

*The*  
**LEGAL**  
**500**



PRIVATE PRACTICE POWERLIST 2023  
ARBITRATION | **IBERIA**

PLMJ

### Business message

PLMJ is a law firm based in Portugal that combines a full service with bespoke legal craftsmanship. For more than 50 years, PLMJ have taken an innovative and creative approach that has produced specific, strategic solutions to effectively defend the interests of our clients.

As a full-service firm, PLMJ support their clients in all areas of the law, often with multidisciplinary teams, and always acting as a business partner in the most strategic decision-making processes. PLMJ has specialist lawyers that know the sectors and markets they work in well, and they always keep in close contact with the regulators for each sector.

To be closer to its clients, PLMJ Colab was created, a collaborative network of law firms spread across Portugal and other countries with which it has cultural and strategic ties. PLMJ Colab makes the best use of resources and provides a concerted response to the international challenges of its clients, wherever they are. The national partnerships allow PLMJ to extend its presence from Lisbon, Porto and Faro to the Azores, Coimbra, Guimarães and Madeira. International collaboration is ensured through firms specialising in the legal systems and local cultures of Angola, China/Macao, Guinea-Bissau, Mozambique, São Tomé and Príncipe and Timor-Leste.



## Joaquim Shearman de Macedo PLMJ

**Job Title:** Partner and co-head of the dispute resolution practice  
**Location:** Portugal  
**Number of years in practice:** 20+  
**Number of years as an arbitrator:** Eight  
**Current number of arbitrator appointments:** One as chair, two as co-chair  
**Admissions:** Portuguese Bar Association, Arbitration Committee of the International Chamber of Commerce (ICC), Portuguese chapter of the Cour Européenne d'Arbitrage  
**Main sectors covered:** Banking and finance, construction, pharmaceuticals, public, insurance  
**Geographical areas of focus:** Portugal, Spain, Sub-Saharan Africa  
**Languages:** Portuguese, English

Joaquim Shearman de Macedo is a partner and co-head of the dispute resolution practice. With more than 20 years' professional experience, he has worked in the areas of civil and commercial litigation, and in domestic and international arbitration.

Joaquim advises clients on highly complex court and arbitration cases involving multiple jurisdictions. He has extensive experience in commercial and corporate litigation, disputes between shareholders, construction and insurance disputes, and contract and tort cases. He has also handled criminal cases relating to economic and corporate offences.

Joaquim is frequently appointed as an arbitrator in domestic and international commercial arbitrations, including by the most important domestic and international arbitral institutions.

With a postgraduate qualification in domestic and international arbitration from the Faculty of Law of Universidade Nova de Lisboa, Joaquim has been the president of the professional ethics committee of

the Portuguese Arbitration Association since 2019 and vice-president of the executive committee of the centre for mediation and arbitration, Concórdia, since 2017.

### In conversation with...

#### What are the most impressive arbitrations you have worked on as counsel?

I remember with great enthusiasm three recent cases. In all of them what ticked my box was the way the hearing went, especially our cross-examination. It is wonderful to score points on cross. One of those cases had to do with a share purchase agreement of a media conglomerate that fell apart, the other with a construction of an energy plant and negotiation of off-taking agreements and the other with the disrespect of pre-emption's rights under a shareholder agreement.

#### What do you think are the most important qualities or skills you bring to an arbitration?

Not great at self-praise, really. One thing I can say, I do step into the shoes of the party I represent. I love working hard on preparing the case, notably for the hearing. This allows me to quickly react to what is being said or responded.

#### What aspects of a potential case/arbitration are more likely to grab your attention and have you eager to be involved?

I would say that there are several aspects of a case that can make me more eager to be involved, rather than one single aspect. Perhaps, the matter in discussion is something that I normally weight: I have a slight preference for disputes over the interpretation of contractual clauses. Moreover, the procedural aspects of a case can be quite interesting: jurisdictional objections, midnight clauses, joinder and bifurcation are some interesting features in arbitration. Obviously if a case raises issues that are

being discussed within the international arbitral community in that particular moment, it can be also very enthusiastic to get involved with.

