



SPECIAL REPORT

The european parliament: union's co-owner legislative system

Madrid, May 2014

d+i LLORENTE & CUENCA

1. INTRODUCTION
2. KEYS FOR THE ELECTIONS
3. CONCLUSIONS
4. SCHEDULE FOR THE NEW EUROPEAN PARLIAMENT

AUTHORS

LLORENTE & CUENCA

1. INTRODUCTION

If we aimed to choose a characteristic to define the historical development of the European Parliament that would be the constant increase on its prerogatives compared to the development experienced by other European Institutions (EU).

For a long time it was called “Assembly” and its role was purely consultative. Nowadays, the European Parliament is the only European Institution which is directly elected by its citizens on the basis of universal suffrage. Over time, it has become the institution which has seen the highest increase on its influence on the decision-making process.

Since the co-decision procedure started in 1993 when the Maastricht Treaty came into force (and after the Lisbon Treaty which was called the “ordinary legislative procedure”), The European Parliament adopts laws jointly with the European Council in 85 different areas. Among these 85 areas, 49 were introduced with the last reform of the Lisbon Treaty¹.

That means that once the Commission has officially communicated its legislative proposal, both the European Parliament and the Council are the institutions in charge of deciding if the proposal will be adopted or not. They are also allowed to introduce the modifications they consider necessary (what happens in most cases).

In conclusion, none of the Institutions can pass common rules without the other institution’s approval.

If we may make a more graphic comparison, the European Parliament would be in a bicameral national system, the Lower House (the Congress of Deputies for the Spanish system and the House of Commons in the British one). Regarding the European Council, it would be the Upper House, representing all Member States. Members are represented by universal free, equal, direct and secret suffrage, opposite to the inter-governability existing among States and which was one of the keys of the initial method on which the EU was built.

¹ In force since December 2009

“Voters from all the 28 EU Member States will choose –between May 22nd and May 25th– the 751 representatives which will form the 8th European Parliamentary Term for 2014-2019”

2. KEYS FOR THE ELECTIONS

Voters from all the 28 EU Member States will choose –between May 22nd and May 25th– the 751 representatives which will form the 8th European Parliamentary Term for 2014-2019.

Spain will choose 54 representatives. Pending approval of a common procedure, the electoral process is ruled by the country's national provisions². These national provisions must take into account some common provisions such as the proportional representation³. There are four countries where voting is mandatory: Belgium, Luxembourg, Cyprus and Greece. This obligatory nature is applied to all national citizens as well as to registered residents from other State members.

Polling dates, electoral systems and number of deputies are as follow:

May 22nd: Netherlands (preferential voting; 26 Deputies) and the **UK** (closed lists, multi-member districts; 73 Deputies).

May 23rd: Ireland (single transferable⁴ vote with multi-member districts; 11 Deputies). **Czech Republic** (preferential voting; 21 Deputies).

May 24th: Czech Republic (again). **Latvia** (preferential voting; 8 Deputies). **Malta** (single transferable vote; 6 Deputies). **Slovakia** (preferential voting; 13 Deputies).

May 25th: Austria (preferential voting; 18 Deputies). **Belgium** (preferential voting with multi-member districts; 21 Deputies). **Bulgaria** (preferential voting; 17 Deputies). **Cyprus** (preferential voting; 6 Deputies). **Denmark** (preferential voting; 13 Deputies). **France** (closed lists with multi-member districts; 74 Deputies). **Germany** (Closed lists; 96 Deputies). **Greece** (preferential voting; 21 Deputies). **Hungary** (closed lists; 21 Deputies). **Italy** (preferential voting with multi-member districts; 73 Deputies). **Lithuania** (preferential voting; 11 Deputies). **Luxembourg** (preferential voting; 11 Deputies). **Poland** (preferential

² The European Parliamentary elections are governed by the Constitutional Law 5/1985 of 19 June, of the General Electoral System as well as by the statutory rules on the electoral processes. States cannot offer interim results until the voting closure of the last Member State. The general vote counting will start at 10 am on May 28th and will have to be finished by 00.00. As for the national level, the votes counting, the allocation of seats for each candidacy and the proclamation of the candidates elected will be held before June 14th by the Central Electoral Commission. (Royal Decree 213/2014 of March, 31st, calling Deputies' elections for the European Parliament).

³ Decision of the European Council on June, 28th 2013 setting the composition of the European Parliament for the term 2014-2019.

⁴ Voters have to vote a candidate. In case he has already been elected or eliminated all remaining votes are transferred according to the voter's selected preferences.

