capital. It follows the shape of the economy itself. Zurich and Geneva remain the two main poles, especially for corporate, finance, disputes and international work. Around them, a network of specialised hubs — Zug, Lausanne, Basel, Bern, Lugano and St. Moritz — reflects the country's broader organisation: tax and headquarters, sport, life sciences, public law, cross-border advisory and private wealth.

MAG analysed a sample of 50 private-practice firms mapped through the editorial coverage of *Legalcommunity.ch* and MAG's direct knowledge of the Swiss legal market, including national firms, international players and specialist boutiques. This mapping looks at how Swiss legal expertise is distributed across the country, where international practices compete with domestic players, and how Swiss law is increasingly exported abroad through arbitration, finance and private-client work.

The resulting picture is not one of fragmentation, but of specialisation: a polycentric legal market whose structure continues to mirror the broader geography of the Swiss economy.

THE ZURICH–GENEVA AXIS

Zurich: the corporate centre, and a growing disputes hub

Zurich remains Switzerland's main corporate and financial legal centre. Around 72% of the 50 firms analysed by MAG maintain a presence in the city, making it the most represented location in the sample.

The city has historically been the base of many of Switzerland's largest national firms, including Bär & Karrer, Homburger, Pestalozzi, Walder Wyss and Niederer Kraft Frey. Homburger, in particular, conti-

nues to stand out for its single-city model, showing how a Zurich-only presence can still support a leading national and international practice.

For international firms, entering Zurich means competing with a deeply rooted domestic market. Yet the appeal is clear. Stefan Brunnschweiler, managing partner of CMS's Zurich office, points to "the proximity to corporates, financial institutions, investors, start-ups and international decision-makers" as one of the city's defining advantages.

The numbers support that view. According to EY's Swiss Startup Barometer 2026, Zurich-based start-ups attracted close to CHF 1.3 billion in venture capital funding in 2025, equal to 38% of the national total.

Zurich is also increasingly relevant for complex disputes. Alongside full-service national and international firms, the city has seen the emergence of highly focused boutiques, including 5Gambit Disputes, Times Attorneys, Scope Law and Lindholm & Rosenkranz, the dispute-resolution boutique founded by **Michelle Lindholm** and **Charlotte Rosenkranz**.

«Zurich has established itself as the country's centre for complex commercial litigation and arbitration,» says Lindholm. «It also offers access to outstanding institutions, including the Zurich Commercial Court, which will soon accept submissions in English».

The development is significant. From 2027, Zurich is expected to allow international commercial disputes to be conducted in English before the Zurich International Commercial Court, a newly designated label of the Zurich Commercial Court.

Zurich's legal density also reinforces its role as a talent hub. «Competition for exceptional associates is naturally intense. Talented lawyers have many attractive options in Zurich», says Charlotte Rosenkranz. Yet she argues that boutiques retain advantages of their own: «Many young lawyers today are looking not only for prestige, but also for meaningful responsibility, close partner mentoring, international work, and direct involvement in complex cases from an early stage. Boutique firms are often particularly well placed to offer exactly that».

Geneva: Switzerland's international gateway

If Zurich is the country's main corporate and financial legal centre, Geneva remains its international gateway.

The city's profile is shaped by diplomacy, international organisations, multinational companies, arbitration, private wealth and cross-border work. Official data from Genève internationale show that 41.7% of the canton's population is foreign, with 196 nationalities represented, and that 2,372 multinational companies were present in 2023.

For law firms, Geneva offers a different kind of market from Zurich. Its international dimension is evident, but so is the importance of long-standing domestic relationships and local reputation.

Borel & Barbey is one example. Founded in 1907, the firm has deliberately remained based solely in Geneva. For **Luca Bozzo**, who shares the role of managing partner with **Nicolas Killen**, that choice brings both constraints and advantages.

«We do not benefit from the immediate visibility or institutional infrastructure of international organisations and must continuously demonstrate that a single-office firm can provide the same level of service as firms with offices worldwide», says Bozzo.

At the same time, independence from an internal network allows greater flexibility. «When our clients require expertise abroad or specialised counsel in another jurisdiction, we are not constrained by an internal network or obliged to refer work within a predefined structure».

Geneva's market is international, but it is also closely tied to Zurich. In MAG's sample, the two cities appear together in 34% of the firms analysed, confirming the role of the Zurich–Geneva corridor as the main axis of Swiss commercial legal work.

Several major Swiss firms were shaped by this dual-city logic. Schellenberg Wittmer was created in 2000 through the merger of Schellenberg & Haissly in Zurich and Brunschwig Wittmer in Geneva. Lenz & Staehelin, similarly, brought together Geneva and Zurich origins when it originated from a merger in 1991.

A more recent example is CMS Switzerland. The 2014 merger between CMS von Erlach Henrici and ZPG Avocats united practices based in Zurich and Geneva. «The merger has been particularly valuable for the Geneva office», says **Pierre Ducret**, managing partner at CMS Geneva. «At the Swiss level, the integration also created very strong synergies between Geneva and Zurich».

SPECIALISED HUBS BEYOND THE TWO MAIN POLES

Beyond Zurich and Geneva, Switzerland's legal geography becomes more specialised. Each secondary hub reflects a specific economic or institutional function: Zug is shaped by taxation and headquarters work, Lausanne by international sport, Basel by life sciences, Bern by federal institutions and regulation, and Lugano by its role as a gateway to Italy. Together, these cities show that the Swiss legal market is not only concentrated in its two main poles, but also distributed across regional centres with distinct areas of expertise.

Zug: tax, headquarters and legal independence

Zug's economic appeal remains closely connected to taxation and corporate headquarters. The canton's effective corporate tax rate is among the lowest in Switzerland: KPMG's 2025 cantonal comparison places Zug at 11.85%, the most attractive corporate tax rate in the country.

That concentration is mirrored in the legal market. In MAG's sample, 26% of the firms analysed maintain an office in Zug, the large majority of them Swiss national firms.

The city increasingly appears to function as more than a satellite of Zurich. Only 31% of the firms present in Zug also maintain offices in both Zurich and Geneva, suggesting a market that is developing its own legal identity around tax, corporate, private-client, technology and headquarters-related work.

Lausanne: the legal capital of sport

Lausanne's legal market is closely tied to international sport. Around 16% of the firms in MAG's sample maintain an office in the city, a relatively high concentration for a secondary Swiss legal hub.

The reason is institutional. Lausanne hosts the Court of Arbitration for Sport and sits at the centre of one of the world's densest sports ecosystems. The Maison du Sport International brings together around thirty international sports federations and organisations, as well as companies active in the field of sport. Lausanne and its region are home to around 50 international sports federations and organizations, including the International Olympic Committee (IOC).

This concentration has helped establish Lausanne as Switzerland's centre for sports law, generating specialised work in arbitration, governance, disciplinary proceedings and event-related advisory mandates.

Kellerhals Carrard's Lausanne team is currently assisting Switzerland 2038 in its preparatory work for hosting a Winter Olympic edition, as both the firm and the association confirmed to MAG in February, in the aftermath of Milano Cortina 2026.

Basel: life sciences, with transactional ties to Zurich

Basel occupies a different place on the Swiss legal map. Around 12 % of the firms analysed by MAG maintain an office in the city, whose economy is strongly shaped by life sciences.

The Basel Area life sciences supercluster is one of Europe's most concentrated pharma, biotech, healthtech and medtech ecosystems. It brings together more than 800 companies, 1,000 research groups and nearly 35,000 life sciences experts across Switzerland, France and Germany.

The legal work generated by this industrial base is highly specialised: regulatory, intellectual property, commercial, competition, M&A and biotech-related advisory work. At the same time, part of the highest-value transactional and financing work linked to Basel-based companies continues to flow through Zurich.

Recent Novartis financing mandates illustrate the point. In May, Homburger advised Novartis Finance on a EUR 1.7 billion notes issuance, while earlier in the year Advestra advised Novartis on Swiss-law aspects of a USD 11 billion note placement. Both mandates were led from Zurich.



ST. MORITZ: THE ALPINE PRIVATE-CLIENT MARKET

With a population of roughly 4,900 people, St. Moritz occupies a small place on the Swiss map. Yet it has acquired growing legal relevance in private-client and wealth-related work linked to internationally mobile individuals and families.

According to UBS Luxury Property Focus 2026, St. Moritz is Switzerland's most expensive luxury real-estate location, with average prices of around CHF 52,000 per square metre, followed by Gstaad and Verbier.

In 2023, Bär & Karrer opened an office in the village, led by partner Daniel Bader. «St. Moritz is an important location for private clients, entrepreneurs, family offices and family-owned businesses with Swiss and international ties», says Bader. «From our perspective, it is particularly relevant for matters involving private client advisory, tax, succession and estate planning, wealth structuring, relocation, real estate and broader corporate and commercial advice».

The relationship is visible in MAG's sample: the totality of the Basel offices analysed belong to firms that also maintain a Zurich presence.

Bern and Lugano: domestic institutions and regional gateways

Not every Swiss legal hub is primarily international-facing. Bern and Lugano show a different logic: one linked to federal institutions and public law, the other to regional business networks and cross-border proximity to Italy.

Bern, Switzerland's federal capital, sustains a legal ecosystem closely connected to public law, regulation, healthcare, infrastructure and administrative advisory work. Around 14% of the firms in MAG's sample maintain an office in the city, overwhelmingly Swiss national firms rather than international practices.

Lugano occupies a different position. Situated in Ticino, Switzerland's Italian-speaking canton, the city functions as one of the country's main legal and financial gateways to Italy. Around 8% of the firms analysed by MAG maintain an office there, again predominantly Swiss firms rather than international players.

Together, Bern and Lugano show that Switzerland's legal geography is not only about global finance and arbitration. It is also shaped by domestic institutions, language regions, public-sector work and cross-border economic ties.

EXPORTING SWISS LEGAL EXPERTISE

Switzerland's international legal footprint is not mainly built on full-service offices abroad. It is more often based on the export of Swiss-law expertise, especially in arbitration, cross-border finance and private-client work.

The firms in MAG's sample with offices abroad are concentrated primarily in Zurich and Geneva, confirming both cities' role as Switzerland's main international legal gateways.

Prager Dreifuss, based in Geneva, and Valfor — which has offices across Zurich, Geneva, Zug, Bern, Sion, and Lausanne — both maintain offices in Brussels.

Dispute resolution remains central to this

outward-facing strategy. Zurich-based 5Gambit Disputes expanded to New York in 2026 under the guidance of partner **Tom Joksimovic** and further strengthened its US disputes practice with the addition of New York partner **Victoria Peng-Rue** from Morgan Lewis & Bockius.


Other firms were international from the outset. Peter & Kim, founded in 2019, operates across Switzerland, Australia, Korea, and Singapore, focusing on arbitration awards and enforcement proceedings across multiple jurisdictions, particularly before the Swiss Federal Tribunal and Korean courts.

The same outward-facing logic appears across several Swiss firms with offices in principal arbitration and financial centres. Schellenberg Wittmer maintains a Singapore office focused on dispute resolution, while Lalive operates from London. Geneva-founded Bonnard Lawson has expanded across Geneva, Lausanne, Rolle, Dubai and Paris, while also establishing a strategic partnership with Equasia Law in Shanghai and Hong Kong.

MLL Legal has similarly developed offices in London and Madrid, the latter serving Spanish and Latin American clients in arbitration matters.

«Importantly, both the firm's London and Madrid offices advise clients exclusively on Swiss law; they do not offer English or Spanish law advice, and work with local firms wherever local-law input is required», says **Kilian Schärli**, managing partner of MLL Legal.

For Schärli, London reflects the importance of proximity to international financial markets. «Our London office has historically focused on corporate and banking & finance work», he says. «This reflects our proximity to the City, where most of our clients are based, and the importance of London as a financial centre for Swiss-related cross-border transactions».

Madrid, meanwhile, serves a different function within the firm's international network. «Our Madrid office plays a complementary role, with a focus on international arbitration. It serves clients across Spain and Latin America who require Swiss-law expertise in arbitration proceedings, leveraging Switzerland's well-established position as a leading seat for international dispute resolution». 

Copyright © 2026, LegalcommunityCH

MAG'S 50 FIRMS SAMPLE

#	Firm	Type	GE	ZH	ZG	BS	LS	BE	LU	SM	Other locations	Foreign offices / international presence
1	Baker McKenzie	International	✓	✓								International network
2	CMS	International	✓	✓								International network
3	Eversheds Sutherland	International	✓	✓	✓			✓				International network
4	Holman Fenwick Willan	International	✓									International network
5	Quinn Emanuel Urquhart & Sullivan	International		✓								International network
6	Charles Russell Speechlys	International	✓	✓								International network
7	EY Law Switzerland*	International		✓								EY global network
8	Bär & Karrer	National	✓	✓	✓	✓			✓	✓		–
9	Homburger	National		✓								–
10	Lenz & Staehelin	National	✓	✓			✓					–
11	Walder Wyss	National	✓	✓		✓	✓	✓	✓			–
12	Kellerhals Carrard	National	✓	✓		✓	✓	✓	✓		Sion	–
13	Bratschi	National	✓	✓	✓	✓	✓	✓			St. Gallen	–
14	Wenger Plattner	National		✓		✓		✓				–
15	Wenger Vieli	National		✓	✓							–
16	VISCHER	National	✓	✓		✓						–
17	MLL Legal	National	✓	✓	✓		✓					London; Madrid
18	Schellenberg Wittmer	National	✓	✓								Singapore
19	Pestalozzi	National	✓	✓								–
20	Advestra	National		✓								–
21	Niederer Kraft Frey	National	✓	✓								–
22	Prager Dreifuss	National		✓				✓				Brussels
23	LALIVE	National	✓	✓								London
24	Künzli Hess MacNab	National		✓								–
25	Borel & Barbey	National	✓									–
26	BGPartner	National		✓				✓				–
27	Water Dallafor	National		✓								–
28	Valfor	National	✓	✓	✓		✓	✓			Sion	Brussels
29	Bonnard Lawson	National	✓									Dubai; Paris; Equasia Law partnership
30	Altenburger Ltd legal + tax	National	✓	✓					✓			–
31	Canonica Valticos Carnice & Associés	National	✓									–
32	Badertscher Attorneys at Law	National		✓	✓							–
33	Barandun	National		✓	✓							–
34	Blum & Grob Attorneys-at-Law	National		✓								–
35	WysstLaw Attorneys-at-Law	National			✓							–
36	EISENRING	National			✓							–
37	Reichlin Hess	National			✓							–
38	Thouvenin Rechtsanwälte	National		✓	✓							–
39	Id Est Avocats	National					✓					–
40	Peter & Kim	National / international arbitration	✓	✓								Australia; Korea; Singapore
41	Monfrini Bitton Klein	National	✓									–
42	Meyer Raetzo Dunant	Boutique / specialist	✓									–
43	Junod Halperin	Boutique / specialist	✓									–
44	Scope Law	Boutique / specialist		✓								–
45	Lindholm & Rosenkranz	Boutique / specialist		✓								–
46	5Gambit Disputes	Boutique / specialist		✓								New York
47	Killias & Legler	Boutique / specialist	✓	✓								–
48	Times Attorneys	Boutique / specialist		✓			✓					–
49	ADB Altorfier Duss & Beilstein	Boutique / specialist		✓								–
50	GBF Attorneys-at-Law	National	✓	✓								–

*The EY core legal team, is based in Zurich. The firm has also offices in Aarau, Basel, Berne, Geneva, Lausanne, Lucerne, Lugano, St. Gallen, Zug



LEGALCOMMUNITYCH

The first digital information tool dedicated to the legal market in Switzerland

LEGAL MARKET IN SWITZERLAND

IN-HOUSE LAWYERS

PRIVATE PRACTICE LAWYERS

RUMORS & INSIGHTS

LEGAL & IN-HOUSE AFFAIRS

MAIN LEGAL TRENDS & TOPICS

DIGITAL NEWS



Follow us on



www.legalcommunity.ch



LEGALCOMMUNITYGERMANY

The first 100% digital portal in English addressed to the German legal market.
It focuses on both lawfirms and inhouse legal departments

LEGAL MARKET IN GERMANY

IN-HOUSE LAWYERS

PRIVATE PRACTICE LAWYERS

RUMORS & INSIGHTS

DEALS & ADVISORS

MAIN LEGAL TRENDS & TOPICS

DIGITAL NEWS



Follow us on



www.legalcommunitygermany.com



PHOTO CREDIT: MAAIKE DE KANTER PHOTOGRAPHY & CONCEPT

Geneva's next legal chapter

Daniel Kinzer takes the helm of the Geneva Bar Association and discusses with *MAG* about his new mandate shaped by regulation, digital justice, AI and the international positioning of Geneva as a legal hub

by claudia la via

In recent years, Geneva's legal community has worked to project itself beyond its traditional role as a sophisticated local market. The Geneva Bar Association has become one of the driving forces behind a broader ambition: to position Geneva not only as an international diplomacy, finance and arbitration, but also as a fully fledged legal hub for Switzerland and beyond.