#### Which recent political, economic, or regulatory changes have impacted your practice the most?

When posed with the question, considering the last two/three years, one cannot ignore Covid-19. Having a pandemic spread all over the world, demanding confinements and remote work was definitely the most recent ground-breaking event. It completely shifted everyone's perspective and life and consequently, arbitration was also impacted. The remote hearings, the new platforms, the consecutive arguments raised in every type of arbitration regarding force majeure and hardship have been a huge trend in these past years. Also, one cannot overlook the improvement on the technological side of arbitration: we cannot know for sure if we will ever go back to the old way when hearings were undoubtedly present, with the correspondent cost and ecological footprint involved.

#### What do international counsel facing a matter in the jurisdiction need to know about the local arbitration scene?

Portugal is a very arbitration-friendly country. We have a very well-regulated legal framework with the law of voluntary arbitration. I believe that some of the most important aspects to bear in mind are:

- the arbitration agreement has to be in writing and signed between the parties;
- the parties are required to appoint their arbitrator, in an equal number and the selected arbitrators will select the president;
- in case a party fails to do so, it is the court of appeal that will appoint the missing arbitrator;
- arbitrators cannot be held liable for the judgements they pursue, only accused of gross negligence.

#### Do you have any interesting stories relating to the arbitrations you have worked on? Is there something funny or revealing we can discuss?

I remember that in one case where we were discussing if the respondent assumed an obligation not to vacate premises carved out and sold to the claimant and subsequently leased to the respondent in a share purchase agreement. In the production of documents phase we asked for several documents regarding a previous transaction where the respondent had purchased the company. In numerous documentation we found prior lease contracts signed by the respondent that directly contradicted all the arguments in the arbitration. It was a treat going again and again to those documents during the cross-examination.

#### How would you describe your firm's arbitration practice in the wider region? What strengths does it have as a wider group of attorneys?

The PLMJ arbitration team is composed of very qualified lawyers with broad experience in arbitration, not only domestic but also international ones. The team was the first Portuguese team to be included in the GAR 100 Ranking and has maintained its position ever since, which truly demonstrates the professionalism and success of all. We also have extensive experience in arbitration with parties from the seat in Lusophony countries, such as Angola, Cabo Verde, and Mozambique.

#### What are your views on diversity and inclusion in international arbitration today?

They are obviously very important concerns, which I endorse and truly believe are essential nowadays: to have the most diversified arbitral community, in terms of age, gender, nationality and so on, as possible will always be the ultimate goal – not only in terms of arbitrators, but also in terms of involved parties. The arbitral scenario is shifting, and more and more companies see in

arbitration a real alternative – not only the same big companies will resort to the same small pool of arbitrators. In fact, we see more and more companies from different jurisdictions resorting to arbitration. As the times are changing so are the minds, and the future really should be designed around diversity in arbitration. ■



## Nuno Libano Monteiro

PLMJ

**Job Title:** Senior partner  
**Location:** Portugal  
**Number of years in practice:** 35  
**Number of years as an arbitrator:** 15  
**Admissions:** International Bar Association, Concórdia – Centre for Conciliation and Arbitration of Conflicts, Vice-President of Circulo de Advogados de Contencioso, Insof Europe, Insof International.  
**Main sectors covered:** Construction, public, insurance, banking  
**Geographical areas of focus:** Portugal, Spain, Sub-Saharan Africa  
**Languages:** Portuguese, English, French

Nuno Libano Monteiro is a senior partner in the dispute resolution practice. With more than 30 years of experience, Nuno has worked on many highly complex and economically important commercial and financial cases.

Nuno also has extensive experience in the areas of professional liability of directors and service providers. In his work as a restructuring and insolvency lawyer, he has represented the main parties in the largest cross-border insolvency cases.

As the representative of the Portuguese Bar Association, Nuno was involved in the drafting of the Insolvency and Corporate Recovery Code. Throughout his career, he has also played an active role in matters relating to the courts.