“That most European policies are decided by a “joint-ownership system” which is called ordinary legislative procedure”

voting with multi-member districts; 51 Deputies). **Portugal** (closed lists; 21 Deputies). **Romania** (closed lists; 32 Deputies). **Slovenia** (preferential voting; 8 Deputies). **Spain** (closed lists; 54 Deputies). **Sweden** (preferential voting; 20 Deputies).

The elections are held to choose the “joint-ownership” (together with the Council) of the legislative and budgetary functions of the Union and to choose the President of the European Commission and exercise political power by holding the veto right in some areas and being the mandatory institution to be consulted in other areas.

This institution has a great role in very important areas for the Union's citizens (such as food production control) and

for companies (for example, emissions trading). The growth on its legislative competences has come together with an extension of the number of issues that are decided in the Council by qualified majority. Unanimity is only required for more delicate political issues such as taxation and foreign policies.

Therefore, we can say that most European policies are decided by a “*joint-ownership system*” which is called ordinary legislative procedure and which is applied to issues with great economic and social impact such as:

- Free movement of workers
- Transportation
- Financial rules
- Structural and cohesion funds
- Education, vocational training and sports
- Protection of the consumer
- Environment
- Research
- Energy
- Tourism
- Commercial policies
- Financial and technical cooperation with non-EU countries
- Humanitarian assistance
- ETC.



“With regard to holding and adopting resolutions on commercial issues, both the Parliament and the Council act according to the ordinary legislative procedure”

We can mention countless examples showing the importance of the European Parliament on elaborating the European legislation. Some of the examples are mentioned below.

Before the Treaty of Lisbon came into force, almost all trade agreements were mixed since they included national competences in areas like services, investment and intellectual property. Once the Treaty of Lisbon came into force everything changed and commercial policy became an exclusive competence of the Union including the foreign direct investment.

There is a specific definition of the commercial policy⁵ including all areas that says: *“Commercial policy... with regard to changes in tariff rates, the conclusion of tariff and trade agreements relating to trade in goods and services, and the commercial aspects of intellectual property, foreign direct investment...”*

With regard to holding and adopting resolutions on commercial issues, both the Parliament and the Council act according to the ordinary

legislative procedure (that is, according to the *“joint-ownership legislative system”*). When dealing with Association agreements or Accession agreements the approval⁶ of the Parliament or its prior consultation⁷ is required.

That means that since the Treaty of Lisbon came into force, the European Parliament has the key for the commercial policy of 28 Member States which includes around 507 million of consumers (third position after China and India) and around 20 million of companies.

The European Parliament has also had an important role on the adoption of measures to fight the crisis. One of the pillars of the financial market union is the creation of the bank resolution fund, which will be financed by the financial sector and will be responsible for paying part of the financial reorganization and the banks' liquidation. The idea of the ministries at the ECOFIN was to create the fund along 10 years (from 2016 until 2026). As the capital of the fund grew, the national contributions would be shared little by little and the injections into banks

⁵ Article 207 of the Treaty on the Functioning of the European Union (TFEU).

⁶ In certain legislative areas, the European Parliament can give its approval by a special legislative procedure set out in Article 289 (2) of the TFEU. This approval procedure gives the Parliament the veto right. Thus, the role of the Parliament is to approve or reject the legislative proposal without presenting amendments. The European Council cannot overrule the Parliament's decision. When the Council adopts international agreements, the approval is also required as a non-legislative procedure.

⁷ The consultation procedure is now limited to a certain number of legislative fields. For example, exemptions of the internal market and Competition Law. As a non-legislative procedure, the approval of international agreements in the framework of the Common Foreign and Security Policy (CFSP) also needs to be consulted to the Parliament.

“The European Parliament has had an important role on the adoption of measures to fight the crisis”

would be financed with Union's capital rather than national one. According to this, by 2026 there would be a common fund that would face all these payments. Nevertheless, the Parliament managed to reduce to 8 the years for the constitution of the fund and that the shared capital became 40% of the capital invested during the first year and rise to 60% before the third year.

Another example is the legislative package to reinforce the budgetary discipline and the control of national budgets, (known as the two-pack). The aim of this package is that the Commission is able to monitor the national budgetary projects and reinforce the supervision of those Member States experiencing great difficulties

on their financial stability. During its processing on the European Parliament they agreed: States could specify their investment on boosting economic growth and job creation; they can limit those cuts that will affect the health system and education and specific circumstances of every country will be taken into account when setting the schedule for the implementation of the measures.