This is the legacy **Daniel Kinzer** now inherits. Partner at CMS in Geneva, where he heads the Dispute resolution practice group and the White collar crime practice, Kinzer comes to the role with a profile rooted in litigation, economic criminal law, commercial and financial disputes. His practice places him close to many of the questions now reshaping the profession: regulation, digitalisation, professional secrecy, risk and technology. His election as *bâtonnier* therefore comes at a moment of transition. The Geneva Bar has gained visibility. The question now is how that visibility can be translated into practical support for lawyers facing a rapidly changing professional environment.

FROM VISIBILITY TO EXECUTION

Kinzer does not understate the importance of what came before. «With her relentless advocacy, Sandrine Giroud has put the Geneva Bar Association firmly on the map, a force to be reckoned with», he explains to *MAG*. What he inherits is a Bar council of 14 members that he describes as «very talented, committed and diverse» supported by «a well-staffed organisation, brimming with energy».

In his vision, his mandate will not be about rupture. It will be about consolidation, adaptation and execution. The guiding principle is clear: «The Bar association must provide value to its members». For Kinzer, this value lies first in defending the core principles that define lawyers as a profession. But it also means helping them concentrate on their core activity, clarifying professional rules, identifying good practices and creating the right forums where shared problems can be discussed and solved.

The point is not for the Bar to substitute itself for individual initiative. Innovation, in his view,

«I believe
in dialogue
between courts
and bar associations
to spot inefficiencies,
discuss them
and improve
the workings
of the system»

comes from practitioners themselves: «Innovation is driven by individuals that are tenacious and resourceful in helping their clients and competing to be best-in-class». The institution's role is to make that innovation useful to the wider profession. As Kinzer puts it: «Our role is to identify such innovation and spread good practices; define and clarify rules of professional ethics; channel shared issues to forums where they can be discussed and solved and then provide appropriate guidance».



PHOTO CREDIT: MAAIKE DE KANTER PHOTOGRAPHY & CONCEPT

REGULATION, DIGITAL JUSTICE AND AI

That pragmatic approach comes at a time when the list of challenges is growing. The regulatory landscape is becoming more demanding, with many lawyers in Switzerland soon to be subject to certain provisions of the Money laundering Act. For some, this will introduce processes and habits that are not yet part of their professional routine. Digitalisation is another front. In 2027, Geneva is expected to start introducing a fully digitised system of communication with courts under *Justitia 4.0*. And then there is Artificial intelligence, which Kinzer sees neither as a simple threat nor as a passing trend. AI, he says, «disrupts the traditional ways of working and is a formidable potentiator of competencies». In this environment, the Bar's function becomes practical as much as institutional. «The Bar association is there to help lawyers to keep abreast of these changes. It ensures they get acquainted with the new rules, it provides training and practical tips to adapt», Kinzer says. AI makes this responsibility even more urgent. The promise of productivity is already beginning to materialise, but so are the ethical questions. Legal secrecy, independence, diligence and even the human dimension of legal advice are being tested by new tools and new ways of working. This is why Kinzer believes bar associations must play an active role in the debate. «Secrecy, independence, diligence and perhaps even dignity and humanity are all being either challenged or redefined», he says.

The same logic applies to digital justice. A digitised court system may improve efficiency, but it also raises questions about access, fairness, professional guarantees and the practical organisation of legal work. In a phase of uncertainty, Kinzer sees guidance as one of the Bar's core responsibilities: «They must reflect on these issues and strive to provide guidance in a situation of uncertainty».

GENEVA AS A LEGAL HUB

The future of Geneva as a legal hub is another major theme of the new presidency. The canton is reflecting on the creation of a specialist commercial court, a project that would fit directly into the broader strategy pursued in recent years: making Geneva more attractive for complex business

disputes and strengthening Switzerland's position as a forum for international litigation.

Kinzer frames the issue with a striking image: «Delivering robust and painstakingly reasoned judgments in complex disputes and issue rulings rapidly and cost-efficiently may feel like trying to square the circle». Yet this is precisely what business needs.

A specialist commercial court for Geneva could help bridge the gap between complexity and efficiency. Proceedings concentrated in a single instance could also become more streamlined and cost-effective. Add the possible use of English, and, as Kinzer puts it, «one gets a system that is very adapted to the needs of international business». This also feeds into a broader question: how can Switzerland present itself more coherently as a legal jurisdiction? For Kinzer, cooperation between bar associations is essential, even though cantonal bars, closer to the profession's grassroots, remain crucial.

Here again, Kinzer's view is pragmatic: «Often, they are the engine or the laboratory, they discuss ideas or start projects, which they then extend bilaterally or regionally, and the national federation ultimately takes on a coordinating role».

RULE OF LAW AND ACCESS TO JUSTICE

Still, the Geneva Bar's mission cannot be reduced to professional representation or jurisdictional positioning. Access to justice and the defence of the rule of law remain central. Kinzer describes them as being «at the core of the Geneva Bar». This commitment operates on several levels: daily work of lawyers, dialogue with courts, local initiatives and international advocacy. The first level is rooted in legal practice itself. «A lawyer's natural way of trying to make the justice system a little better is to lodge a motion or hand in an appeal», Kinzer says. This not only furthers the client's interests, but also pushes administrations and courts to reassess their procedures.

But litigation alone is not enough: «I believe in dialogue between courts and bar associations to spot inefficiencies on either side, discuss them and improve the workings of the system, step by step», he adds.



PHOTO CREDIT: MAAIKE DE KANTER PHOTOGRAPHY & CONCEPT

The Geneva Bar already has a broad portfolio of initiatives to promote access to justice within the Geneva community: a walk-in law clinic, support for Juris conseil junior, a platform offering legal advice to minors, a pro bono platform and programmes to raise children's awareness of their rights against cyber-harassment.

The international dimension is equally important. Kinzer points to the Bar's longstanding tradition of defending the rule of law and lawyers worldwide, supported by «a commission on human rights » that identifies risks and organises support in coordination with international organisations.

THE PROFESSION'S NEXT GENERATION

The sustainability of the profession is another part of the same agenda. Young lawyers, diversity, inclusion and work-life balance are not marginal issues but conditions for the future credibility of the Bar. Here too, Kinzer emphasises what already exists: mentorship, mechanisms to protect the personality of lawyers, seminars on becoming independent, and training in management and soft skills.

These initiatives form a base on which the new

presidency intends to build, for instance by adapting the litigation calendars and timeframes to the challenges faced by mothers.

Kinzer is careful not to write his own legacy too early. At the beginning of a two-year mandate, it would feel, he says, «prematurely crepuscular» to reflect on how the presidency might one day be remembered. But he does offer a clear indication of the style he wants to bring to the role: «I strive to be fair, creative and generous in respecting each person's particular point of view and take on the world».

If this Bar council is remembered for having provided concrete help on many issues, guided lawyers through new regulatory and technical challenges and lived up to the values promoted by the profession, Kinzer would consider the mandate a success.

After a presidency that gave the Geneva Bar a stronger voice and placed the canton's legal ambitions more firmly on the map, the next test is different: helping that voice become a practical instrument for a profession entering one of the most complex transitions in its recent history.

© Copyright © 2026, LegalcommunityCH



LEGALCOMMUNITYMENA

The first digital information tool dedicated to the legal market in MEnA
Egypt, Qatar, Saudi Arabia, United Arab Emirates

LEGAL MARKET IN MENA AREA

DEAL ADVISORS

PRIVATE PRACTICE LAWYERS

RUMORS & INSIGHTS

LEGAL & IN-HOUSE AFFAIRS

MAIN LEGAL TRENDS & TOPICS

IN-HOUSE LAWYERS



Follow us on



www.legalcommunitymena.com



ITALIAN
ARBITRATION
DAY



ITALIAN ARBITRATION DAY

Arbitration in the Age of Economic
and Legal Disruption: of Tariffs,
Sanctions and Global Uncertainty

Rome, 11 June

Sala della Protomoteca, Campidoglio

Media partners:



LEGALCOMMUNITY



LEGALCOMMUNITY **CH**



LEGALCOMMUNITY **GERMANY**



LEGALCOMMUNITY **MENA**



IBERIAN LAWYER



THE **LATINAMERICAN** LAWYER



Next gen lawyers in the AI era

As Artificial intelligence reshapes legal work, experts tell *MAG* why the legal profession must rethink how young lawyers are trained: not to use tools faster, but to preserve judgement, responsibility and trust

by claudia la via

Artificial intelligence has already entered the daily mechanics of legal work. It can accelerate research, drafting, document review, summaries, contract analysis and knowledge management - the same tasks that have long shaped the learning curve of junior lawyers.

The question is not whether young lawyers will use AI. They will. The issue is how they can use it consciously and responsibly, without outsourcing legal reasoning, judgement, independence and the ability to advise under uncertainty. *MAG* looked at how the training of the next generation of lawyers is evolving within the Swiss legal ecosystem. The answer emerging from law firms, academies and legal tech initiatives is not less training, but broader and more deliberate training.

THE REAL GAP IS JUDGEMENT

For **Fatih Şahin**, partner and AI leader, Tax & Legal services at PwC Switzerland, the main skills gap is not simply technical. «The real gap is judgment: knowing when an output is reliable, where professional responsibility still sits, and what AI might miss», he says. This is also the logic behind PwC Switzerland's Legal AI Academy. «We don't teach lawyers how to use only AI - we teach them how to remain lawyers when working with it: through competence, confidentiality, supervision, and sound professional judgment», Şahin says. Prompting matters, but it cannot be the whole answer. Lawyers must decide whether AI is appro-



FATİHH ŞAHİN

appropriate for a task, operate within governance and confidentiality boundaries, and assess the output with the same rigour they would apply to any legal work they sign. As Şahin puts it: «If a lawyer cannot explain why they trust an output, they should not rely on it».

PROMPTING IS LEGAL METHODOLOGY

Karin Mülchi, specialist in AI and legal tech, founder of Bridge Legal group and program director and lecturer of the CAS AI law & legal tech at ZHAW, also warns against reducing AI competence to tool operation. «From my perspective, the skills that matter have very little to do with knowing which button to press», she says. For Mülchi, lawyers must learn to question AI output as they would question a junior associate's memo or an opposing expert's report: where does the information come from, what is missing, and what may be wrong despite sounding confident. The same applies to prompting, which she describes not as a technical trick, but as a form of legal methodology.

«Good prompting is not a trick. It is the ability to break a legal problem into its components, articulate the relevant facts, identify the applicable framework, and define what a useful answer actually looks like», she says. In this sense, «AI simply makes the gap visible».

David Rosenthal, partner at Vischer, pushes the point further. In his view, the idea that lawyers should merely assess AI output after it has been generated is too limited. «The concept of critically assessing AI output is wrong - we lawyers must control the generation of such output from the beginning, and this requires far more than just drafting the right prompt», he says. His position shifts the discussion from ex-post review to process design: lawyers need to understand how an AI answer is generated, which resources it draws on and whether AI use makes sense for that matter.

For Rosenthal, this also means that training cannot be separated from experimentation. Law firms are not only learning how to use AI. They are learning how to redesign parts of their own business and client service models.

«This is not just about training», he says. In his view, firms need to learn by doing, testing what



KARIN MÜLCHI



DAVID ROSENTHAL

works and what does not, and identifying the areas where AI actually makes business sense. The aim is not to use AI everywhere, but to understand where it can genuinely improve legal work and where it cannot.

RESPONSIBLE ADOPTION

Daniel Brugger, senior legal AI advisor at Lenz & Staehelin, also frames responsible adoption as something broader than tool selection. «Selecting compliant tools is only the first step. The harder

work follows», he says.

For a leading law firm, this means rethinking workflows, modernising knowledge and data management, and building new AI-driven services and products while preserving the lawyer's ultimate responsibility. At Lenz & Staehelin for example, he explains, training includes mandatory onboarding for new joiners, recurring AI talks and working sessions differentiated by seniority and practice group.

The point is clear: AI adoption is not only a technology project. It is also an organisational and educational one. «Tools alone do not transform a law firm. People do», Brugger says.

AI literacy should become part of the standard professional training of every young lawyer, but it does not replace legal expertise. «Substantive legal expertise remains the foundation», he says. What changes is the competence profile: the focus increasingly moves from producing legal work products from scratch towards verifying, refining and curating AI-generated output. Yet «judgement, professional ethos and interpersonal skill remain distinctly human - and become the real differentiator».

KNOWLEDGE AS A COMPETITIVE ASSET

If AI tools become widely available, the difference between law firms will not lie only in access to technology. It will lie in the quality of the knowledge on which that technology can work. This is the point made by **Camillo Devecchi**, counsel at MLL. «AI makes knowledge management more important than it has ever been», he says.

«What creates the real difference in quality is not the tool, but the underlying resources», Devecchi adds. «The competitive edge lies in curated knowledge, not in the software licence».

Past matters, templates, practice notes, precedents and accumulated experience become strategic assets. This also changes training. Internal education can no longer be purely legal. It must teach lawyers how to solve a matter efficiently by combining human input, AI, legal resources and professional judgement.

THE APPRENTICESHIP PARADOX

The most delicate issue is the development of junior lawyers. AI can produce first drafts, research

notes and summaries with impressive speed. But those are exactly the tasks through which generations of lawyers learned to read, structure, compare, draft, revise and build legal instinct. For Mülchi, this is the hardest training challenge facing law firms and legal departments. Understanding technology, managing governance and critically assessing outputs are real issues, but preserving the development of legal judgement is more difficult.

«If I had to choose one, it is preserving the de-



DANIEL BRUGGER



CAMILLO DEVECCHI

velopment of legal judgement among younger lawyers», she says. The problem is structural: «Legal judgement has traditionally been built through repetition of exactly the kind of work that AI now performs in seconds». This creates a paradox. The same tools that make junior work more efficient may weaken the apprenticeship model that produces the senior lawyers of the future. The solution is not to keep young lawyers away from AI, but to redesign their exposure to substantive work: more comparison between human and AI outputs, more evaluation, more reasoning, more situations in which they must defend a legal position and explain why an answer is wrong or incomplete. In Mülchi's words: «That is not a technology challenge. It is a didactic one».

