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Santiago Solines Drives the Regional Debate on Compliance and Public Integrity



Santiago Solines Moreno

President of SOLINES & ASOCIADOS ABOGADOS and of the World Compliance Association Ecuador Chapter, has recently strengthened his international engagement in the fields of compliance and good corporate governance.

Specializing in corporate law, energy, international arbitration, and regulatory compliance, Solines has become one of the region's most active voices in promoting transparency and institutional integrity.

In September 2026, he participated in Lima as a speaker at the first World Congress on Compliance and the Fight Against Corruption 2026, where he joined the panel entitled "Public Compliance: From Regulatory Formality to Effective Integrity" alongside prominent Latin American experts.

The discussion focused on the challenges faced by public institutions in transforming regulatory requirements into genuine cultures of integrity, transparency, and accountability.

Solines' participation is part of a professional career dedicated to strengthening compliance systems in both the public and private sectors. Through his various institutional responsibilities, he has consistently advocated for the implementation of effective prevention, control, and oversight mechanisms aimed at enhancing public trust, improving governance, and providing greater legal certainty for organizations and investors.

In addition, his firm has maintained an active academic and educational presence through seminars and specialized forums, contributing to the exchange of experiences and best practices in compliance, corporate governance, and responsible business management throughout Latin America.

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NEWSLETTER NO. 29 - OCTOBER 2026

Technology Transfer: The New Currency of Europe's Defence Industry



Krzysztof Wiater, Ph.D.

lawyer, strategic advisor, and founder of NGL Group, PIDU (Polish Chamber of Dual-Use (co-founder) and InSELT – Institute for Security, Economics, Law & Technology. With more than three decades of international experience, he advises organizations operating in highly regulated and strategically sensitive sectors, including defence, public security, energy, and industry. His expertise spans mergers and acquisitions (M&A), corporate restructuring, public procurement, technology transfer, industrial cooperation, and offset agreements. His work focuses on navigating complex regulatory environments, strengthening industrial capabilities, and advancing strategic autonomy through the integration of legal, economic, and technological perspectives.

As Europe accelerates its investment in defence in response to an increasingly complex geopolitical environment, a fundamental question is gaining prominence: what should nations obtain beyond the military equipment they purchase?

For decades, offset agreements were presented as the preferred mechanism for compensating large-scale defence acquisitions from foreign suppliers. Yet experience has shown that such arrangements have not always delivered the expected industrial and technological benefits.
Poland's recent approach offers an interesting example of how this paradigm may be evolving. Increasingly, defence procurement strategies are seeking to secure meaningful commitments in technology transfer, industrial cooperation and the development of domestic capabilities as an integral part of negotiations with major international defence contractors.

This shift reflects a broader transformation in the understanding of defence policy. Modern procurement is no longer limited to acquiring advanced military systems. It is also about ensuring that public investment contributes to the long-term strengthening of national industrial and technological capacity.
The implications extend well beyond the defence sector itself. Technology transfer has become a strategic tool of industrial policy, supporting innovation, economic competitiveness and resilience in critical sectors. For many governments, the objective is not merely to purchase capability, but to acquire knowledge, expertise and productive capacity that will remain long after a contract has been executed.

At the European level, this trend raises important legal and policy questions. Governments must balance legitimate national security and industrial interests with the principles governing public procurement, competition and international trade. The challenge is to design mechanisms that promote strategic autonomy while remaining compatible with the broader regulatory framework.

Poland's experience suggests that twenty-first-century defence contracts should be assessed not only by the equipment they deliver, but also by the technological capabilities, know-how and industrial opportunities they create. In an increasingly competitive international landscape, these intangible assets may prove to be as valuable as the systems being acquired.

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JOIN US WORLD LAW CONGRESS 2027



We are pleased to announce that the next edition of the **World Law Congress will** take place from **3 to 5 May 2027 in Tirana, Albania**, bringing together distinguished lawyers, judges, academics, business leaders, institutional representatives and experts from around the world to discuss the most pressing challenges facing the Rule of Law, democracy, justice and international cooperation.