He is the author of numerous legal articles and has participated as a speaker and lecturer in seminars and postgraduate courses on civil procedural law and on restructuring and insolvency.

### In conversation with...

#### What are the most impressive arbitrations you have worked on as counsel?

The most interesting arbitration I have worked on as counsel concerned a dispute between two concessionaires of a motorway, where there was an overlap of a section of motorway, granted simultaneously to two companies by mistake of the grantor. The legal complexity, the economic value and the production of evidence were some of the most complex matters I have ever had to deal with.

More recently, I had a very interesting arbitration discussing a hotel concession in Madeira, where the circumstance that industrial espionage was involved in the commercial issues in dispute was of relevance.

#### What do you think are the most important qualities or skills you bring to an arbitration?

- Technical quality.
- Working capacity and a great specialised team.
- Thinking outside the box and putting ourselves in our counterparts' shoes.

#### What aspects of a potential case/arbitration are more likely to grab your attention and have you eager to be involved?

Complexity of the case, economic value, enormity of the documents involved; production of gigantic evidence;

#### Which recent political, economic, or regulatory changes have impacted your practice the most?

The Covid-19 pandemic had a major impact on my practice, to the extent that it led to significant regulatory changes, which impacted my insolvency and restructuring practice as well as my litigation and arbitration practice.

The pandemic led to a greater use of technology, notably with the mandatory remote work and the proliferation of remote hearings.

Portugal, even before the pandemic, was emerging

from considerable financial and economic hardship, which was further increased with the Covid-19 pandemic. These circumstances caused additional challenges for my practice, clients are more receptive to ADR, notably arbitration, aiming for a faster resolution of dispute.

#### What do international counsel facing a matter in the jurisdiction need to know about the local arbitration scene?

My legal team and I are very much used to working with international counsel, we have a long track record in international arbitration, working both against and as co-counsel with international law firms.

When working in our jurisdiction I would say the best thing to do is to rely on our arbitration community, which, albeit small, is very experienced and knowledgeable.

The relevant information is that Portugal is a pro-arbitration jurisdiction. We have an arbitration law based on the UNCITRAL Model law since 2011. Judicial courts have been keen in favouring arbitration and are known to have relied on international softlaw when applying the arbitration law, including IBA rules and guidelines on matters related to challenge of arbitrators or production of evidence.

#### Do you have any interesting stories relating to the arbitrations you have worked on? Is there something funny or revealing we can discuss?

I was involved in a very complex arbitration, acting as counsel, in which the President became the President of the Portuguese Republic, a few years later and the Secretary to the arbitration had to be substituted because he became Minister of Justice of the Government at the time. Someone less attentive to the extraordinary quality of the arbitrators, specially of the President and of the Secretary, would think that Arbitration is and elevator straight to the top in the political career!

#### How would you describe your firm's arbitration practice in the wider region? What strengths does it have as a wider group of attorneys?

PLMJ dispute resolution team has extensive and hands on experience in several Portuguese-speaking jurisdictions, specially but not limited to Brazil, Macao, Angola, and Mozambique.

We are known to include in our team members of PLMJ Colab, our international legal network. We set up multi-geographic and multidisciplinary teams, aiming to allocate the most adequate expertise to the requested services.

Additionally, we are aware of the existing idiosyncrasies of language and culture, our deep knowledge of the market, legislation, and workings of the economy of these jurisdictions position us as a very reliable and result driven arbitration practice area.

#### What are your views on diversity and inclusion in international arbitration today?

We strongly believe that diverse teams can lead to better outcomes in legal services. Regarding career management and development, we have moved towards a qualitative model based on 360° feedback with transparent procedures and governance. It is our strong belief that diversity policies should find the right balance between promoting meritocracy and addressing the structural barriers affecting certain segments of the population, such as women in their professional lives. We have based our processes on key principles: a zero-tolerance gender discrimination policy when hiring or promoting; parental leave and career progression policies are the same despite the gender; increase in both maternal and paternal leave; neither the bonus nor the progression is impacted when either of the parents takes leave; flexible working models to suit different needs; a transparent and independent evaluation process, where the assessment is done by a diverse committee.