Devecchi reaches a similar conclusion from the law firm perspective. «AI offers no shortcut for building experience. That is the central point, and everything else follows from it», he says. The risk, Devecchi argues, is that junior lawyers may rely too heavily on polished AI-generated output without engaging deeply with the substance. That may produce acceptable work in the short term, but it will not build the instinct and depth of understanding that distinguish a strong lawyer five or ten years later.

TRAINING AS A PERMANENT DISCIPLINE

The training of the next generation will have to operate on several levels: legal methodology before practice, structured programmes on governance and confidentiality after entry into the profession, and supervised experimentation on the job. But formal training will not be sufficient. The most important learning will still happen through real matters, if deliberately designed: structured debriefings, comparison between AI-generated drafts and human reasoning, and a culture in which junior lawyers are expected not only to deliver an answer, but to explain the process behind it.

AI will not make legal training less important. It will make it broader, more intentional and more demanding. The goal is not to train lawyers to become technologists, but to ensure that they remain lawyers in an AI-enabled profession. ■

Copyright © 2026, LegalcommunityCH



FINANCECOMMUNITY

The 100% digital information tool
dedicated to the financial market players in Italy

DIGITAL NEWS

MARKET TRENDS

FINANCIAL ADVISORS

MOVES



Follow us on



Subscribe to the newsletter
and keep in touch



www.financecommunity.it

The World's Private Capital Hub

📅 **SEPTEMBER 8-10, 2026**

📍 Palais des Congrès,
Paris, France



Featuring the second edition of

ipemglobal
LP Congress

The premier peer learning forum
by allocators, for allocators

Early Bird Offer
until June 18th

SAVE €900



In partnership with


FINANCECOMMUNITY


FINANCECOMMUNITIES


**THE
LATINAMERICANLAWYER**


IBERIANLAWYER


LEGALCOMMUNITY


LEGALCOMMUNITYCH


LEGALCOMMUNITYGERMANY

A portrait of Barbara Wälchli, a woman with dark, wavy hair and glasses, wearing a dark blue blazer over a black top. She is looking directly at the camera with a slight smile. The background is a blurred office setting.

Legal meets critical infrastructure

At Swisscom, the legal function tackles data, cybersecurity, AI and strategic decisions under pressure. New GC Barbara Wälchli speaks to *MAG* about building a department that enables transformation while preserving clarity, judgment and trust

by claudia la via

From healthcare to telecommunications. From a highly regulated sector, where legal advice must remain close to operations and decision-making, to the legal implications of data, cybersecurity, Artificial intelligence and critical infrastructure for an entire country.

In January, after seven years as general counsel at Galenica, **Barbara Wälchli** joined Swisscom, taking on one of the most strategic legal roles in the Swiss market.

It is not simply a career move between two large companies, but a transition between two worlds in which regulation, technology, public interest and business transformation increasingly overlap. At Swisscom, the legal function sits at the centre of questions that go far beyond compliance: how to govern innovation, how to protect trust and how to support strategic decisions under uncertainty.

For Barbara Wälchli, the answer starts with a clear idea of what Legal should be inside a complex organisation. «Legal creates the greatest impact when it is involved early in strategic discussions and helps shape solutions from the outset», she says. At Galenica, this meant operating in a tightly regulated environment while staying pragmatic and close to decision-making. It also meant learning beyond the legal function.

That experience now informs her priorities at Swisscom, where the challenge is not only to manage legal risk, but to build a function capable of enabling transformation with clarity, judgment and speed. Legal, she argues, must simplify rather than add complexity, especially when decisions are made under uncertainty and time pressure. It must provide direction, not hesitation. And it must understand that transformation is first of all a leadership task.

«Success is always yesterday», she says. Past achievements matter, but they should never become a reason not to evolve. In this conversation with *MAG*, new Swisscom GC discusses how legal can become a strategic partner without becoming a bottleneck, what innovation really means for a general counsel and why the legal function of the future will be measured less by activity and more by impact.

Swisscom key figures

COUNTRIES

- Switzerland
- Italy (with Fastweb+Vodafone)

15BN CHF

Total revenues 2025

23K

Employees*
 (*total FTE as per end of 2025)

34

Legal team members in Switzerland

Your career has developed at the intersection of regulation, transformation and operational complexity. Which parts of that experience are proving most valuable at Swisscom today?

What has proven most valuable is not only navigating complexity, but leading transformation in a way that keeps people moving.

AI is critically important. But real transformation starts when organisations are willing to question what made them successful in the first place. Transformation is ultimately a leadership task. The most difficult moment to change is often when an organisation is successful. That is exactly when organisations risk becoming too comfortable. At Swisscom, the focus is not only on adapting to change, but on shaping it proactively. This requires focus, clear priorities and the ability to make decisions under uncertainty. Legal plays a key role by providing clarity, enabling momentum and helping the organisation move forward.

What are your first priorities as general counsel at Swisscom?

My initial focus has been on three priorities. First, governance clarity. Clear responsibilities and escalation paths are essential, especially where regulation and transformation intersect. Second, ensuring Legal is involved early in strategic initiatives. Third, investing in the legal function itself: leadership, capabilities and the confidence to

act. I place strong emphasis on performance and transparency. Legal should demonstrate its value not only through risk mitigation, but through the quality of decision support, speed and business impact. Leadership is not about solving every issue personally. It is about creating orientation and enabling others to perform at their best.

Looking at the next 12 to 24 months, where do you see the legal function creating the most strategic value?

The greatest strategic value lies in anticipation and framing: identifying emerging risks early and translating complexity into clear options for decision-makers.

Leadership teams rarely need longer legal analyses. They need clarity and reliable judgment. One of the most important contributions of legal is helping organisations make decisions with confidence. I want legal to be perceived as a trusted partner that brings structure and perspective, especially when trade-offs are unavoidable. This also means articulating boundaries clearly. Often, the biggest risk is not a difficult decision, but no decision at all.

Swisscom operates at the centre of data, cybersecurity, AI and critical infrastructure. How do you approach governance in these areas so that legal is proactive by design rather than reactive by default?

Proactivity starts with clear governance. Responsibilities and escalation mechanisms are critical. In complex environments, unclear ownership often creates greater risk than the legal issue itself.

Effective governance must be principles-based, adaptable and anchored in operational reality. Legal needs to stay close to how decisions are actually made and cannot operate from a distance. In critical infrastructure environments, governance cannot exist only on paper. It has to function under pressure. The objective is to create governance that enables responsible decisions without slowing execution unnecessarily.

How do you define an innovative GC today? What does innovation look like in your ideal legal department?

An innovative GC is not defined by the number

of tools they introduce. Innovation starts with mindset. It means questioning established ways of working and looking beyond purely legal frameworks.

In regulated environments, there is rarely one single path. Sometimes the legal route is the right one. In other situations, dialogue, stakeholder engagement or working across functions lead to better outcomes.

An innovative GC understands that law is only one lever. The real value lies in knowing which combination of legal, regulatory, commercial and strategic action will create the best outcome. In practice, this means a legal function that is fully integrated into the business and focused on shaping decisions, not just assessing them.



How is the relationship between in-house teams and external law firms evolving? What do you prioritise today in a law firm you choose to work with?

The relationship has evolved significantly. Today, external counsel acts as a true sparring partner. I value advisors who combine intellectual rigour with commercial awareness and are willing to take a position when decisions are difficult. The greatest value comes from understanding the business context and providing clear, actionable advice.

What is non-negotiable is quality, integrity and accountability. The best advisors do not simply confirm. They challenge constructively.

Many legal departments struggle to balance being a control function and a growth enabler. Where do you place that balance?

This balance is not primarily in the process itself. It is a question of mindset. Strong in-house lawyers distinguish clearly between situations where there is flexibility and those that require firm boundaries. This requires judgment, confidence and credibility. Equally important is how this is communicated. Trust is built through consistency and ownership. These are not legal's risks alone. They are shared decisions and shared responsibility. Business teams involve legal early when they trust that it can navigate both sides: where there is room for solutions and where there is none. A lawyer who treats every issue as a no-go will eventually be bypassed. A lawyer who avoids clear lines will not be trusted.

You are widely seen as a leading figure in the Swiss in-house legal community. What does female legal leadership mean to you in practice?

Female legal leadership, to me, is not about adopting a fundamentally different style. It is about expanding what leadership can look like. At its core, leadership is not defined by gender. It is about clarity, judgment, responsibility and the ability to bring people with you. What matters is finding a leadership style that is authentic and effective for you, rather than adapting to a predefined model. At the same time, representation matters. What people see shapes what they believe is possible for themselves.

With visibility comes responsibility. Not to represent a specific model of female leadership, but to show that effective leadership does not follow a single template.

If we were to revisit this conversation in two or three years, what would you hope to have built at Swisscom?

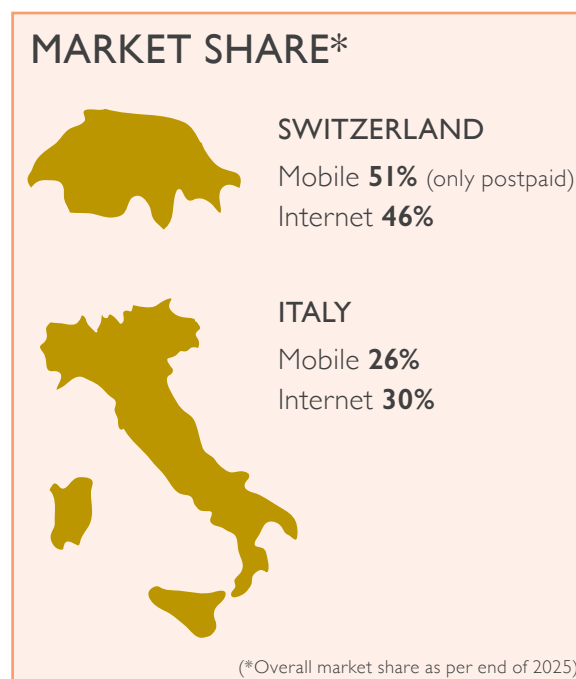
Looking ahead, my ambition is to build a proactive and trusted legal function that shapes decisions early, creates measurable value and uses AI intelligently to strengthen the way we work. Performance matters. That requires moving beyond activity-based metrics towards real impact.

AI will play an important role in enhancing efficiency, insight and the way we work, and it will further accelerate the shift towards Legal as a function focused on guidance, decision-making and strategic contribution. But strong legal organisations are ultimately defined by people and culture.

For me, success is a legal function that is trusted for its perspective, respected for its consistency and valued for helping the organisation move forward.

Ultimately, it is about building an organisation that continues to challenge itself and never loses the curiosity and hunger to evolve.

Copyright © 2026, LegalcommunityCH





Legal missteps: the 10 epic fails that frustrate in-house counsel

MAG identifies the most common mistakes law firms make in managing client relationships, according to a qualitative survey among leading Swiss general counsel

by claudia la via

In a legal market built on trust, discretion and long-term relationships, technical excellence is no longer enough. Swiss general counsel expect their external lawyers to know the law, of course. But they also expect them to understand the business, communicate clearly, manage costs transparently and deliver advice that can be used in real time.

The relationship between companies and law firms can become fragile not because of a lack of legal expertise, but because of the gap between what law firms believe they are delivering and what in-house legal departments actually need.

Through a qualitative survey among leading Swiss general counsel, MAG identifies the recurring

worst practices that still affect the relationship between law firms and corporate clients in Switzerland. The result is not intended as a statistical ranking, but as an editorial analysis of the “epic fails” that can undermine trust, efficiency and long-term collaboration between legal departments and their external advisers.

Some mistakes are familiar. Others are becoming more visible as in-house teams face growing pressure on budgets, speed, risk management and business impact. All of them point to the same conclusion: corporate clients do not expect external lawyers simply to provide legal answers. They expect advisers who help them make better decisions.



LIMITED BUSINESS UNDERSTANDING

The first and perhaps most damaging mistake is failing to understand the client's business. For general counsel, this goes far beyond knowing the company's name, sector or organisational chart. It means understanding how the company makes decisions, where its risks sit, what its commercial priorities are and what kind of advice is actually useful internally.

A technically correct answer can still be a poor answer if it does not reflect the client's reality. Legal advice for a financial institution, a pharmaceutical company, an industrial group or a technology player cannot be built on the same template. Each sector has its own timing, sensitivities, regulatory pressures and internal decision-making processes. When law firms ignore this, their advice becomes generic. And generic advice is precisely what in-house counsel do not need.

BEING TOO THEORETICAL

Another recurring frustration concerns advice that is legally sophisticated but practically unhelpful. General counsel do not usually need a lecture on every possible interpretation of the law. They need a clear assessment of the options, the risks and the recommended course of action.

The problem is not legal nuance. Nuance is often essential. The problem arises when legal analysis remains too academic, too abstract or too detached from the decision the business has to make.

A memo that explains the law without helping the client decide what to do next may be intellectually solid, but commercially weak. For companies, the value of external counsel lies in judgement, not just legal knowledge.





ADVICE WITHOUT DIRECTION

Length is not the same as value. One of the clearest gaps between law firms and in-house teams concerns format. External lawyers may believe that a long, detailed note demonstrates rigour. General counsel, under pressure from management and business units, often need the opposite: a concise, structured and actionable answer.

This does not mean oversimplifying complex matters. It means making complexity usable. What are the key risks? What is the likelihood of each scenario? What can the company do now? What requires board attention? What can be solved operationally?

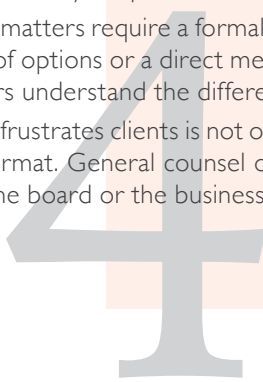
Overly cautious advice can create the same problem. If every option is presented as equally risky, legal analysis becomes paralysing. In-house counsel need external lawyers to distinguish between theoretical risk and real risk.

POOR COMMUNICATION

Poor communication remains one of the fastest ways to damage the relationship between a law firm and an in-house team. The issue is not only how often lawyers communicate, but how well they adapt their communication to the client's needs.

Some matters require a formal written memo. Others need a short email, a call, a red flag, a table of options or a direct message before a meeting with management. The best external lawyers understand the difference.

What frustrates clients is not only unclear advice, but also a lack of alignment on tone, timing and format. General counsel often have to translate external legal advice for the Ceo, the Cfo, the board or the business. A good law firm makes that translation easier, not harder.

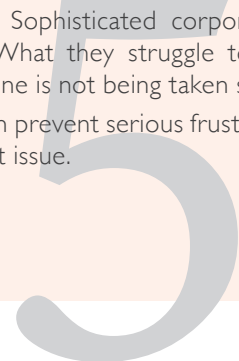


UNCLEAR FEES

Fees are not a secondary issue for legal departments. They are part of the mandate. General counsel work within budgets, forecasts and internal approval processes. When fees are unclear, the relationship becomes more difficult, even if the legal work is good.

The problem is not simply that firms are expensive. Sophisticated corporate clients understand that high-quality legal advice has a cost. What they struggle to accept is uncertainty, opacity or the impression that budget discipline is not being taken seriously.

