

40 UNDER 40

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a survey celebrating the next generation of
top investigations specialists.

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Selecting the final 40 was by no means easy. In January, we were inundated with strong applications from specialists under the age of 40 from all over the world, including Brazil, India, China, Russia and Australia. Those seeking to enter the 40 had to detail their experience in investigations and provide references from colleagues and clients attesting to the quality of their work, and to provide reasons why these individuals are worthy of the recognition.

To select the 40, we considered a range of factors, including the applicant's experience, the quality of their references and the jurisdiction they work in. Our final 40 have worked on major recent cases, including investigations into Airbus, Mobile TeleSystems and Barclays-Qatar. Colleagues and in-house lawyers provided references eulogising their work.

There were, however, several highly impressive investigations specialists who did not make the cut. Many have CVs most practitioners could only dream of at their age, and leaving them out was tough.

Here, we showcase our final 40 investigations practitioners and demonstrate why they are deserving of this recognition.

We present a diverse group: the individuals practise across 13 jurisdictions and work for 40 different employers, including law firms, consultancies and major companies. There are 21 men and 19 women in our final 40.

In the survey, they discuss their biggest cases and who has inspired them. Their current colleagues relay funny anecdotes, including about one nominee who ate a live octopus during a witness interview and another who is nicknamed "the chairman" by enforcement authorities. Finally, others who have worked with them, including former colleagues and clients, give an insight into the qualities these 40 high-flyers possess that made them worthy of inclusion.



Anne Gaustad

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HUGHES HUBBARD
& REED
Partner
Paris

A SIGNIFICANT CASE I'VE WORKED ON:

Only days after I joined Hughes Hubbard, we began representing a European company that had just entered into a deferred prosecution agreement with US authorities based on corruption charges. I was thrown in at the deep end, and for close to four years I was assisting in conducting internal reviews and investigations across Asia, Africa, Europe and the Middle East, conducting third-party due diligence, providing advice on structural enhancements to the anti-corruption compliance programme, developing and conducting compliance training with operational and compliance personnel, responding to urgent queries from US authorities and an independent compliance monitor, and being responsible for daily coordination with the client. Needless to say, it was a unique opportunity to dive into and learn everything I could, not only about almost the full spectrum of anti-corruption compliance and internal investigations-related issues, but also of a whole new industry and its specific risks and challenges. The learning curve was steep, but ultimately the experience was profoundly rewarding. I am deeply grateful for having been given this opportunity, which provided me with a level of exposure and experience to these matters, which completely changed my career.



Anne has always been willing to go above and beyond what is asked of her to assist our clients in connection with their most challenging matters. This includes frequent travel throughout the world, sometimes in less than glamorous conditions. On one particularly sensitive mission, she volunteered to travel to West Africa during the Ebola crisis and was "requested" by the immigration authorities to stay in a small room for several hours while they verified every single detail of her passport and visa. After her eventual release, she finally got to enjoy a well-deserved meal...of alligator carpaccio.

BRYAN SILLAMAN

PARTNER

HUGHES HUBBARD & REED

AN IMPORTANT PERSON IN MY CAREER:

st "listen" to both the facts and the witnesses to develop the best and most tailored advocacy possible. Being a thoughtful listener while being a staunch advocate for the client was instilled in me, among much other wisdom, by my great mentor and friend, Peter Bresnan. At Hughes Hubbard, I have been incredibly fortunate to learn from and receive the mentorship and support of partners Kevin Abikoff and Bryan Sillaman. Since my first day at the firm, they have continuously shared their deep knowledge and experience in handling multi-jurisdictional anti-corruption investigations and prosecutions, and they have entrusted me with some of our most challenging matters. Most importantly, they have taught me how to see the "big picture" and the business and political implications of the advice we provide. Their ability to always understand clients' needs and offer pragmatic and helpful advice in times of great challenges and crises have had a significant impact on my development as a lawyer. It is a great privilege to work with individuals who are not only star

practitioners, but who always find time and look for ways to support and help you develop both as an attorney and as a person.



Anne Gaustad is an excellent lawyer. She has assisted Total for the past several years with various projects, most notably during a compliance monitorship with US authorities, but also in a wide range of anti-corruption compliance issues. Throughout these years, she has shown her experience in distinctive operating fields of multinational groups and her ability to provide rigorous legal advice in both continental and common law legal systems.

She quickly immerses herself in the operational features of the company, whatever the region or business environment, and grasps the specific situations, risk factors and prevailing main challenges. Anne always provides pragmatic advice, taking into consideration the practical realities of the business, which then, in turn, lead to adapted solutions.

She has a natural ability to create a bond of trust with clients, is always responsive and makes herself available, whenever needed. Her tenacity and determination, from the initial inception phase until the final resolution of specific projects, sets her apart from other counsel.

ERIC MICHEL

GROUP CHIEF COMPLIANCE OFFICER

TOTAL