The firm was the first corporate organisation in Portugal to make a public commitment to the

#HeForShe movement. The initiative based on the principle that we are all on the same side: men and women. We have challenged all our employees to support this movement which, at its core, is simply a question of defending respect for human rights.

But diversity is not just about gender. PLMJ has been a partner of AFSA, the Portuguese Association for Asperger Syndrome, where I am the acting chairman of the General Assembly. Recently, we have also joined its employability programme, which is destined for adults and young adults with Asperger Syndrome. It was our pleasure to welcome have them working with us in our knowledge management team and we are truly glad to be part of their professional experience. Currently, we have Bernardo and Bruno working next to our knowledge management team. ■



## Pedro Metello de Nápoles

PLMJ

**Job Title:** Partner and co-head of the dispute resolution practice  
**Location:** Portugal  
**Number of years in practice:** 26  
**Current number of arbitrator appointments:** One as chair, two as co-arbitrator  
**Admissions:** Portuguese Bar Association  
**Main sectors covered:** Commercial disputes, construction, post-M&A, public law  
**Geographical areas of focus:** Portugal, Spain, Sub-Saharan Africa, Brazil  
**Languages:** Portuguese, English

Pedro Metello de Nápoles is partner and co-head of the dispute resolution practice and an expert in arbitration and high-profile litigation.

With over 25 years' experience in dispute resolution, Pedro focuses on high value/complex arbitration and litigation, both as counsel and arbitrator. He has acted as lead counsel in several international and domestic commercial arbitrations with their seats in various countries.

Over the past few years, Pedro has been involved as a lawyer in more than 60 arbitrations, especially at the international level and under a wide variety of arbitration rules. He is on the lists of arbitrators of several Portuguese and international institutions and has often been appointed as an arbitrator.

Pedro is the Portuguese member of the ICC International Court of Arbitration, vice-president of the ICC Portuguese Committee and a member of the ICC Commission on Arbitration and ADR and one of the directors of the Portuguese Arbitration Association.

Pedro is the author of numerous articles, especially on arbitration, and as part of the direction of the Portuguese Arbitration Association, he was a member of the group that drafted Portugal's current Arbitration Law.

### In conversation with...

#### What are the most impressive arbitrations you have worked on as counsel?

I acted for a Dutch company that was responsible for installing an offshore floating facility to offload oil and to build a submarine pipeline connecting the facility with a refinery onshore. It was an important case for me as it was the first big international arbitration I was involved in as one of the main lawyers and at the time (2001) there were not so many cases of this magnitude. I was working with an international firm, and it was a great learning opportunity. The case generated three different arbitrations (the third one was eventually settled), involving an overall amount of €90m. It was a very technical dispute, involving several experts and witnesses that went on for six years.

I also acted for an Irish building materials company, in a dispute with a Portuguese conglomerate regarding a shareholder agreement concerning a Portuguese cement company, with an overall value of EUR1bn. Although it was a shareholder dispute, it involved many issues regarding the activity of the company and its worldwide investment policy, which increased the complexity of the case. The seat of the arbitration was Paris and we (and other firms acting for the client) had to defend the award up to the Court of Cassation.

I acted for the Portuguese State in a dispute with an electricity production company regarding an hydroelectric powerplant that was not built and the consequences of that decision. The amount in discussion exceeded 500 million EUR. Although the discussion went around public law and public policy, the discussion covered more than ten years of relevant facts and the need to assess the contractual scenario if the dam had been built and put into operation.

#### What do you think are the most important qualities or skills you bring to an arbitration?

As I believe all lawyers will say, I am pragmatic, client-oriented, with great work capacity, and I am also creative.