A clear fee conversation at the beginning of a mandate can prevent serious frustration later. A vague estimate, by contrast, can quickly become a trust issue.



CHANGING THE BUDGET WITHOUT WARNING



Even more damaging than unclear fees are unexpected budget changes. In-house counsel know that mandates can evolve. Facts change, negotiations become more complex, regulators ask new questions, counterparties delay the process. But when costs start to move, clients expect to be told early.

Surprise bills are one of the clearest trust-breakers. They suggest that the firm either failed to monitor the work properly or chose not to alert the client in time.

For legal departments, budget updates are not administrative details. They are part of internal governance. A law firm that communicates deviations promptly helps the GC manage expectations internally. A firm that waits until the invoice arrives creates a problem.

MISSING DEADLINES

Deadlines matter because in-house legal work is rarely isolated. A missed deadline can affect a board meeting, a transaction, a regulatory filing, a commercial negotiation or an internal approval process.

For clients, the problem is not only delay. It is silence. If a deadline cannot be met, general counsel expect to know as soon as possible, not at the last minute. Late updates force the internal team to absorb the pressure and explain the delay to the business.

What clients value is reliability. If timing changes, the firm should say so clearly, explain why and offer a realistic revised plan. Managing expectations is part of legal service.



NO REAL PARTNER INVOLVEMENT



Partner involvement is another sensitive point. Many mandates begin with strong partner presence during the pitch or first meeting. The client is reassured that senior lawyers understand the matter and will remain involved. But over time, the partner can become less visible.

This does not mean that partners should do everything. General counsel understand that associates and counsel play a central role in delivery. What matters is clarity: who is responsible, who reviews the work, who is available for strategic calls and how the team is supervised. The best firms do not promise permanent partner availability in abstract terms. They build a credible team and make roles transparent from the start.

INHOUSECOMMUNITYDAYS

LCPUBLISHINGGROUP

7th EDITION

30 SEPTEMBER – 2 OCTOBER 2026

PALAZZO MONTEMARTINI
Largo Giovanni Montemartini
Rome



THE EVENT DEDICATED
TO THE LEGAL IN-HOUSE FUNCTION

Partners

FIVERS 


GEBBIA BORTOLOTTO
PENSATORI ASSOCIATI

 ORSINGER ORTU
AVVOCATI ASSOCIATI



When legal risk starts with the product

How product safety, certification rules and non-harmonised standards shape legal work at Mammut

by flavio caci

Mammut's legal risk starts before a product reaches the market. For a company that sells climbing, outdoor and protective equipment, legal work is not limited to contracts, trademarks or corporate advice. It enters the product itself, safety standards, certification requirements, material testing, regulatory claims and market access. The issue has become more visible as product safety, PPE and sustainability rules place more demanding obligations on companies selling technical equipment and apparel across jurisdictions. In Europe, the legal framework includes the PPE Regulation and the General Product Safety Regulation, and the EU Textile Sustainability Law. Sustainability rules for textiles are also expanding through extended producer responsibility and product-information requirements.

That is one of the pressures facing **Danushiya Greb**, general counsel of Mammut Sports Group. The Swiss outdoor brand operates through eight subsidiaries and two regional hubs (Europe and Asia Pacific) and employs 1,041 people globally. A five-lawyer legal team — three based in the company's Seon headquarters plus two in remote setting — deals with product regulation, cross-border commercial matters, IP protection and compliance issues that vary by jurisdiction.

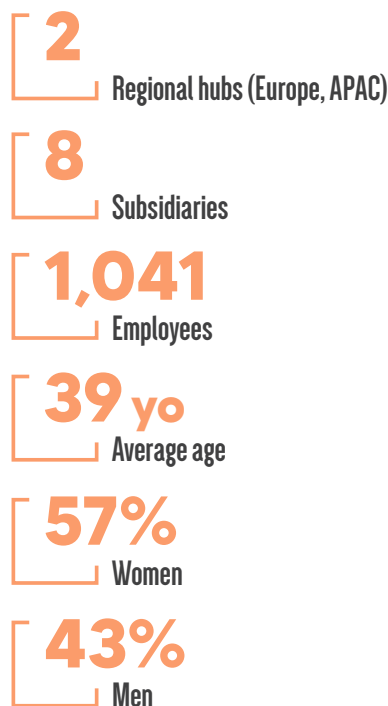
Greb joined Mammut in August 2023 after eight years at Swarovski, where she spent the last three as legal director in Zurich. At Mammut, she says, one of the main challenges is the regulatory intensity surrounding products whose function goes beyond apparel. «One of the biggest difficulties for my team is the regulatory intensity around product integrity -Greb says- Outdoor equipment isn't pure fashion, it serves a safety-relevant function».

PRODUCT COMPLIANCE

Some Mammut products fall within the Personal Protective Equipment framework, where legal and technical requirements are stricter than in ordinary apparel. Alongside the internal team, Mammut relies on a product compliance specialist based in Innsbruck, Austria, who supports the legal team on regulatory developments and PPE-related matters.

In practice, that means dealing with CE marking requirements, PPE rules, material testing, impact resistance and load-bearing certifications. It also means following standards that do not move at the same speed or in the same direction across jurisdictions. "These standards evolve constantly, and they're not harmonised globally", Greb says. That changes the timing of legal work. In PPE-related matters, legal cannot simply review decisions once they have already been taken. It has to help the business understand the regulatory implications before implementation. "In the PPE area, stakeholders generally want to discuss decisions with legal before implementation, because the regulatory implications can be significant and particularly complex to handle," she says.

Mammut Sports Group in numbers



DIFFERENT MARKETS, DIFFERENT LEGAL ISSUES

The international dimension adds another layer. Each market can raise different questions around product regulation, IP enforcement, distribution, employment and commercial practice. For patents and global trademark protection, Mammut works with Swiss firms Isler Pedrazzini and Thomann Fischer. In mainland China, it relies on Chance Bridge, a national firm with offices in Beijing, Shanghai, Shenzhen and Haikou. In the United States, Gravel Shea acts as legal contact point. The US relationship became relevant in November 2025, when Mammut shifted its US base from Vermont to Boulder, Colorado.

For occasional needs in other regions, the company turns to local teams within Baker McKenzie.

The use of external counsel reflects the same issue raised by product regulation, legal risk is often local, technical or temporary. Greb says the company does not expand headcount every time it needs new expertise, but relies on external specialists when needs are temporary or jurisdiction-specific. “If the business evolves in a direction where sustained capability becomes essential, then we will build it internally”, she says.



WHAT TECHNOLOGY CAN FACILITATE

Technology enters the model as a way to protect time for higher-risk work. Mammut’s legal team uses Juro for contract management and Lexology for compliance monitoring. Greb also uses AI tools to draft first-pass templates, summarise lengthy materials, flag inconsistencies and support legal research.

The clearest example is contract review. When counterparties insist on using their own agreements, Mammut uploads the documents into its contract lifecycle management system. AI tools summarise the contract and compare it against internal playbooks, helping the team identify where attention is required. “Legal shouldn’t be the bottleneck that turns momentum into paperwork,” Greb says. “AI shifts the work from manual reading to targeted review by showing us where a contract deviates from our playbook”. For Mammut, time spent on routine review is time taken away from product safety, market access and operational risk. Anyway, the tool narrows the first review but does not replace it, the lawyer still decides what can be accepted, negotiated or escalated.

THE LEGAL FUNCTION AS A RISK FILTER

Seen this way, the central issue is where legal involvement can change the outcome. In product compliance, that may mean entering early, before a design, claim or launch plan is finalised. In cross-border matters, it may mean knowing when local advice is necessary. In contract work, it may mean using AI and playbooks to distinguish routine issues from clauses that require negotiation. The balance is delicate: if legal enters too late, product or commercial decisions may need to be revisited; if it enters everywhere, it risks slowing the business down. Asked how Mammut manages that tension in practice, Greb points to treating legal as a core part of the business infrastructure.

At Mammut, Greb says legal is part of the extended management team and sits in the room where product, commercial and organizational questions are discussed. She adds that her role in management meetings is to listen first, identify the legal priorities behind the business discussion, and then align with her team before intervening. 📌

Copyright © 2026, LegalcommunityCH



LEGALCOMMUNITYCH

INHOUSECOMMUNITYDAY

LC PUBLISHING GROUP

29th OCTOBER 2026
ZURICH



THE EVENT DEDICATED
TO THE LEGAL IN-HOUSE FUNCTION

Sponsor

MERCATOR®
By CITCO

LEGALCOMMUNITYCH23

The sports law arena

FIFA's legal framework is still Swiss, but is this coherent with the association's operations?

by flavio ceci

The Champions League final between Arsenal and PSG, kicking-off on May 30 in Budapest, stands as the last major event before footballing attention shifts to the United States for the FIFA World Cup. From a legal perspective, FIFA anticipated that move two years ago, relocating its legal & compliance offices from Zurich to Miami. Still, the association remains a Swiss organization governed by Swiss law. As the World Cup approaches - together with the controversies surrounding it - that divergence has become more visible.

When the decision to move FIFA Legal to Miami was finalized in 2024, the association's president Gianni Infantino made clear that the aim was to strengthen its global dimension.

While the entire legal department was transferred to Miami, with legal professionals now operating from the US, FIFA's own legal structure remained untouched. The association is still a Swiss non-profit association, a status that continues to shape its internal judicial system and its position within the Swiss legal and tax framework.

Last April, speaking at the Semafor World Economy 2026 Annual Convening, Infantino offered one of his most direct explanations yet of FIFA's agenda ahead of the World Cup tournament. Responding to criticism over ticket pricing - after FIFA adopted progressive pricing models that pushed, amongst many other events, some seats for the United States' opening match against Paraguay past \$1,000 - Infantino pointed back to the nature of the organization itself.


According to the FIFA president, because FIFA operates as a non-profit entity, the World Cup remains the association's central opportunity to

generate revenue to redistribute among its 211 member associations.

In defending the pricing model, he referenced US sports leagues, asking why «NFL and NBA can do it and we can't».

Infantino also addressed the ticket resale system, which operates under US law. He acknowledged that FIFA itself had initially underestimated the extent to which resale practices are legally protected in the American market. «In the US, it is perfectly legal to resell tickets on resale platforms - there is a law for that, so we have to allow it», he said.

During the same conference, Infantino said FIFA was in «constant discussions» with the governments of the United States, Canada and Mexico regarding supporters from countries currently affected by US travel restrictions. Since the beginning of Donald Trump's second presidential term, the US has introduced restrictions affecting several countries, including World Cup-qualified nations such as Senegal, Ivory Coast, Iran and Haiti. Iran's position - in light of the recent escalation involving the United States and Israel - presents an even more sensitive scenario, and FIFA's discussions with national authorities remain ongoing.

In 2026, for FIFA and its president, it's evident how becoming «more global» also means operating at a closer distance to the legal frameworks, political conditions and rights regimes of host countries. It proves, at increasingly frequent times, distant from the Swiss legal framework the association is officially embedded in. From there, the question: is that legal distance becoming too pronounced? 

Copyright © 2026, LegalcommunityCH

**ACC EUROPE
ANNUAL CONFERENCE**

**3-5 June 2026
Copenhagen, Denmark**



ADVANCING LEGAL IN A NEW ERA

The ACC Europe Annual Conference brings together in-house counsel from across Europe for practical discussion, shared perspective and thoughtful exchange on the issues shaping in-house work today, and tomorrow.

Why attend?

- Practical sessions rooted in real in-house challenges
- Workshops, roundtables and interactive formats that encourage real exchange
- A collegial European atmosphere that makes conversations easy, and connections lasting

Be part of **#ACCE2026** A place to sharpen judgement, challenge perspective, and connect with peers who truly get the in-house role.

JOIN US 



LegalcommunityCH Awards 2026

PUBLISHING GROUP
LEGALCOMMUNITYCH
AWARDS

PUBLISHING GROUP
LEGALCOMMUNITYCH
AWARDS



[BROWSE THE PHOTO GALLERY](#)

INDUSTRY LEADERS
HONORED AT OUR
EXCLUSIVE GALA EVENING



The LegalcommunityCH Awards 2026 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	Bär & Karrer
LAWYER OF THE YEAR	Frank Gerhard - Homburger
LAWYER OF THE YEAR ADMINISTRATIVE & ENVIRONMENTAL	Astrid Waser - Lenz & Staehelin
LAW FIRM OF THE YEAR ARBITRATION	Homburger
LAWYER OF THE YEAR ARBITRATION	Clarisse von Wunschheim - Altenburger Ltd legal + tax
LAW FIRM OF THE YEAR BANKING & FINANCE	Bär & Karrer
LAWYER OF THE YEAR BANKING & FINANCE	Oliver Widmer - Pestalozzi Attorneys at Law
LAW FIRM OF THE YEAR CAPITAL MARKETS	Niederer Kraft Frey
LAWYER OF THE YEAR CAPITAL MARKETS	Matthias Courvoisier - Baker McKenzie
LAW FIRM OF THE YEAR CORPORATE M&A	Homburger
LAWYER OF THE YEAR CORPORATE M&A	Tino Gaberthüel - Lenz & Staehelin
LAW FIRM OF THE YEAR COMPETITION & ANTITRUST	Schellenberg Wittmer
LAWYER OF THE YEAR COMPETITION & ANTITRUST	Jens Steger - Norton Rose Fulbright
LAW FIRM OF THE YEAR HEALTHCARE, LIFE SCIENCES, PHARMA	MLL Legal
LAWYER OF THE YEAR HEALTHCARE, LIFE SCIENCES, PHARMA	Claudia Götz Staehelin - Nater Dallaïor
LAWYER OF THE YEAR IP&TMT	Lara Dorigo - Pestalozzi Attorneys at Law
LAW FIRM OF THE YEAR LABOUR	Streiff von Kaenel
LAWYER OF THE YEAR LABOUR	Roberta Papa - Blesi & Papa
LAWYER OF THE YEAR LABOUR ADVISORY	Ueli Sommer - Littler
LAW FIRM OF THE YEAR LITIGATION	Schellenberg Wittmer
LAWYER OF THE YEAR LITIGATION	Tamir Livschitz - 5Gambit Disputes
LAW FIRM OF THE YEAR PRIVATE EQUITY	Niederer Kraft Frey
LAWYER OF THE YEAR PRIVATE EQUITY	Nicolas Wehrli - Loyens & Loeff
LAW FIRM OF THE YEAR REAL ESTATE	Wenger Vieli
LAWYER OF THE YEAR REAL ESTATE	Alexander Wyss - Baker McKenzie
LAW FIRM OF THE YEAR TAX	Loyens & Loeff
PROFESSIONAL OF THE YEAR TAX	Susanne Schreiber - Bär & Karrer
LAW FIRM OF THE YEAR WHITE COLLAR CRIME	Lenz & Staehelin
LAWYER OF THE YEAR WHITE COLLAR CRIME	Grégoire Mangeat - MANGEAT