From a more common perspective for everyone, the Directive on alternative and Online Dispute Resolution passed on March 2013 and applicable in 2015, aims to avoid the long and expensive judicial proceedings consumers have to face (especially on cross-border shopping or in the internet). During the negotiations the Parliament achieved to make this system free for the consumer or to pay a symbolic price.

One last example is the Directive on disclosure of non-financial diversity information which aims to modify the current legislation on accounting in order to improve transparency on certain big companies in social and environmental aspects. Those companies affected by the Directive will have to disclose information about their strategies, risks and results referred to the environment, social and occupational aspects, human rights, the fight against corruption, bribery and the diversity on the administrative boards. The proposal of the Directive was adopted by the Parliament in Plenary Session last April 15th. The Parliament accepted the limitation of



“Knowing in which committee to be (and even more important, what are their political, technical, and language skills) is a key point in order to be able to correctly rule and represent us”

application of the Directive to those companies with more than 500 employees and with a public interest (something the Council was asking for). In exchange, the Parliament managed to scope its revision clause in 2018 since they forecast a possibility of introducing the obligation of writing fiscal report in every State Member where they operate with information about their benefits, paid taxes and public aid received. Moreover, among those areas they have to report about, the European Parliament added the diligence processes.

All this legislative activity was managed through 25 parliamentary committees and sub-committees⁸ during the period 2009-2014. The mentioned committees talk, negotiate and decide on our behalf and our deputies' behalf. For this reason, knowing in which committee to be (and even more important, what are their political, technical, and language skills) is a key point in order to be able to correctly rule and represent us.

Let's see other data regarding the Parliament's activity. Between 2009 and 2014 Deputies presented to other EU Institutions 58,840 written questions; the 25 committees and sub-committees

met 2,821 times; 491 hearings were held and 2,110 reports were adopted. Plenary Sessions were held 260 days (a total of 2,160 hours) and 23,551 votes were casted; 19,213 emendations were passed and 19,889 rejected. In total, 2,790 texts were passed (1,701 of legislative nature and among them, 681 according to the ordinary legislative procedure –what we call legislative joint– ownership system); 200 by consultative procedure and 190 by the approval procedure. All this operation had an annual cost of 3.10 € per EU citizen.

3. CONCLUSIONS

In essence, the European Parliament is the UE's Institution which is expected to fix the differences coming from the advantages of the UE as an “economic giant” (representing the 23.5% of the world's GDP, ahead the USA with 22.7%, China with 12.4% and Japan with 6.6%) and its disadvantages as a “political dwarf” (citizens' disaffection and no connection with the European project; little joint action among countries due to different interests; poor international influence on international conflicts, as it has happened with Ukraine...etc.).

⁸ Permanent commissions of the European Parliament: AFET [Committee on Foreign Affairs](#); DROI [Sub-committee on Human Rights](#); SEDE [Sub-committee on Security and Defense](#); DEVE [Commission for Sustainable Development](#); INTA [Committee on International Trade](#); BUDG [Employment and Social Affairs](#); CONT [Committee in Budgetary Control](#); ECON [Committee on Economic and Monetary Affairs](#); EMPL [Directorate-General for Employment, Social Affairs and Inclusion](#); ENVI [Committee on the Environment, Public Health and Food Safety](#); ITRE [Committee on Industry, Research and Energy](#); IMCO [Committee on the Internal Market and Consumer Protection](#); TRAN [Transportation and Tourism](#); REGI [Committee on Regional Development](#); AGRI [Agricultural and Rural Development](#); PECH [Committee on Fisheries](#); CULT [Culture and Education](#); JURI [Committee on Legal Affairs](#); LIBE [Committee on Civil Liberties, Justice and Home Affairs](#); AFCE [Committee on Constitutional Affairs](#); FEMM [Committee on Women's rights and gender equality](#); PETI [Committee on Petitions](#).

“The successive reforms of the Treaties have increased the Parliaments competences probably in order to reinforce the EU’s democratic legitimacy and the aspects before-mentioned. There is a specific Treaty that has experienced several modifications: the Treaty of Lisbon”

The successive reforms of the Treaties have increased the Parliaments competences probably in order to reinforce the EU’s democratic legitimacy and the aspects before-mentioned. There is a specific Treaty that has experienced several modifications: the Treaty of Lisbon. It is a simplified but not simple Treaty due to its complexity to modify most provisions in order to give more power to the European Parliament.

This increase on power needs more responsibility from all the 751 Deputies when deciding on our behalf (citizens and companies).