EuroLatamLex will host its own session within the official programme of the Congress, dedicated to addressing current legal and economic issues of particular relevance to our community.

We would therefore like to encourage all **EuroLatamLex members** who wish to share their expertise, insights and professional experience to express their interest in participating as **speakers or panellists** in this session. This will be an excellent opportunity to contribute to an international dialogue, showcase leading professional initiatives and engage with distinguished experts from different jurisdictions.

The EuroLatamLex session will highlight the strength, diversity and expertise of our network, and we look forward to welcoming broad participation from members across Europe and Latin America.

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The governance of artificial intelligencemoves from regulation to implementation

After several years focused on designing regulatory frameworks for artificial intelligence, the legal debate is beginning to shift towards a more practical question: how to translate regulatory obligations into the operational reality of companies and organisations.

The growing incorporation of AI systems into professional services processes and strategic infrastructures poses new challenges for developing internal governance models that guarantee both the traceability of decisions and appropriate risk management, as well as (not only in terms of what should be regulated) how to regulate it, with effective oversight mechanisms compatible with innovation.

In this context, many companies are evaluating their compliance structures to adapt them to an environment in which artificial intelligence is no longer an experimental tool but is becoming a central element of decision-making.

Matters such as corporate responsibility, data protection, cybersecurity, technology contracting and algorithm audits are gaining increasing relevance on the agendas of legal departments. For legal professionals, this evolution represents an opportunity to play a strategic role in the responsible deployment of this technology. Beyond regulatory compliance, the aim is to help organisations build trust frameworks that allow them to harness the potential of artificial intelligence without compromising legal certainty or the rights of citizens and consumers.



Carlos Martínez-Cava Arenas
Partner at CREMADES & CALVO-SOTELO ABOGADOS
Practising independently since 1996 with my own firm, with a client portfolio made up of major corporate groups such as ALSA, VIAMED, PERMASTEELISA, Marceliano Martín and ROAN, as well as other groups such as SAMAR, GENESIS CARE and SANYRES.Over time, I have specialised in Employment Law in all its branches, handling complex employment regulation proceedings and participating in collective bargaining negotiations in the healthcare sector in Aragón and La Rioja.

Everything points to the coming years being marked by a process of regulatory maturation in which the key will no longer be solely to approve new rules, but to ensure that they can be applied effectively in a technological environment undergoing constant transformation.

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Cybersecurity and critical infrastructures: From technical management to regulatory compliance.



Ainhoa Garriga Mbasogo

Lawyer at CREMADES & CALVO-SOTELO ABOGADOS. She graduated in Law and Security from Nebrija University and began her professional career in security consulting at Procesia, where she worked from March 2023 to August 2024. She subsequently completed a Master's Degree in Legal Tech and Energy Regulation at Villanueva University, in collaboration with Formación Cremades & Calvo-Sotelo. In January 2026, she joined Cremades & Calvo-Sotelo, where she currently works as a Junior Lawyer in the Civil Law and Regulatory & Public Affairs departments.

The growing digitalisation of essential infrastructures has profoundly transformed the way their security is understood. Energy networks, transport systems, digital infrastructures, healthcare services and financial services increasingly depend on interconnected technologies and complex supply chains.

This evolution has increased the exposure of energy infrastructures to cyber risks and has led governments to strengthen the regulatory requirements applicable to critical systems.

In this context, cybersecurity is no longer an issue reserved for technical departments, but has become

Progressively, a matter of cybersecurity, regulatory compliance and governance

A simple reality: when a cyber incident can compromise the provision of an essential service, affect thousands of users or cause significant economic and social consequences, risk management is no longer a decision exclusively internal to the company.

The European framework clearly reflects this paradigm shift. The NIS2 Directive considerably expands the number of entities subject to cybersecurity obligations and requires the adoption of measures concerning risk management, business continuity, supply-chain security and incident reporting.

At the same time, the CER Directive addresses the resilience of critical entities from a broader perspective, integrating physical, technological and organisational risks.

The result is regulation that seeks not only to prevent attacks, but also to ensure that essential operators can maintain or quickly restore their services when a disruption occurs.