In-House categories	Winner
IN-HOUSE TEAM OF THE YEAR	Novartis
IN-HOUSE COUNSEL OF THE YEAR	Manuel Liatowitsch - Ringier
IN-HOUSE TEAM AUTOMOTIVE & TRANSPORT	MSC Mediterranean Shipping Company
IN-HOUSE COUNSEL AUTOMOTIVE & TRANSPORT	Dahir Ali - CNH Industrial
IN-HOUSE TEAM BANKING & FINANCE	EFG International
IN-HOUSE COUNSEL BANKING & FINANCE	Fabienne-Anne Rehulka - SIX
IN-HOUSE TEAM CONSTRUCTION, PROJECTS, INFRASTRUCTURE	ABB
IN-HOUSE COUNSEL CONSTRUCTION, PROJECTS, INFRASTRUCTURE	Stephanie Bregy - SBB CFF FFS
IN-HOUSE TEAM REAL ESTATE	SBB Immobilien
IN-HOUSE COUNSEL REAL ESTATE	German Grüniger - Implenia
IN-HOUSE TEAM FASHION, DESIGN, LUXURY	Ermenegildo Zegna Group
IN-HOUSE COUNSEL FASHION, DESIGN, LUXURY	Géraldine Stalder - Audemars Piguet
IN-HOUSE TEAM ENERGY & RENEWABLES	Climeworks
IN-HOUSE COUNSEL ENERGY & RENEWABLES	Vincenzo Spandri - Kanadevia Inova
IN-HOUSE TEAM FOOD & BEVERAGE	gategroup
IN-HOUSE COUNSEL FOOD & BEVERAGE	Jennifer Picenoni - Lindt & Sprüngli
IN-HOUSE TEAM INSURANCE	AXA Switzerland
IN-HOUSE COUNSEL INSURANCE	Katja Roth Pellanda - Zurich Insurance
IN-HOUSE TEAM PHARMA, HEALTHCARE & LIFE SCIENCES	Lonza
IN-HOUSE COUNSEL PHARMA, HEALTHCARE & LIFE SCIENCES	Pascal Buergin - Bayer Consumer Care
IN-HOUSE TEAM TMT	STMicroelectronics
IN-HOUSE COUNSEL TMT	Pejman Madani - Oracle



IN-HOUSE COUNSEL OF THE YEAR

MATHIAS GAERTNER
ABB

KAREN HALE
Novartis

BOBBY JACOB
Avolta Group

MANUEL LIATOWITSCH
Ringier

NAKISA SERRY
Galderma



IN-HOUSE TEAM OF THE YEAR AUTOMOTIVE & TRANSPORT

AUTONEUM

CNH INDUSTRIAL

**MSC MEDITERRANEAN
SHIPPING COMPANY**

SBB CFF FFS

ZURICH AIRPORT



EDOARDO DISETTI

IN-HOUSE COUNSEL OF THE YEAR AUTOMOTIVE & TRANSPORT

DAHIR ALI
CNH Industrial

STEPHANIE BREGY
SBB CFF FFS

MELISSA CACCIOTTI
MSC Mediterranean Shipping Company

VERONICA LIERAU
Autoneum

ANGELIKA LINS
Zurich Airport





IN-HOUSE TEAM OF THE YEAR BANKING & FINANCE

DEUTSCHE BANK

EFG INTERNATIONAL

GRYPHON INVEST

SIX

UBS



COLIN PASCALE

IN-HOUSE COUNSEL OF THE YEAR BANKING & FINANCE

CHANTAL DREHER
Deutsche Bank

CHRISTIAN HAITZ
Gryphon Invest

CHRISTOPH HIESTAND
Julius Baer

FABIENNE-ANNE REHULKA
SIX

MATTEO ZAPPAROLI
EFG International



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

ABB

IMPLENIA

ISS SCHWEIZ

LINXON

SBB CFF FFS



MANUEL MORASCH, THOMAS HOGFORS

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

STEPHANIE BREGY
SBB CFF FFS

MATHIAS GAERTNER
ABB

GERMAN GRÜNIGER
Implenia

NICOLE OLSMAN
Linxon

MARCO STEFANONI
ISS Schweiz



**IN-HOUSE TEAM OF THE YEAR
REAL ESTATE**

IMPLENIA

PSP SWISS PROPERTY

SBB IMMOBILIEN

SWISS LIFE ASSET MANAGEMENT

SWISS PRIME SITE



**IN-HOUSE COUNSEL OF THE YEAR
REAL ESTATE**

STEFAN GROB
Swiss Life Asset Management

GERMAN GRÜNIGER
Implenia

JÜRIG SOMMER
Swiss Prime Site

GREGORY PAULI
SBB Immobilien





FINANCECOMMUNITYES

The 100% digital information tool
dedicated to the financial market players in Spain

DIGITAL NEWS

MARKET TRENDS

FINANCIAL ADVISORS

MOVES



Follow us on



www.financecommunity.es

FINANCECOMMUNITYWEEK

LC PUBLISHING GROUP

09-12

NOVEMBER 2026

MILAN 8th EDITION

THE GLOBAL EVENT FOR THE FINANCE COMMUNITY

SAVE THE DATE

Platinum Partner

CHIOMENTI



Gold Partners

A&O SHEARMAN

GPBL



**HERBERT SMITH
FREEHILLS
KRAMER**

Accuracy

PedersoliGattai

Silver Partner

**green arrow
CAPITAL**
The Alternatives Platform

pwc

www.financecommunityweek.com



For information: helene.thiery@lcpublishinggroup.com • +39 02 36727659 • #financecommunityweek

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

AUDEMARS PIGUET

**ERMENEGILDO ZEGNA
GROUP**

RICHEMONT

ROLEX

VF CORPORATION



OTTAVIA BOTTIGLIERI, VERONICA MARRELLI, MARTA VITTOZZI, ELENA MAURI

IN-HOUSE COUNSEL FASHION, DESIGN, LUXURY

ANDREA CASU
VF Corporation

ELENA MAURI
Ermenegildo Zegna Group

AXEL MEYER
Richemont

GÉRALDINE STALDER
Audemars Piguet

ALEXANDER TROLLER
ROLEX



IN-HOUSE TEAM OF THE YEAR ENERGY & RENEWABLES

CLIMEWORKS

DUFERCO

JINKO SOLAR CO

KANADEVIA INOVA

MET GROUP



JAN WALTENSPÜL, FLORENCE MERRYMAN, URBAN BRUNNER,
SILVIA DELGADO, SEVERIN ETZENSPERGER, DAVID WANG

IN-HOUSE COUNSEL OF THE YEAR ENERGY & RENEWABLES

CHARLES ANDERSON
MET Group

STEFAN BUERGE
Oxyle

FRANCESCO DE STALES
Jinko Solar Co

FEDERICO PICCALUGA
Duferco

VINCENZO SPANDRI
Kanadevia Inova



IN-HOUSE TEAM OF THE YEAR FOOD & BEVERAGE

BARRY CALLEBAUT GROUP

GATEGROUP

LINDT & SPRÜNGLI

NESTLÉ

SELECTA



IN-HOUSE COUNSEL OF THE YEAR FOOD & BEVERAGE

LEANNE GEALE
Nestlé

JAN GUSTAVSSON
Coca-Cola HBC

KEVIN FORJETTE
gategroup

BARBARA KEISER
gategroup

JENNIFER PICENONI
Lindt & Sprüngli



IN-HOUSE TEAM OF THE YEAR INSURANCE

AXA SWITZERLAND

CHUBB

HELVETIA BALOISE GROUP

WEFOX

ZURICH INSURANCE



JESSE LIEBERMAN, SUZAN CAN, KIRSTEN MARKHOFF
HELEN VILLIGER HUBER, JULIA ENDER AMACKER

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

BAYER CONSUMER CARE

GALDERMA

LONZA

PFIZER

SANDOZ



MICHAEL STANEK, ELLEN MOLTZAHN, NILÜFER SAHIN
CORDULA ALTEKRUEGER, SARAH CHEVALLEY, ANDREAS BOHRER

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

ANDREAS BOHRER

Lonza

PASCAL BUERGIN

Bayer Consumer Care

OLIVER P. KRONENBERG

Santhera Pharmaceuticals

NAKISA SERRY

Galderma

XAVIER SCHOPS

medmix



IN-HOUSE TEAM OF THE YEAR
TMT

- ACER
- MICROSOFT
- ORACLE
- SEMTECH
- STMICROELECTRONICS**



CLAUDIO ELIA

IN-HOUSE COUNSEL OF THE YEAR
TMT

- THOMAS EISENRING
Capgemini
- CLAUDIO ELIA
STMicroelectronics
- KARIM FERDJANI
Kyndryl
- JEFFREY GUTIERREZ
Semtech
- PEJMAN MADANI**
Oracle



LAW FIRM OF THE YEAR

BÄR & KARRER

- HOMBURGER
- LENZ & STAEHELIN
- NIEDERER KRAFT FREY
- WALDER WYSS



FABIAN SCHLEGEL, PASCAL HACHEM, FLORIAN SCHWEIGHOFER, SUSANNE SCHREIBER
MATTHIAS TANNER, STEPHANIE WALTER, ERIC STUPP, JONÁS GÜRTLER, DOMINIK MEYER

LAWYER OF THE YEAR

TINO GABERTHÜEL
Lenz & Staehelin

FRANK GERHARD
Homburger

CHRISTOPH NEERACHER
Bär & Karrer

PHILIPPE WEBER
Niederer Kraft Frey

OLIVER WIDMER
Pestalozzi Attorneys at Law



LAWYER OF THE YEAR ADMINISTRATIVE & ENVIRONMENTAL

ISABELLE HÄNER
Bratschi

CHRISTOPH JÄGER
Kellerhals Carrard

VERA NAEGELI
Bär & Karrer

HANS RUDOLF TRÜEB
Walder Wyss

ASTRID WASER
Lenz & Staehelin



LAW FIRM OF THE YEAR ARBITRATION

ALTENBURGER LTD LEGAL + TAX

EVERSHEDS SUTHERLAND

HOMBURGER

LALIVE

LENZ & STAEHELIN

SCHELLENBERG WITTMER



DANIEL BÖTTICHER, FRANK GERHARD, OKAN UZUN, NONA MICHEL, LORENZO TOGNI
CLAUDINE SCHÄR, RICHARD ALLEMANN, STEFANIE PFISTERER, HANS-CONRAD BAUMGARTEN

LAWYER OF THE YEAR ARBITRATION

MANUEL ARROYO
Eversheds Sutherland

CHRISTOPHER BOOG
Schellenberg Wittmer

HAROLD FREY
Lenz & Staehelin

MARIELLA ORELLI
Homburger

**CLARISSE VON
WUNSCHHEIM**
Altenburger Ltd legal + tax



LAW FIRM OF THE YEAR BANKING & FINANCE

BAKER MCKENZIE

BÄR & KARRER

HOMBURGER

NIEDERER KRAFT FREY

PESTALOZZI ATTORNEYS AT LAW



LAWYER OF THE YEAR BANKING & FINANCE

SANDRO ABEGGLEN
Niederer Kraft Frey

DANIEL HAEBERLI
Homburger

ERIC STUPP
Bär & Karrer

OLIVER WIDMER
Pestalozzi Attorneys at Law

MARKUS WOLF
Baker McKenzie



LAW FIRM OF THE YEAR CAPITAL MARKETS

ADVESTRA

BAKER MCKENZIE

HOMBURGER

NIEDERER KRAFT FREY

PESTALOZZI ATTORNEYS AT LAW



SANDJA KOZINA, MANUEL HIRLINGER, NEIRDRE NI ANNRACHAIN, MELANIA SIRBU

LAWYER OF THE YEAR CAPITAL MARKETS

MATTHIAS COURVOISIER

Baker McKenzie

BENJAMIN LEISINGER
Homburger

CHRISTIAN LEUENBERGER
Pestalozzi Attorneys at Law

PHILIPPE WEBER
Niederer Kraft Frey

THOMAS U. REUTTER
Advestra



LAW FIRM OF THE YEAR CORPORATE M&A

BÄR & KARRER

HOMBURGER

LENZ & STAEHELIN

NIEDERER KRAFT FREY

WALDER WYSS



FRANK GERHARD, HANS-CONRAD BAUMGARTEN, NONA MICHEL, STEFANIE PFISTERER, OKAN UZUN, CLAUDINE SCHÄR, LORENZO TOGNI, DANIEL BÖTTICHER, RICHARD G. ALLEMANN

**LAWYER OF THE YEAR
CORPORATE M&A**

TINO GABERTHÜEL
Lenz & Staehelin

CHRISTOPH NEERACHER
Bär & Karrer

ANNA PETER
Homburger

BEAT SPECK
Wenger Vieli

ALEXANDER VOGEL
MLL Legal

PHILIPPE WEBER
Niederer Kraft Frey



**LAW FIRM OF THE YEAR
COMPETITION & ANTITRUST**

CMS

HOMBURGER

LENZ & STAEHELIN

NORTON ROSE FULBRIGHT

SCELLENBERG WITTMER



**LAWYER OF THE YEAR
COMPETITION & ANTITRUST**

DAVID MAMANE
Schellenberg Wittmer

BENOÎT MERKT
Lenz & Staehelin

MANI REINERT
Bär & Karrer

JENS STEGER
Norton Rose Fulbright

BORIS WENGER
Baker McKenzie



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

BGPARTNER | ATTORNEYS-AT-LAW

KELLERHALS CARRARD

MLL LEGAL

NATER DALLAFIOR

VISCHER



SIMON HOLZER, ANDREA HEINIGER, RHEA SPECOGNA, MARC SCHAMAUN

**LAWYER OF THE YEAR
HEALTHCARE, LIFE SCIENCES,
PHARMA**

THOMAS EICHENBERGER
Kellerhals Carrard

OLIVER GNEHM
BGPartner | Attorneys-at-law

CLAUDIA GÖTZ STAEHELIN
Nater Dallafior

SIMON HOLZER
MLL Legal

STEFAN KOHLER
VISCHER



LAWYER OF THE YEAR IP&TMT

LARA DORIGO
Pestalozzi Attorneys at Law

SIMON HOLZER
MLL Legal

MICHEL JACCARD
id est avocats

ANDREA MONDINI
TIMES Attorneys

FRÉDÉRIC SERRA
HOUSE attorneys



PRIZE COLLECTED BY SARAH DRUKARCH

LAW FIRM OF THE YEAR LABOUR

BAKER MCKENZIE

BLESİ & PAPA

LITTLER

SCHELLENBERG WITTMER

STREIFF VON KAENEL



LAWYER OF THE YEAR LABOUR

ROMINA CARCAGNI ROESLER
Streiff von Kaenel

VINCENT CARRON
Schellenberg Wittmer

ROBERTA PAPA
Blesi & Papa

UELI SOMMER
Littler

LAURA WIDMER
Bär & Karrer



LAWYER OF THE YEAR LABOUR ADVISORY

ROMINA CARCAGNI ROESLER
Streiff von Kaenel

ROBERTA PAPA
Blesi & Papa

MARC PH.PRINZ
VISCHER

UELI SOMMER
Littler

ANNE TROILLET
Troillet Balzan Avocats



LAW FIRM OF THE YEAR LITIGATION

5GAMBIT DISPUTES

BÄR & KARRER

HOMBURGER

LENZ & STAEHELIN

SCHELLENBERG WITTMER



STEFAN LEIMGRUBER, SIBYLLE SCHNEIDER, FLORIAN HÜBER
GÉRALDINE INEICHEN, MAGDALENA HEYDER

LAWYER OF THE YEAR LITIGATION

SANDRINE GIROUD

Lalive

PETER HAFNER

Wenger Vieli

NADJA JAISLI KULL

Bär & Karrer

STEFAN LEIMGRUBER

Schellenberg Wittmer

TAMIR LIVSCHITZ

5Gambit Disputes

STEFANIE PFISTERER

Homburger



LAW FIRM OF THE YEAR PRIVATE EQUITY

BÄR & KARRER

LOYENS & LOEFF

NIEDERER KRAFT FREY

VISCHER

WALDER WYSS



SANDJA KOZINA, MANUEL HIRLINGER, NEIRDRE NI ANNRACHAIN, MELANIA SIRBU

LAWYER OF THE YEAR PRIVATE EQUITY

STEFAN KNOBLOCH
Walder Wyss

JÜRIG LUGINBÜHL
VISCHER

CHRISTOPH NEERACHER
Bär & Karrer

PHILIPPE WEBER
Niederer Kraft Frey

NICOLAS WEHRLI
Loyens & Loeff



LAW FIRM OF THE YEAR REAL ESTATE

BAKER MCKENZIE

BÄR & KARRER

CMS

MLL LEGAL

WENGER VIELI



LAWYER OF THE YEAR REAL ESTATE

JOSEF CALEFF
Schellenberg Wittmer

ROMAN HEIZ
Wenger Vieli

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

WALDER WYSS



FABIO SONDEREGGER, JULIA ANN NIGG, THOMAS DILEN, DOMINIQUE MEILI, ANAIS NÄSCHER, PASCAL HAMMERER

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

LENZ & STAEHELIN

MANGEAT

MONFRINI BITTON KLEIN

SCELLENBERG WITTMER



ELIAS D'USCIO, NICO RAVAZZOLO, FLAVIO DELLI COLLI, DOMINIQUE MÜLLER, HIKMAT MALEH, MATHILDE TAFTI, ARIANE LEGLER, CAMILLE BOVON, SUSANNE BRÜTSCH, NAHILÉ ZUFFEREY