But more than that, I like to get involved and understand the technical aspect of the dispute. Many lawyers are allergic to mathematical calculations and engineering discussions, but I believe that one cannot discuss the failure of a turbine of a power plant if one does not grasp how it should work. Likewise, lawyers should be able to read a blueprint and understand the calculations and concepts beyond a WAAC formula.

I do not mean I want to replace experts; on the contrary, I like to work with technical experts, and in each case, I try to understand their language. I find this approach very useful for the outcome of the case.

#### What aspects of a potential case/arbitration are more likely to grab your attention and have you eager to be involved?

Any case with a strong component of factual discussion and technical discussion. I also like the legal part, but what really thrills me is the discussion of facts, the analysis of documents, the understanding of the project, the search of details and the contradictions.

#### Which recent political, economic, or regulatory changes have impacted your practice the most?

Arbitration has experienced a boom in Portugal in the last 20 years and this has led to the idea of extending the system to other fields outside commercial disputes, such as disputes with public entities (the State has actually encouraged public entities to agree on arbitration) and to tax arbitration.

In recent years, there has been growing criticism of arbitration and efforts are being made to limit its use by public entities. Although the driver for this reaction is merely political and the attempts to forbid public entities from resorting to arbitration have been blocked, mechanisms have been introduced to allow appeals against arbitral awards to State courts.

#### What do international counsel facing a matter in the jurisdiction need to know about the local arbitration scene?

Everything will depend on who are the firms representing the parties and who constitutes the Tribunal. There are several firms and lawyers that are familiar with the standards of international arbitration, and everything can work as if the seat of arbitration was Paris or Geneva.

There are however others that will tend to replicate the rules of civil procedure, killing all flexibility and objecting to rules that are standard in international arbitration, such as written witness statements or expert witnesses instructed by each party.

Arbitration institutions will cope with any rules the parties agree, but there is an old tradition in Portugal of ad-hoc arbitrations, which can cause several types of problems.

#### Do you have any interesting stories relating to the arbitrations you have worked on? Is there something funny or revealing we can discuss?

There are always funny episodes in each case. Normally, the meaning is lost when you tell them to third parties, but I will try two short episodes:

In one situation, the general counsel of a company that was meant to testify and he took it upon himself to explain to the other witnesses how they should behave during cross-examination, to go calmly, to ask questions to be rephrased, etc. He was really confident and there was little he was willing to hear from us, lawyers. When he was cross examined, the first question the opposing counsel made was: 'Are you Mr (name)?' His answer was: 'What do you mean by that? Can you rephrase?' As you can imagine, the testimony did not go very well after that.

There was one case where part of the discussion revolved around one word: 'elaborate'. A Contractor in a works contract had issued a statement saying that it accepted that 'the list of defects below had to be elaborated in the coming weeks. However, in Portuguese 'elaborate' can have the same meaning as in English, but often is used as drafting something a new. Therefore, the owner agreed with the contractor's statement and a couple of weeks later sent a new list of defects, arguing that it was authorised to 'elaborate' the list of defects.

#### How would you describe your firm's arbitration practice in the wider region? What strengths does it have as a wider group of attorneys?

PLMJ's dispute resolution team has extensive hands-on experience in several Portuguese speaking jurisdictions, especially but not limited to Brazil, Macao, Angola, Mozambique, and Cape Verde.

We are known to include in our team members of PLMJ Colab, our international legal network. We set up multi-geographic and multidisciplinary teams, aiming to allocate the most adequate expertise to the requested services.

Additionally, we are well aware of the existing idiosyncrasies of language and culture, our deep knowledge of the market, legislation, and workings of the economy of these jurisdictions position us as a very reliable and result-driven arbitration practice.

#### What are your views on diversity and inclusion in international arbitration today?

We strongly believe that diverse teams can lead to better outcomes in legal services. Regarding career management and development, we have moved towards a qualitative model based on 360° feedback with transparent procedures and governance. It is our strong belief that diversity policies should find the right balance between promoting meritocracy and addressing the structural barriers affecting certain segments of the population, such as women in their professional lives. We have based our processes on key principles: a zero-tolerance gender discrimination policy when hiring or promoting; parental leave and career progression policies are the same despite the gender; increase in both maternal and paternal leave; neither the bonus nor the progression is impacted when either of the parents takes leave; flexible working models to suit different needs; a transparent and independent evaluation process, where the assessment is done by a diverse committee.

