



## Hogan Lovells partner leaves to set up Paris boutique

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Carmen Núñez-Lagos

**Carmen Núñez-Lagos** has left the partnership at Hogan Lovells to set up her own boutique in Paris where she will focus on her work as an arbitrator.

The Spanish national opened Núñez-Lagos Arbitration last month, after seven years as partner at Hogan Lovells.

Prior to joining Hogan Lovells, Núñez-Lagos spent six years as an avocat at Bredin Prat, three years as head legal counsel at Spanish telecom company Auna (now Orange) and 10 years at B Cremades & Asociados, where she was made partner.

Núñez-Lagos says that this is a “special year” in which she decided that after three decades working in international law firms, it was the right moment to dedicate her time to practising as an independent arbitrator in a structure that provides “freedom and flexibility.”

As someone used to the “buzz of big law firms”, Núñez-Lagos said that the decision was not an easy one. However, she says she has accepted arbitrator appointments from an early stage in her career and has always enjoyed that part of her practice.

Núñez-Lagos also says that the difficulty in reconciling counsel and arbitrator work in a big law firm is

“no secret” and she knew that if she wanted to develop her arbitrator practice further then staying at Hogan Lovells was “no longer feasible.”

At her new firm, she will focus on sitting as arbitrator in investment and commercial arbitrations related to projects in Latin America, Africa and the Middle East with a focus on the energy, construction and engineering sectors. She will also continue to sit as arbitrator at the Court of Arbitration for Sport.

Núñez-Lagos says she will be supported in her Latin American arbitration work by **Ana Carolina Simões e Silva**, a former Hogan Lovells senior associate who worked under her for four years before leaving the firm last December to practise as an independent lawyer in Brazil.

At Hogan Lovells, Núñez-Lagos helped French corporate services provider Edenred [win a €23 million ICSID award](#) against Hungary for the expropriation of its investment relating to the corporate service voucher industry. Edenred [fended off a revision application](#) from the state, while annulment proceedings remain pending.

Spanish arbitrator **Juan Fernández-Armesto**, who chaired the Edenred arbitration, says that Núñez-Lagos is the latest in “a string of experienced and highly regarded arbitration lawyers” who have decided to leave big firms to go solo as an arbitrator. “This is a step forward,” he says, “reducing conflicts of interest and reinforcing legitimacy.”

Núñez-Lagos has also represented Venezuela in two treaty disputes; helping the state [defeat](#) a US\$150 million ICSID claim relating to the alleged expropriation in the fertiliser industry and also acting in a US\$1.5 billion UNCITRAL arbitration administered by the Permanent Court of Arbitration in which the claimants [won a reduced amount](#) in damages.

She represented South Korea’s Samsung Engineering in its ICSID claim against Oman, which [settled](#) last year.

As arbitrator, she reports sitting as president of the tribunal in several ICC disputes between government entities and companies as well as co-arbitrator in cases involving Guinea and another African state.

She is admitted in Paris and Madrid and speaks English, French, Spanish and Italian.

**Isabelle Michou**, partner at Quinn Emanuel Urquhart & Sullivan in Paris, says that she has no doubt Núñez-Lagos will “continue to excel” as arbitrator following her move.

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