LC Best 50 Italy: revenues

In 2025, the top 50 business law firms active in Italy generated total revenues of more than €4bn, according to Legalcommunity estimates (+8.9%). At the top of the podium, Deloitte's tax and legal practice confirms its position, with revenues approaching €370m. Chiomenti becomes the leading independent Italian brand by turnover (€264m). Greenberg Traurig once again recorded the most substantial growth (+38%), followed by I-Law (+31.8%) and Hogan Lovells (30%)

by nicola di molfetta

Italy's business legal services market closed 2025 with another year of growth. The top 50 brands by revenues (based on estimates prepared by *Legalcommunity.it* for MAG's LC Best 50 Italy) generated total turnover of more than €4bn (€4.082bn, to be precise). The increase compared with 2024 (on a like-for-like basis in terms of the sample perimeter) was 8.9%. The result confirms the sector's robust health, continuing to expand even as the pace begins to slow: the year before, growth had been 11.8%. Compared with five years ago, the increase in turnover was 40.1%.

The number of professionals (lawyers, accountants and, in some cases, labour consultants) and trainees "employed" by the organisations included in the 2025 LC Best 50 remained stable: we counted around 12,000, as in the previous year. Average revenue per person came in at €355,000, up (+13.8%) on 2024 and above the figure recorded in 2021 (€332,000, the previous historic high). Average revenue per partner (taking into account both equity and non-equity partners) also rose, reaching €2.1m (+16.7%). According to the data reconstructed by *Legalcommunity.it* for MAG's LC Best 50 Italy, only 10% of the 2025 Best 50 Italy closed the year

The market in 5 figures

4.08

the estimated value (in €bn) of the turnover generated by the top 50 business law firms

12,512

professionals active across the 50 brands under review

2,094

partners active across the 50 brands under review

€355,000

average revenue per professional

€2.1m

average revenue per partner

PERFORMANCE

The sector's leap in 5 years

+40.1%

with a decline compared with the previous year, while 90% delivered growth (in 2024 this figure was 88%, and in 2023 it was 80%). It should also be noted that 82% of that majority exceeded the +5% threshold (the year before it was 66%), showing that for many organisations growth was particularly pronounced.

LC BEST 50 ITALY - The top 50 firms by revenue in Italy in 2025

Rank	Firm	Revenue 2024*	Revenue 2025*	YoY change %	Professionals	Partners
1	Deloitte Legal + Sts	340	369	8.53%	1216	129
2	Pwc Tls	254	274	7.87%	1043	235
3	Chiomenti	220	264	20.00%	478	65
4	EY	286	259	-9.44%	1115	95
5	BonelliErede	235	258.5	10.00%	581	95
6	Legance	199	218	9.55%	434	69
7	Gianni & Origoni	188	208	10.64%	432	61
8	Pirola Pennuto Zei & Associati	178.6	193.4	8.29%	845	183
9	Kpmg	162	170	4.94%	889	69
10	PedersoliGattai	134	150	11.94%	443	85
11	Dla Piper	132.4	135.1	2.04%	280	52
12	Advant Nctm	96.7	101.9	5.38%	374	85
13	Latham & Watkins	86.79	100.38	15.66%	82	9
14	Gatti Pavesi Bianchi Ludovici	75	85	13.33%	190	49
15	Hogan Lovells	59.4	77.2	29.97%	193	33
16	Dentons	68.2	72.8	6.74%	167	40
17	Clifford Chance	60	70	16.67%	111	17
18	Cleary Gottlieb	61.2	63	2.94%	81	10
19	Baker McKenzie	54	62	14.81%	106	20
20	A&O Shearman	53.4	60	12.36%	114	15
21	Bird & Bird	54	58	7.41%	153	27
22	Linklaters	60	57	-5.00%	120	14
23	Freshfields	50	55	10.00%	112	12
24	Nexum Stp	38.9	42.4	9.00%	174	51
25	Andersen	39	42	7.69%	328	55

Source: Legalcommunity.it and MAG estimates — *figures in € millions

THE “CLUB 200” GROWS

In the 2021 edition of our snapshot of Italy’s business legal services market, BonelliErede was the only firm with turnover above €200m in Italy. This year, by contrast, the “club 200” has grown to seven members, with one figure standing out. Two national brands have increased the number of members in this local elite: Legance and Gianni Origoni. These firms (linked historically, with

one born from the other) double the number of independent Italian firms in this sub-list, given that until 2024 the only firms above the €200m mark were BonelliErede and Chiomenti. The other three brands are part of consultancy networks, the so-called Big Four. Deloitte’s aggregate (Sts+Legal) confirmed its first-place position, comfortably breaking through the €300m barrier and bringing Italy closer to other major European markets where numerous firms

LC BEST 50 ITALY - The top 50 firms by revenue in Italy in 2025

Rank	Firm	Revenue 2024*	Revenue 2025*	Var %	Professionals	Partners
26	Greenberg Traurig	26	36	38.46%	83	25
27	Simmons & Simmons	36	36	0.00%	107	21
28	Tonucci & Partners	35.4	35.6	0.56%	140	36
29	Roedel & Partner	33.3	34.5	3.60%	151	28
30	Toffoletto De Luca Tamajo	32.2	33.01	2.52%	106	31
31	La Scala Sta	32.2	32.1	-0.31%	151	24
32	Maisto	28.5	31.3	9.82%	77	15
33	CMS	28.9	31.2	7.96%	140	39
34	Ashurst	25	29	16.00%	65	11
35	Bureau Plattner	25.5	27.5	7.84%	145	17
36	Bip Law & Tax	27.5	27.5	0.00%	147	30
37	Withers	25	27.1	8.40%	52	14
38	Eversheds Sutherland	24	25	4.17%	121	29
39	Herbert Smith Freehills Kramer	23	25	8.70%	37	9
40	I-Law	18.43	24.3	31.85%	237	9
41	Russo De Rosa	22.5	24	6.67%	103	11
42	Gitti and Partners	24.4	23.2	-4.92%	93	26
43	Osborne Clarke	21.5	22.9	6.51%	72	22
44	Fivers	19.2	22.9	19.27%	88	21
45	Dwf	20	21.8	9.00%	87	14
46	Lexia	15.2	16.1	5.92%	100	20
47	Trevisan & Cuonzo	15.6	16	2.56%	41	11
48	Norton Rose Fulbright	13	14	7.69%	23	8
49	CDR Cattaneo Dall'Olio Rho & Partners	10.3	10	-2.91%	54	12
50	IPG Law Firm	8	10	25.00%	31	13
			4081.69	8.91%	12512	2094

Source: Legalcommunity.it and MAG estimates — *figures in € millions

post turnover above this “threshold”. In Spain, in 2025, Garrigues confirmed a performance well above €400m (€437.15m; see MAG issue 237), while in Germany Freshfields closed FY 2024/25 with revenues of €573.3m, up 8% year-on-year.

THE PODIUM

Returning to Italy, the first novelty of the year

concerns the podium, where an independent brand, Chiomenti, climbs back into the top three, taking third place with estimated turnover of around €264m. The firm led by **Gregorio Consoli** and **Filippo Modulo** achieved 20% growth over the year with a team that overall kept the number of partners stable (65, as in 2024, net of turnover including three lateral partner hires and the promotion of two partners) and

LC BEST 20 ITALY - who grows the most				
No.	Firm	Revenue 2024	Revenue 2025	% change
1	Greenberg Traurig	26	36	38.46%
2	I-Law	18.43	24.3	31.85%
3	Hogan Lovells	59.4	77.2	29.97%
4	IPG Law Firm	8	10	25.00%
5	Chiomenti	220	264	20.00%
6	Fivers	19.2	22.9	19.27%
7	Clifford Chance	60	70	16.67%
8	Ashurst	25	29	16.00%
9	Latham & Watkins	86.79	100.38	15.66%
10	Baker McKenzie	54	62	14.81%
11	Gatti Pavesi Bianchi Ludovici	75	85	13.33%
12	A&O Shearman	53.4	60	12.36%
13	PedersoliGattai	134	150	11.94%
14	Gianni & Origoni	188	208	10.64%
15	BonelliErede	235	258.5	10.00%
16	Freshfields	50	55	10.00%
17	Maisto	28.5	31.3	9.82%
18	Legance	199	218	9.55%
19	Dwf	20	21.8	9.00%
20	Nexum Stp	38.9	42.4	9.00%

Source: analysis based on Legalcommunity and MAG estimates
 *figures in €m

saw a slight increase in the total number of professionals from 456 to 478. In second place is PwC with €274m (+7.9%), while at the top (as already mentioned) Deloitte confirms its leadership: across its STP and STA activities combined, it generated total revenues of €369m. The result confirms the central role of the tax division led by **Alessandro Lualdi**, Deloitte's Tax & Legal Leader, which continues to give strong impetus to the organisation's growth. At the same time, the Legal division, led by **Francesco Paolo Bello**, continues on a solid development path, contributing increasingly to the overall result.



FILIPPO MODULO, GREGORIO CONSOLI

LC BEST 10 ITALY

The firms completing the LC Best 10 Italy are the major independent Italian firms and the other two large consultancy brands active in the country. EY Slt takes fourth place with €259m. A similar result for BonelliErede which, with €258.5m, closes the year with 10% growth and a slightly larger headcount, rising from



ELIANA CATALANO

LC BEST 20 ITALY - Revenue Per Partner

No.	Firm	Revenue 2025	Partners	Rev./Partner*
1	Latham & Watkins	100.38	9	11.2
2	Cleary Gottlieb	63	10	6.3
3	Freshfields	55	12	4.6
4	Clifford Chance	70	17	4.1
5	Linklaters	57	14	4.1
6	Chiomenti	264	65	4.1
7	A&O Shearman	60	15	4
8	Gianni & Origoni	208	61	3.4
9	Legance	218	69	3.2
10	Baker McKenzie	62	20	3.1
11	Deloitte Legal + Sts	369	129	2.9
12	Herbert Smith Freehills Kramer	25	9	2.8
13	BonelliErede	259	95	2.7
14	EY	259	95	2.7
15	I-Law	24.3	9	2.7
16	Ashurst	29	11	2.6
17	Dla Piper	135.1	52	2.6
18	Kpmg	170	69	2.5
19	Hogan Lovells	77.2	33	2.3
20	Russo De Rosa	24	11	2.2

Source: analysis based on Legalcommunity and MAG estimates
*figures in € millions

570 to 581 total professionals. The firm led by **Eliana Catalano** and **Massimiliano Danusso**, respectively managing partner and president of the organisation, saw the number of partners increase from 91 to 95 thanks to four lateral hires and the promotion of five professionals developed within the firm.

Next come Legance and Gianni Origoni & Partners (Gop), which posted revenues of €218m (+9.5%) and €208m (+10.6%) respectively. Legance, led by managing partners **Filippo Troisi** and **Andrea Giannelli**, increased total professionals by 3.6% to 434, while equity partners rose from 68



to 69. At Gop, equity partners increased from 58 to 61, while total professionals reached 432 (+4.6%). The LC Best 10 Italy list is completed by Pirola Pennuto Zei & Associati and KPMG, with turnover of €193.4m and €170m respectively. In tenth place is one of the more recently established brands, PedersoliGattai. In its second year of activity, the firm led by managing partner **Bruno Gattai** delivered revenues of €150m (+11.9%) with a team of 443 professionals (381 in 2024),

Legance and Gianni Origoni & Partners exceed €200m for the first time. The top 20 brands generate the same turnover as the LC Best 50 Italy of 2022: €3.2bn

SPECIALISTS

THE ELITE AMONG SECTOR-FOCUSED FIRMS

If the watchword in the business legal services market is increasingly multidisciplinary, that does not prevent the LC Best 50 Italy from including a representation of (large) specialist boutiques. Toffoletto De Luca Tamajo, a benchmark employment firm, in the centenary year of its professional history, generated €33.01m in revenues (+2.52%) with a team that exceeded 100 professionals (106) and 31 partners. In tax, the leading specialist is Maisto. The firm led by Professor Guglielmo Maisto had a record year, surpassing the €30m mark for the first time with 9.8% growth and revenue per partner of more than €2m. Finally, in IP, Trevisan & Cuonzo is the brand that stands out within the LC Best 50 Italy. The firm founded by Gabriele Cuonzo and Luca Trevisan closed 2025 with 2.56% growth and turnover of €16m.



BRUNO GATTAI

including 85 partners (84 the year before). Taken together, the LC Best 10 Italy firms produce revenues of €2.4bn, equal to 58.5% of the turnover generated by the entire LC Best 50 Italy over the year. Moreover, the top 20 brands in the LC Best 50 Italy generated €3.2bn during 2025 (equal to the entire list's turnover in 2022). The figure confirms the strong concentration trend in the sector, particularly within this specific segment of the national legal profession.

LC BEST 20 ITALY - REVENUE PER PROFESSIONAL				
No.	Firm	Revenue 2025	Professionals	Rev./ Professional*
1	Latham & Watkins	100.38	82	1.224.146
2	Cleary Gottlieb	63	81	777.778
3	Herbert Smith Freehills Kramer	25	37	675.676
4	Clifford Chance	70	111	630.631
5	Baker McKenzie	62	106	584.906
6	Chiomenti	264	478	552.301
7	A&O Shearman	60	114	526.316
8	Withers	27.1	52	521.154
9	Legance	218	434	502.304
10	Freshfields	55	112	491.071
11	Dla Piper	135.1	280	482.500
12	Gianni & Origoni	208	432	481.481
13	Linklaters	57	120	475.000
14	Gatti Pavesi Bianchi Ludovici	85	190	447.368
15	Ashurst	29	65	446.154
16	BonelliErede	258.5	581	444.923
17	Dentons	72.8	167	435.928
18	Greenberg Traurig	36	83	433.735
19	Maisto	31.3	77	406.494
20	Hogan Lovells	77.2	193	400.000

Source: based on Legalcommunity and MAG estimates.