The firm was the first corporate organisation in Portugal to make a public commitment to the #HeForShe movement. The initiative based on the principle that we are all on the same side: men and



women. We have challenged all our employees to support this movement which, at its core, is simply a question of defending respect for human rights.

But diversity is not just about gender. PMLJ has been a partner of APSA, the Portuguese Association for Asperger Syndrome. Recently, we have also joined its employability programme, which is destined for adults and young adults with Asperger Syndrome. It was our pleasure to welcome them to work with us in our knowledge management team and we are truly glad to be part of their professional experience. Currently, we have two people working with our knowledge management team. ■

## Ricardo Silva Pereira

PLMJ

Job Title: Senior counsel  
Location: Portugal

Number of years in practice: 15  
Admissions: Portuguese Bar Association  
Main sectors covered: Corporate and shareholder disputes, restructuring and insolvency, civil and commercial disputes, banking and finance, construction, and infrastructure  
Geographical areas of focus: Portugal, Spain  
Languages: Portuguese, English, French, Spanish

Ricardo Silva Pereira is a senior counsel in the dispute resolution practice and has 15 years' professional experience in the areas of civil and commercial litigation and restructuring and insolvency and arbitration.

Ricardo has acted for Portuguese and international clients from various market sectors in commercial disputes, including shareholder disputes and construction disputes, banking and contractual cases, and extra-contractual civil liability cases. Ricardo also has extensive experience in restructuring and insolvency proceedings, where he has advised companies, insolvency administrators and creditors in insolvency or pre-insolvency matters.

Ricardo is member of the Portuguese Insolvency and Recovery Association where he is also Chair of General Meeting, and member of the Portuguese Arbitration Association.

Author of several publications on insolvency law and has participated as a speaker in conferences on the same subject. Also, author of publication on third-party funding in arbitration.

Ricardo has completed postgraduate courses in commercial law at the Faculty of Law of Universidade Católica Portuguesa and in securities law at the Faculty of Law of the University of Lisbon. He has also completed a postgraduate course in arbitration at the Faculty of Law of the University Nova of Lisbon and a postgraduate course in insolvency at the Faculty of Law of the University of Coimbra.

Before joining PLMJ, Ricardo was a lawyer at Linklaters and Gómez-Acebo & Pombó.

### In conversation with...

**What are the most impressive arbitrations you have worked on as counsel?**

As counsel, I have been involved in different interesting cases with exceptional practitioners and arbitrators.

I would highlight an arbitration related with the termination of a highway concession agreement as one of the most impressive arbitrations I have worked with as a counsel. It was the first arbitration of its kind in Portugal and involved testing some unexplored legal solutions.

**What do you think are the most important qualities or skills you bring to an arbitration?**

Above all, I believe it is decisive to have the ability to get involved in all levels of the dispute. This implies a thorough analysis of the facts (including the technical aspects) in dispute, as well as the markets, sectors and the interests of all the parties involved.

This is the approach I tend to bring to any proceedings and the one which, in my opinion, can lead to the best results.

**What aspects of a potential case/arbitration are more likely to grab your attention and have you eager to be involved?**

In general, I am always interested in the difficult cases, the ones that involve more risks and where any detail can make a difference. Nonetheless, corporate and shareholders disputes are more likely to grab my attention.

**Which recent political, economic, or regulatory changes have impacted your practice the most?**

In the last few decades there has been a huge change in business models and their complexity, which has led to an increase in the recourse to arbitration to the resolution of disputes arising from new business models.

Notwithstanding, nowadays arbitration in Portugal is not limited to major commercial litigation, but it is also common in disputes with public entities and in tax litigation.