Data in thousands of euros

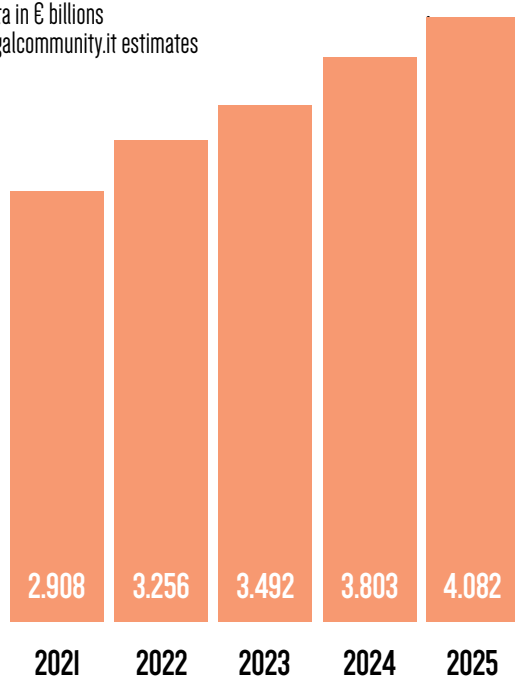
UP AND COMING

FIRMS KNOCKING AT THE DOOR

Legalcommunity's monitoring for MAG, carried out in identifying the LC Best 50 Italy firms, is also an opportunity to observe and highlight those organisations pursuing a growth path that could soon earn them a place in the ranking. Some have distinguished themselves with double-digit growth and results that position them among new reference points in the business law sector. Among these, for example, we can mention Ontier. The Spanish-origin firm, in less than ten years (it opened in Italy in 2017), has reached turnover of €9.5m and in the last year achieved growth of 26.7%. CastaldiPartners, the Franco-Italian brand, also posted significant growth of 16%. In the midst of a major generational renewal process, the firm founded by Enrico Castaldi reached €9.4m with a team that, over the last year, grew to 47 professionals including 17 partners. On a similar scale (turnover of €9.5m) is the performance posted by QLT, the firm founded two years ago and led by Francesco D'Amora and Nicola Romano, recently reconfirmed as co-managing partners with a mandate to implement a strategy of development and expansion at national and international level. Double-digit growth also for another organisation that has shown strong potential in recent years—and one of the first Italian firms to have had an external capital partner. We are talking about L&B Partners, led by Michele Di Terlizzi, which closed 2025 at €7.5m: +10.3%. News has emerged in recent days that L&B Partners Avvocati Associati has made another market move by bringing in three professionals from GTA – Giliberti Triscornia e Associati, taking the firm's total professionals to 47, including 12 partners, confirming its ability to attract talent in the market.

MARKET VALUE

Data in € billions
 Legalcommunity.it estimates



A GILDED NICHE

Overall, the snapshot of LC Best 50 Italy firms in 2025 confirms the image of a “gilded niche” compared with the average values characterising the Italian legal profession (see the 2026 Report by Cassa Forense and Censis). Data for the profession as a whole show that the average annual turnover of a lawyer stands at €75,936, with an average income just over €51.9k (up sharply year-on-year). In essence, the top 50 law firms by turnover in Italy alone generate more than 25% of the profession's total turnover, which in the last year amounted to €16bn.

REVENUE PER PARTNER

Revenue per professional and revenue per partner (reported at the start of this article) are two further data points that help to understand the profile of these organisations. But which firms have the strongest fundamentals by these measures?



LAURA ORLANDO

In 2025, Latham & Watkins confirms itself as the organisation with the highest average revenue per partner in Italy: €11.15m. The nine partners in the team led by **Stefano Sciolla** generated total revenues of more than €100m, surpassing the three-figure threshold for the first time (becoming the second international firm present in Italy, after DLA Piper, to achieve this). Latham & Watkins has a total of 82 fee earners (36 of whom are trainees) and has consolidated a reputation as a true deal machine: highly selective mandates, international-level rates, top-tier matters. Over the year, Latham & Watkins advised, among many others, on the sale of Marcolin alongside PAI Partners, the acquisition of YNAP on behalf of Mytheresa, and HSG's purchase of a majority stake in Golden Goose. The firm also tops the revenue-per-professional ranking, with €1.2m.

More broadly, it should be noted that among the top ten firms by revenue per partner, seven are international law firms, two are independent Italian firms and one (Deloitte Sts+Legal) belongs to the Big Four consultancy group. On the podium, alongside the Americans at Latham & Watkins, are Cleary Gottlieb with €6.3m, followed by Freshfields with €4.6m. The only Italian firms in the top ten are Chiomenti, with almost €4.1m,

and Legance and Gianni Origoni & Partners. The firm led by managing partners **Giuseppe De Simone** and **Giuseppe Velluto** reached revenue per partner of €3.4m, a significant result, also driven by work on the definition of the firm's partnership.

The picture is similar, almost, when we look at revenue per professional. In this case, however, at the top, after Latham & Watkins and Cleary Gottlieb (at around €777k) we find Herbert Smith Freehills Kramer. The Italian office of the global law firm, led by Laura Orlando, recorded revenue per lawyer of €675k. The Italian firms included, besides Chiomenti (€552k), are Legance, which posted revenue per professional of just over €502k.

WHO GROWS THE MOST

The protagonists of the 2025 LC Best 50 Italy fall into three macro-categories: independent Italian firms, international firms, and consultancy firms. In this edition, the most represented group is international brands (44%). Next come independent Italian firms (38%). Consultancy-linked or consultancy-born law firms make up the remaining 18%. For the first time, the presence of corporate entities alongside traditional professional associations has become significant. The organisations in the ranking structured as companies (STA or STP) account



GIUSEPPE VELLUTO, GIUSEPPE DE SIMONE



STEFANO SCIOLLA

for 30% of the total. Of these companies, 53% belong to consultancy-linked firms, 40% are international firms and only 7% are independent Italian brands.

In 2025, once again, Greenberg Traurig's Italian office (launched at the end of 2019, following the merger with the Milan boutique Santa Maria) was the firm that grew the most over the year. The organisation led by managing partners **Mario** and **Luigi Santa Maria** generated revenues of €36m, up 38.5% on the previous year. During 2025, the firm added a new partner in labour, while total professionals increased from 72 to 83. The I-Law project also continued its run. Founded in 2018 by a group of former PwC TLS professionals and focused on credit management (NPLs, UTPs, both advisory and litigation) the company, with 9 partners and 237 professionals, generated revenues of €24.3m, up 31.8% on its 2024 performance. The third-fastest-growing firm was Hogan Lovells. Under **Patrizio Messina's** leadership, the organisation accelerated significantly and during the year also "transformed" into a law firm company (società tra avvocati). With revenues of €77.2m, Hogan

Lovells Italy recorded growth of 30% (29.97%, according to MAG's estimates). Over the year the firm completed 9 lateral hires and promoted a new partner, increasing the number of partners to 33 (from 23). Overall headcount rose from 154 to 193 professionals. Also among the top ten firms by growth over the year, we can highlight Clifford Chance and Ashurst. According to Legalcommunity's estimates for MAG, the firm led by managing partner **Paolo Sersale** reached €70m, up 16.7%, while the organisation led by **Michele Milanese** came close to €30m (€29m) with an increase of 16%.

Finally, among the super boutiques, the highest year-on-year revenue increase went to Fivers, with a 19.3% jump bringing year-end revenues to €22.9m. The result confirms the strong performance of the firm led by managing partners **Alfredo Craca**, **Francesco Di Carlo**, **Francesco Mantegazza** and **Fabio Oneglia**.

Meanwhile, Gatti Pavesi Bianchi Ludovici grew by 13.3%: with a total of 190 professionals, including 49 partners (40 in 2024 without counting junior lawyers), it increased its turnover from €75m to €85m.  Copyright © 2026, LegalcommunityCH

Latham & Watkins surpasses €100m in revenues, while revenue per partner rises above €11m. Cleary follows with €6.3m and Freshfields with €4.6m per partner

THE DIGITAL MONTHLY MAGAZINE

DEDICATED TO THE ITALIAN BUSINESS COMMUNITY

EVERY ISSUE INCLUDES:



Interviews to lawyers,
in-house counsel, tax experts

Business sector studies

Post-awards reports

Video interviews

Follow us on



THE DIGITAL MAGAZINE

DEDICATED TO THE LATIN AMERICAN
BUSINESS COMMUNITY

EVERY ISSUE INCLUDES:



Interviews to lawyers,
in-house counsel, tax experts

Business sector studies

Post-awards reports

Video interviews

Follow us on 

TOP 50

The top 50 law firms in Spain by revenue 2025

After the preview with the Top 10 firms by turnover ([here the news](#)), *Iberian Lawyer* publishes the final ranking of the top 50 business law firms in Spain in 2025, accompanied by a reading of the market

by ilaria iaquinta

In 2025, business law in Spain continued to grow. The 50 leading firms active in Spain totalled €3.8bn, up 6.32% on 2024, albeit on a perimeter that is not fully comparable. The year's most significant takeaway, however, is not the aggregate figure but what happened at the top of the market. PwC Tax & Legal enters the top three by revenue in Spain for the first time, making it clear that the Big Four are now competing head-on in the market's core.

The market also points to a deeper underlying trend. Yes, it is growing, but it is distributing that growth less and less widely. The top 10 firms account for 60.35% of the top 50's aggregated revenue, and the top 20 reach 77.77%. In parallel, the Big Four together bring in €899m, representing 23.66% of the total. Scale is carrying increasing weight at the top.

TREND AND AVERAGE VALUES

Since 2018, the market for the top 50 firms by revenue has moved from €2.3bn to above €3.8bn. The progression reflects growth, but also a market that is pushing work towards firms best positioned to capture more sophisticated and more profitable mandates.

If you look at average revenue per partner, a genuine elite emerges again. The top 50 shows an aggregated average of around €1.7m per partner. In detail, Linklaters leads on average revenue per partner in Spain, at €4.57m. A&O Shearman

follows closely (€4.56m), with Clifford Chance completing the podium at €3.75m. Among the firms with the highest ratios are also CCS Abogados (€3.27m per partner), Balder (€2.88m), Herbert Smith Freehills (€2.86m), BDO Abogados (€2.83m), PwC Tax & Legal (€2.81m), KPMG Abogados (€2.66m) and Deloitte Legal (€2.55m). In total, 22 of the 50 firms exceed €2m in average revenue per partner.

The ranking shows a fairly clear pattern. Most firms improved their results and only a minority held steady or fell back. More relevant still: a substantial portion of the ranking is above 5% annual growth. This is not, therefore, mere inertia. The market continues to reward those with the scale and capability to take the most complex matters.

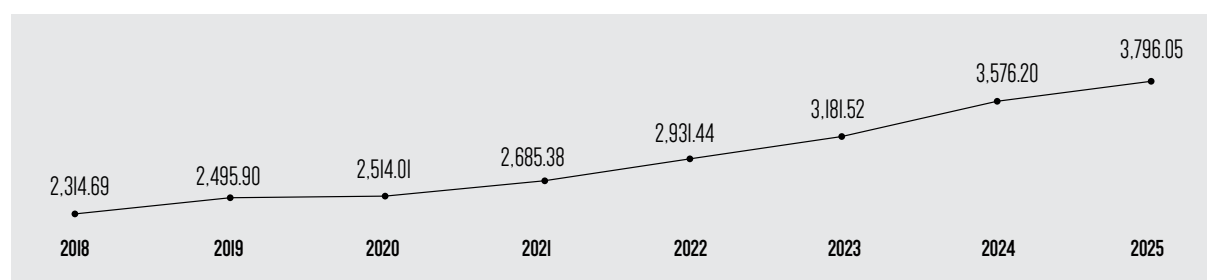
THE PODIUM

Returning to the heart of the ranking, 2025 offers a double reading: continuity at the top and change on the podium. Garrigues remains in first place with Spain revenue of €437.15m (+4.3%). Cuatrecasas holds on to second with €347.68m (+1.2%), enough to stay firmly established as number two by turnover.

Closing the podium, as noted at the outset, is PwC Tax & Legal, which reaches €247.00m and, with a 7.4% rise, overtakes Uría Menéndez, which ends the year on €243.64m (+5.5%). Next come EY Abogados (€233.10m; +9.0%), Deloitte Legal (€227.30m; +5.8%) and KPMG Abogados (€191.60m; +10.1%). The four major firms tied to multidisciplinary groups are already among the names that set the tone in the market.

Market Value

Data in millions of euros - Estimates by Iberian Lawyer



Among Spain's independent law firms, the reference core remains very solid. Garrigues, Cuatrecasas, Uría Menéndez, Pérez-Llorca and Gómez-Acebo & Pombo add up to €1,278.27m in domestic revenue. At global level, that same block reaches €1,600.77m: Garrigues (€527.69m), Cuatrecasas (€447.10m), Uría Menéndez (€308.78m), Pérez-Llorca (€211.30m) and Gómez-Acebo & Pombo (€105.90m). Within this group, Pérez-Llorca stands out, with €155.80m in Spain and €211.30m globally, after domestic growth of 16.6% — the strongest among the top 10.

MAGIC CIRCLE

Within the Magic Circle block, Linklaters, Clifford Chance and A&O Shearman total €243.76m in Spain revenue. The figure confirms they continue to carry their own weight at the upper end of the market and to feature in the highest-value mandates. To that, one should add Freshfields' revenues — a firm that does not break down figures by jurisdiction but remained, in 2025, among the most active on major Spanish deals. According to *Mergermarket*, it was the leading firm by advised M&A value in Spain, with 15 deals for an aggregated €31.48bn. Here too, another market trait emerges: competition for the most sophisticated mandates is concentrating in fewer and fewer platforms. Added to that scenario is the question raised by Gibson Dunn's arrival in Spain. The US firm announced in January 2026 its launch in Madrid led by **Armando Albarrán**, former Freshfields reference figure in Spain, a move that could alter part of the competitive balance at the top end if it gains traction quickly.

WHO IS GROWING FASTEST


The top 50 law firms in Spain by revenue 2025

Position	Law firm	Spain revenue 2025 (mln €)	Spain revenue 2024 (mln €)	YoY change %	Average revenue per partner (mln €)
1	GARRIGUES	437.15	419.19	4.3%	1.54
2	CUATRECASAS	347.68	343.50	1.2%	1.72
3	PWC TAX & LEGAL	247.00	229.90	7.4%	2.81

Viewed from a growth perspective, Ejaso posts the strongest advance among firms already established in the ranking. The firm moves from €25.50m to €33.60m, up 31.8%. Next come Ecija, at €60.30m (+22.6%); Ceca Magán, at €30.16m (+21.2%); and Bufete Barrilero & Asociados, at €53.30m (+20.7%).

Within the large-firm block, Pérez-Llorca stands out, while among multidisciplinary platforms KPMG Abogados is particularly notable: with +10.1% it continues to accelerate and approaches the €200m threshold. Also worth mentioning is the solidity of firms such as Clifford Chance, BDO Abogados, Crowe Legal y Tributario, Addleshaw Goddard and Auren, all with double-digit increases or very close to that line. It is no coincidence that many of the best-performing firms maintain strong exposure to areas such as tax, corporate, regulatory and specialised business advisory.

The picture for 2025 is clear: Spain's legal market continues to grow, but that growth favours those that already have the position and capacity to attract the highest-value work.

As in previous years, several international firms with significant presence in Spain — including Freshfields, Latham & Watkins, Bird & Bird and Jones Day — do not publicly break down local figures, so their weight has not been included in the calculation. In this edition, other firms with significant presence — such as Ontier and Martínez-Echevarría — chose not to provide figures and are not included in the ranking. For that reason, the 2025 aggregate value has been calculated exclusively on the basis of the firms effectively included in this ranking. 

 Copyright © 2026, LegalcommunityCH

Position	Law firm	Spain revenue 2025 (mln €)	Spain revenue 2024 (mln €)	YoY change %	Average revenue per partner (mln €)
4	URÍA MENÉNDEZ	243.64	230.96	5.5%	2.24
5	EY ABOGADOS	233.10	213.80	9.0%	2.18
6	DELOITTE LEGAL	227.30	214.80	5.8%	2.55
7	KPMG ABOGADOS	191.60	174.07	10.1%	2.66
8	PÉREZ-LLORCA	155.80	133.60	16.6%	2.13
9	BAKER MCKENZIE	116.00	115.00	0.9%	2.52
10	GÓMEZ-ACEBO & POMBO	94.00	88.60	6.1%	2.04
11	LINKLATERS	86.81	85.45	1.6%	4.57
12	CLIFFORD CHANCE*	83.95	78.70	6.67%	3.75
13	ANDERSEN	73.37	65.88	11.4%	0.76
14	AGO SHEARMAN*	73.00	71.00	2.8%	4.56
15	BDO ABOGADOS	62.30	55.40	12.5%	2.83
16	ECLJA	60.30	49.20	22.6%	0.66
17	HOGAN LOVELLS	60.00	58.90	1.9%	2.61
18	BARRILERO	53.30	44.16	20.7%	2.32
19	ROCAJUNYENT	51.87	46.74	11.0%	0.66
20	CMS ALBIÑANA & S. L.	51.00	50.03	1.9%	1.70
21	RCD**	50.00	47.54	5.2%	1.06
22	HERBERT SMITH FREEHILLS KRAMER	45.78	43.37	5.6%	2.86
23	AUREN	42.20	37.60	12.2%	0.77
24	DLA PIPER	40.13	37.56	6.8%	2.11
25	GRANT THORNTON	37.32	32.23	15.8%	1.56
26	SAGARDOY	36.48	34.30	6.4%	1.74
27	BROSETA	36.15	36.12	0.1%	1.10
28	EJASO	33.60	25.50	31.8%	0.70
29	ASHURST*	33.00	33.00	0.0%	2.36
30	RAMON Y CAJAL	31.44	29.09	8.1%	0.73
31	MONTERO ARAMBURU & GVA*	31.02	30.30	2.4%	1.63
32	CROWE LEGAL Y TRIBUTARIO	30.70	27.30	12.5%	0.93
33	CECA MAGÁN	30.16	24.88	21.2%	0.79
34	BALDER	28.83	27.45	5.0%	2.88
35	FORVIS MAZARS TAX & LEGAL	28.70	25.80	11.2%	1.20
36	ELZABURU	27.96	27.16	2.9%	2.15
37	SQUIRE PATTON BOGGS*	25.00	25.00	0.0%	2.08
38	EVERSHEDS SUTHERLAND	25.00	22.52	11.0%	1.25
39	PKF ATTEST	24.34	21.09	15.4%	0.94
40	AFIANZA LEGAL	23.54	12.23	92.5%	1.57
41	GARRIDO	23.08	21.20	8.9%	2.10
42	ADDLESHAW GODDARD	22.96	20.45	12.3%	1.53
43	WATSON FARLEY & WILLIAMS*	22.00	21.50	2.3%	1.69

44	SIMMONS & SIMMONS	21.84	19.55	11.7%	1.68
45	LENER	20.00	19.79	1.1%	1.11
46	FIELDFISHER	17.85	16.30	9.5%	0.60
47	CCS ABOGADOS	16.36	13.03	24.5%	3.27
48	DENTONS	15.31	19.61	-21.93%	1.28
49	MARIMON ABOGADOS	13.70	13.64	0.4%	0.62
50	PEDROSA LAGOS	12.43	12.21	1.8%	0.59

The data is based on information gathered from law firms, the commercial register, and estimates. Some firms close their financial year on different dates. The figures for «revenue per partner» are based on calculations by Iberian Lawyer, dividing total revenue by the number of firm partners.

*Firm's estimated revenue as of 30 April 2025

**Revenue data corresponds to the turnover figure for the January–December 2024 period (calendar year), pending confirmation of the final figure for the 2024 fiscal year, which, following UK reporting periods, ends in late April

Spanish firms – global revenue and growth %

Position	Law firm	Global revenue 2025 (mln €)	YoY change %
1	GARRIGUES	527.69	+9.5%
2	CUATRECASAS	447.10	+2.5%
3	URÍA MENÉNDEZ	308.78	+4.5%
4	PÉREZ-LLORCA	211.30	+28.0%
5	GÓMEZ-ACEBO & POMBO	105.90	+5.8%

Beyond the Top 50

The entry cut-off for the Top 50 this year stood at €12.43m — the figure posted by Pedrosa Lagos. Just below that threshold were Cremades & Calvo-Sotelo (€11.29m; +3.7%), Abdón Pedrajas Littler (€10.18m; +12.5%) and Araoz & Rueda (€9.05m; +6.2%). Rather than a hard boundary, this stretch of the ranking reflects the market's competitive density: even outside the final classification there are firms with scale, growth and a recognisable presence.

Law firm	Spain revenue 2025 (mln €)	Spain revenue 2024 (mln €)	YoY change %
CREMADES & CALVO-SOTELO	11.29	10.89	3.7%
ABDÓN PEDRAJAS LITTLER	10.18	9.05	12.5%
ARAOZ & RUEDA	9.05	8.52	6.2%

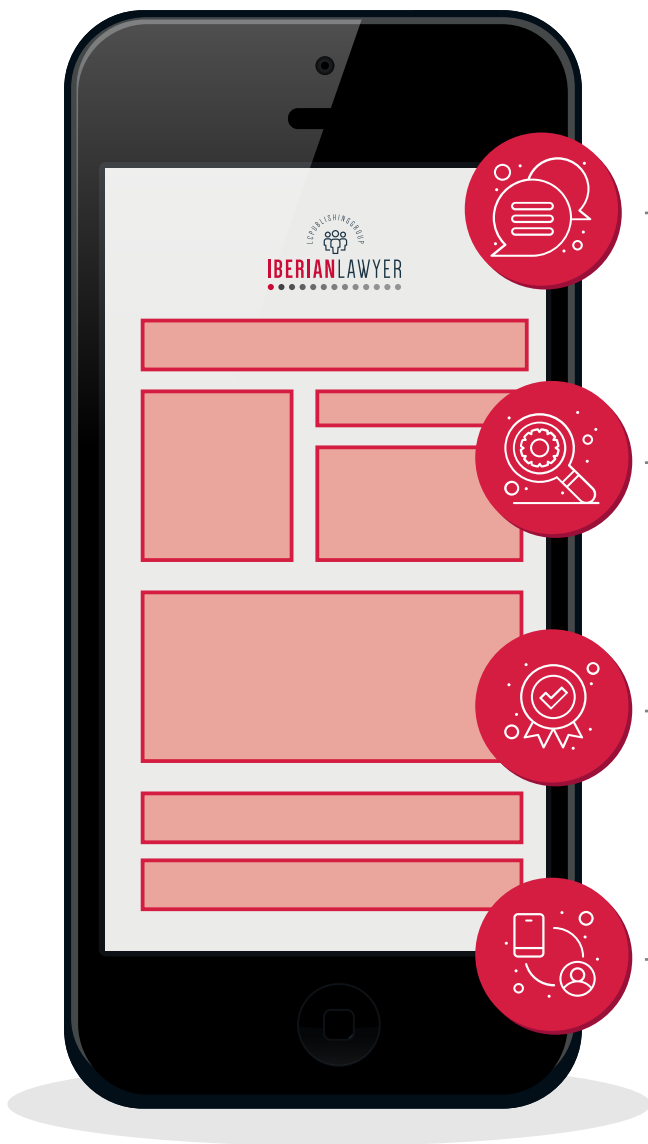


IBERIANLAWYER

THE DIGITAL MONTHLY MAGAZINE

DEDICATED TO THE IBERIAN BUSINESS COMMUNITY

EVERY ISSUE INCLUDES:



Interviews to lawyers,
in-house counsel, tax experts



Business sector studies



Post-awards reports



Video interviews

Follow us on



Women in a Legal World

From Geneva, with authority: women leading international arbitration

by teresa fortuño*



In any professional environment reading the room is everything. For young women, that has often meant something more: looking around to see whether anyone like them is already there. For years, in international law firms and arbitration hearings, the answer was often no. Today,

that is changing. Women are increasingly present at the table. That visibility changes the room, and in Geneva's arbitration community, it is changing the profession too.

A field built on trust

International arbitration prides itself on neutrality, rigour and expertise. It resolves some of the world's most complex commercial and sovereign disputes through the credibility of its practitioners. Yet, for much of its history, that credibility was constructed and guarded by a relatively homogeneous group. Geneva became one of arbitration's natural centres thanks to its diplomatic culture, political stability, multilingual legal community, strong institutions and links to both civil and common law traditions. It also became a place where women built careers that helped reshape the profession's possibilities.

From access to influence

The conversation about women in arbitration has matured. The early debate centred on access: appointments, conference platforms and lead counsel roles. That conversation is not over, but it has shifted. Many women no longer need permission to sit at the table; the question is whether the profession is ready to recognise and follow their leadership. Geneva offers important examples. Gabrielle Kaufmann-Kohler, co-founder of LKK Arbitration, is one of the field's leading figures. A past president and now honorary president of ICCA, she has acted in over 220 international arbitrations, mainly as arbitrator. Her career reflects how women in Geneva have not merely entered the field, but helped shape it. The same is true within Geneva's arbitration firms. At Lalive, women such as Domitille Baizeau, Noradèle Radjai,

Teresa Giovannini, Catherine Anne Kunz and Laura Azaria occupy leading roles in complex commercial and investment disputes. Their presence demonstrates that women are among those advising clients, deciding cases and shaping strategy in matters of real consequence.

Why visibility matters

For a junior lawyer entering a Geneva law firm, seeing women lead hearings, cross-examine witnesses, chair tribunals and manage major client relationships makes ambition feel rational

rather than merely optimistic. It reduces the distance between where someone is and where they might reasonably aim to be.

This matters particularly in arbitration. The field is intense, relationship-driven and often opaque in how careers advance. Success depends not only on legal ability, but also on trust: the trust of clients, co-arbitrators and institutions. When that trust is visibly extended to women, it recalibrates what the next generation believes is available to them.

Numbers that tell part of the story

Progress is measurable, even if uneven. The Equal Representation in arbitration pledge, launched in 2015, responded to the under-representation of women on arbitral tribunals. Since then, institutional appointments have improved. In 2024, 40%


of all arbitrators appointed by the Stockholm Chamber of commerce were women, while party appointments remained lower, at 28%. That gap matters. Institutions can drive change within their own processes, but choices made by parties, counsel and co-arbitrators still determine whether progress becomes structural.

Excellence without qualifiers

One quiet distortion in conversations about diversity is the tendency to describe women's contributions mainly through interpersonal skills. However, they cannot be separated from legal excellence. The women shaping international arbitration in Geneva and beyond are valued for their technical command, strategic judgment, advocacy and understanding of the commercial realities behind disputes. Arbitration requires intellectual rigour, procedural discipline, strategic awareness and trust in the process.

The next stage

Progress in representation is real, but incomplete. Women increasingly hold senior positions in Geneva's arbitration firms and institutions. They are appointed more often as arbitrators, lead teams, teach, publish, draft rules and shape how younger practitioners are trained. What remains unfinished is influence at the highest levels: tribunal chairs in the largest disputes, managing partners of powerful practices, and the informal

networks through which work and appointments often flow. Switzerland is well placed to lead this next stage. As the last country in Western Europe to grant women the right to vote at federal level, in 1971, Switzerland is also home to some of the most prominent female practitioners in international arbitration. That contrast is a reminder that progress does not arrive automatically. It is built through appointments, trust, visibility and repeated decisions to recognise talent where it already exists. Women in international arbitration have established beyond serious dispute that they belong in this field, at every level. The remaining question is whether the structures that govern appointments, recognise leadership and confer authority will move at the pace that talent already has. Geneva's answer, at its best, has been to let the work speak: its counsel, arbitrators, academics and institution builders show that when women are given the conditions to lead, the field improves for everyone. A seat at the table was always the beginning, not the goal. The goal is the outcome: disputes resolved well, institutions trusted, and a field that reflects the full range of the world it serves. 

Copyright © 2026, LegalcommunityCH

* young member of WLW

Disclaimer: this article solely reflects the personal views of the author

THE DIGITAL AND FREE MAGAZINE

DEDICATED TO THE SWISS
BUSINESS COMMUNITY



Every issue includes:

- Interviews with lawyers, in-house counsel, tax experts
- Business sector studies
- Post-awards reports
- Video interviews

Follow us on



www.legalcommunity.ch

N 23 | June 2026

Editor-in-Chief

aldo.scaringella@lcpublishinggroup.com

Editor

claudia.lavia@lcpublishinggroup.com

In collaboration with

flavio cacì, ilaria iaquinta,
nicola di molfetta, Teresa fortuño

Group Editor-in-Chief

nicola.dimolfetta@lcpublishinggroup.com

Deputy Group Editor-in-Chief

ilaria.iaquinta@lcpublishinggroup.com

Graphic Design & Video Production Coordinator

francesco.inchingolo@lcpublishinggroup.com

Design Team and Video Production

andrea.cardinale@lcpublishinggroup.com
riccardo.sisti@lcpublishinggroup.com

Group Market Research Director

vincenzo.rozzo@lcpublishinggroup.com

Market Research Manager, Italy

guido.santoro@lcpublishinggroup.com

Market Research Assistant

elizaveta.chesnokova@lcpublishinggroup.com

CEO

aldo.scaringella@lcpublishinggroup.com

General Manager and Group HR Director

stefania.bonfanti@lcpublishinggroup.com

Group Communication and Business Development Director

helene.thierry@lcpublishinggroup.com

Group CFO

valentina.pozzi@lcpublishinggroup.com

Events Coordinator

chiara.rasarivo@lcpublishinggroup.com

Events Department

roberto.iantorno@lcpublishinggroup.com

marica.scaringella@lcpublishinggroup.com

Group Conference Manager

anna.palazzo@lcpublishinggroup.com

Communication & Social Media Executive

alessia.donadei@lcpublishinggroup.com

fabrizio.rotella@lcpublishinggroup.com

Administration

cristina.angellini@lcpublishinggroup.com

lucia.gnesi@lcpublishinggroup.com

Accounting Department

marco.pedrazzini@lcpublishinggroup.com

andrea.vigano@lcpublishinggroup.com

For information

info@lcpublishinggroup.com

Newsroom

flavio.caci@lcpublishinggroup.com

newsroom@lcpublishinggroup.com

Publisher

LC Publishing Group S.p.A.

Head office:

Via Savona, 100 - 20144 Milano

Registered office:

Via Tolstoj, 10 - 20146 Milano

Tel. +39 02 36.72.76.59

info@lcpublishinggroup.com

www.lcpublishinggroup.com

Iberian office:

C/ Rios Rosas, 44 A - 2º G.H

28003 Madrid, Spain

T: + 34 91 563 3691

info@iberianlegalgroup.com

www.iberianlawyer.com

www.thelatinamericanlawyer.com