**What do international counsel facing a matter in the jurisdiction need to know about the local arbitration scene?**

Portugal can be described as a mature and trustworthy jurisdiction with regards to arbitration, based on the certainty of the legal arbitration framework and proven track record of arbitration centres, arbitrators, and practitioners for successfully dealing with complex proceedings.

In particular, most of the major law firms in Portugal represent private companies in complex arbitration disputes, including in different jurisdictions and under some of the most well-known arbitration rules.

In Portugal it is also common to resort to ad-hoc arbitrations, characterised by more flexible rules and procedures, but also very dependent on the cooperation of the parties and their lawyers.

**How would you describe your firm's arbitration practice in the wider region? What strengths does it have as a wider group of attorneys?**

PLMJ's arbitration team has experience in several jurisdictions, including in the PALOP countries. The close cooperation with other jurisdictions provided by the PLMJ Colab network provides our lawyers with a deep knowledge of different markets, cultures, languages, and legal framework, which allows a global and critical approach to arbitration disputes.

As a result of our experience on the international scene, we are a multidisciplinary team with wide experience in extraordinarily complex disputes and oriented towards cross-border dispute resolution.

**What are your views on diversity and inclusion in international arbitration today?**

Diversity and inclusion are essential to help us all navigate within a wider social, gender, religious or cultural perspective. Therefore, investing in people with diversified characteristics, with different backgrounds and experiences should be seen as the right approach in any organisation.

In my view, by promoting diversity and inclusion in international arbitration we are not only doing the right thing as community, but also increasing the likelihood of a better outcome and ultimately of a better decision making by bringing alternative perspectives and experiences to the proceedings. ■





**Betyna Jaques**  
PLMJ

**Job title:** Associate  
**Location:** Portugal  
**Number of years in practice:** Five  
**Admissions:** Portuguese Bar Association, Brazilian Bar Association  
**Main sectors covered:** Construction, telecommunications, ports, shareholder disputes  
**Geographical areas of focus:** Portugal, Brazil, Angola, Mozambique  
**Languages:** Portuguese, English, French

Betyna Jaques is an associate in the dispute resolution practice and advises clients on commercial disputes across Portuguese-speaking countries. Specialist in civil law and international arbitration, Betyna regularly collaborates in cases relating to construction, telecommunications, ports, and shareholders disputes, in Lusophone Africa, Portugal and Brazil.



**Diogo Duarte Campos**  
PLMJ

**Job Title:** Partner and head of Public Law Practice  
**Location:** Portugal  
**Number of years in practice:** More than 20 years  
**Number of years as an arbitrator:** Eight  
**Current number of arbitrator appointments:** Three  
**Admissions:** CEDPRE (Public law and Regulation Study Centre), APA (Portuguese Arbitration Association), ADMEP (Portuguese Association of Public Markets)  
**Main sectors covered:** Construction and engineering, infrastructures, energy and natural resources, government and public sector, real estate development  
**Geographical areas of focus:** Portugal, Brazil, Angola, Mozambique, Cabo-Verde  
**Languages:** Portuguese, English, Italian, French

Diogo Duarte Campos is the partner who heads the public law practice. He has 20 years' experience, particularly in the areas of administrative law, public contracts, public procurement, and construction & engineering. His experience also includes litigation in the state courts and arbitration, both as a lawyer and as an arbitrator.

Diogo is on the list of arbitrators of several arbitration centres a member of the Management Committee of the Concordia - Centre for Dispute Conciliation and Mediation and a member of the Public Law Committee of APA Portuguese Arbitration Center.



**Iñaki Carrera**  
PLMJ

**Job title:** Senior associate  
**Location:** Portugal  
**Number of years in practice:** Nine  
**Admissions:** Portuguese Bar Association, ITA Country Reporter, ITA Latin America Arbitration Forum  
**Main sectors covered:** Corporate and commercial, banking and finance, construction  
**Geographical areas of focus:** Portugal and Portuguese-speaking countries, Spain, and Spanish-speaking countries  
**Languages:** Portuguese, English, Spanish

Iñaki Carrera is a senior associate in the dispute resolution practice, where his main focus is international commercial arbitration as well as ad hoc, domestic, investment and CISG arbitration.

He has more than nine years' experience and has worked on arbitration cases in the banking and financial sector, and in construction industries, among others.

Iñaki is secretary of the CEA's Comisión de Jurisprudencia y Legislación Lusoparlante and a member of various associations.

Iñaki is a PhD Student in the Universidad Carlos III de Madrid.



**Mariana França Gouveia**  
PLMJ

**Job title:** Partner  
**Location:** Lisbon  
**Number of years in practice:** 20  
**Number of years as an arbitrator:** Ten  
**Current number of arbitrator appointments:** One  
**Admissions:** Portuguese Bar Association  
**Main sectors covered:** Energy, construction, telecommunications, distribution agreements, lease agreements.  
**Geographical areas of focus:** Portugal, Angola, Mozambique, Cape Vert, Brazil, Macau  
**Languages:** Portuguese, English, Spanish

Mariana França Gouveia has worked as counsel, arbitrator, and administrative secretary in more than 40 arbitration proceedings, both domestic and international, with seats in Angola, Brazil, Cape Verde, France, Mozambique, Portugal, Sweden, and the UK. A significant part of those proceedings was in accordance with the ICC Rules of Arbitration, the Rules of Arbitration of the Commercial Arbitration Centre of the Portuguese Chamber of Commerce and Industry and the Rules of the London Court of International Arbitration.

She is listed as arbitrator of:

- Commercial Arbitration Centre of CCIP (Lisbon, Portugal);
- Instituto de Arbitragem Comercial da Associação Comercial do Porto (Oporto, Portugal);
- Concordia – Centro de Conciliação, Mediação de Conflitos e Arbitragem (Lisbon, Portugal);
- CREL – Centro de Resolução Extra-Judicial de Litígios do Ministério da Justiça e dos Direitos Humanos de Angola (Luanda, Angola);
- CAM-CCBC – Centro de Arbitragem e Mediação da Câmara de Comércio Brasil-Canadá (São Paulo, Brazil);
- CAMARB – Chamber of Business Mediation and Arbitration (Belo Horizonte, Brazil);
- CBMA – Brazilian Center of Mediation and Arbitration (Rio de Janeiro, Brazil);
- Shanghai Arbitration Commission (Shanghai, China).



**Rute Alves**  
PLMJ

**Job title:** Managing associate  
**Location:** Portugal  
**Number of years in practice:** Ten  
**Admissions:** Portuguese Bar Association  
**Main sectors covered:** Construction, corporate and commercial, projects and infrastructure, energy  
**Geographical areas of focus:** Portugal, Angola, Mozambique, Brazil  
**Languages:** Portuguese, English, Spanish

Rute Alves is managing associate in the dispute resolution team and has more than ten years' experience in dispute resolution. She has dedicated the last few years to domestic and international arbitration, especially in the areas of corporate, financial, and commercial disputes, disputes involving projects, infrastructures, and energy. She has worked in different countries and under different arbitration regulations.

Rute is coordinator of the under-40 council of the APA (Portuguese Arbitration Association) and of the under-40 organising council of the Coimbra International Arbitration Meetings, as well as being a member of various other associations.

Rute has an LL.M. in comparative and international dispute resolution from Queen Mary University of London and a master's in business law from Nova School of Law, in Lisbon.



**TEAM PROFILE**

**Telma Pires de Lima**  
PLMJ

**Job title:** Senior counsel in the dispute resolution practice  
**Location:** Portugal  
**Number of years in practice:** 19  
**Admissions:** Portuguese Bar Association  
**Main sectors covered:** Construction, corporate and commercial  
**Geographical areas of focus:** Portugal, Angola, Mozambique, Brazil  
**Languages:** Portuguese, English, German

Telma Pires de Lima is a senior counsel in the dispute resolution practice, where she focuses on domestic and international arbitration.

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