4. SCHEDULE FOR THE NEW EUROPEAN PARLIAMENT

- **22-25 May 2014:** election days
- **June:** formation of political groups; verification of credentials
- **1-3 of July:** inaugural session of the European Parliament: parliamentary seats are officially occupied. Election of the president, vice-president and Quaestors of the Parliament.
- **7-10 of July:** meetings of the official political groups
- **14-17 of July:** Parliamentary Session—election of the Commission’s President

September: parliamentary hearings of all commissioners-designate

October (to be confirmed): votación de la Comisión completa

What happens after the elections?

National authorities communicate to the European Parliament the names of those elected once the official results come out. Once credentials are verified by the Parliament’s administration, the 751 parliamentarians are allowed to take their seats on the first opening session in July the 1st 2014.

Before the inaugural session in July, MEPs (European elected parliamentarians) will joint groups according to their political affinities. By the end of June, the official political groups in the Parliament must be set up.

1. Political groups meetings - June

European parliamentarians from the different countries of the EU formed political parties according to their affiliation by the end of June. In order to achieve the legal status of political group, they need to have a minimum of 25 European parliamentarians elected in at least a quarter of the Member States (that means, at least 7 States).

2. Inaugural Session: 1-3 of July 2014, Strasbourg

The inaugural session of the Parliament will be focused on the official constitution

of the Parliament as the new parliamentarians choose their new President, 14 Vice-presidents and 6 Quaestors. The opening of the session will be chaired by the outgoing President in case he has been reelected. If he has not been reelected, the session will be chaired by one of the outgoing vice-presidents according to their precedence or, in case they were absent, by the longest-standing parliamentarian (Rule 12 of the Rules of Procedure of the Parliament).

- » **The President of the Parliament election:** candidates for the European Parliament can be proposed by a political group or by a minimum of 40 European parliamentarians (Rule 13). The election will be held on the inaugural session by secret voting. In order to be elected a candidate needs to win absolute majority of all the valid votes casted. This is the 50% plus one (Rule 14). In the event of not having an elected candidate after the third-round, only the two candidates with a highest number of votes will be allowed to participate in the fourth-round.

Before chairing the elections of the Vice-presidents and the Quaestors, the elected President will take his seat and will have the possibility to give an opening speech

(although he can also choose to make some observations and give a formal speech later)

- » **The election of Vice-Presidents and Quaestors:** candidates for these positions must also be proposed by a political group or at least 40 parliamentarians. The election of the Vice-presidency will be held on the second sessions by secret voting.
- » **The role of the Vice-presidents and the Quaestors:** when needed, the Vice-President will substitute the President. That includes chairing Plenary sessions (Rule 21). Those in charge of the administrative and personnel issues and organization of the Parliament, also are part of the Steering Committee. The five Quaestors are in charge of the administrative issues that directly affect the parliamentarians (Rule 26).

3. Creation of Committees:

The Parliament's permanent Committees will choose their Presidents and Vice-presidents during the week after the inauguration of the Parliament. The Parliament's parliamentary delegations will do the same. Each permanent committee will choose their own presidential table with a President and Vice-

Presidents. The Parliament decides the number of Vice-Presidents to be elected at the proposal of the Conference of Presidents.

4. Session of the European Parliament, 14-17 of July, Strasbourg

- » **Election of the Commission's President:** according to the Treaty of Lisbon, the Parliament chooses the President of the Commission. When proposing a candidate for the Presidency of the Commission, the Commission has to take into account the results of the elections in the European Parliament. This would make things easier for governments since the new distribution of political groups in the Parliament has to be public by the middle of June.

Once the European Council proposes a President for the Commission, a period of negotiations starts with the Parliament in order to decide the political priorities and the candidate's program.

The second Plenary Session in July will be the first opportunity for the European Parliament to vote. The elected candidate needs the support of the majority of the parliamentarians. This represents at least half

of the 751 European parliamentarians elected (376).

The electing will be secret. In the event of the candidate being rejected, the European Council has one month to propose a new candidate.

(Treaty of Lisbon, Art. 17 (7), Rules of Procedure of the Parliament, Rule 105). Once the President of the Commission has been elected, together with the elected President of the Commission, the Council will settle the list of the designated commissioners.

5. September / October 2014 (to be confirmed), Brussels / Strasbourg

- » **Hearings of the commissioners' candidates and voting:** These Commissioners-designated first appear before parliamentary committees in their prospective fields of responsibility. The hearings are held in public.

After the hearings, all committees will meet in private to prepare their assessment on the knowledge and background of the candidate. The assessment will be sent to the Parliament's President. In the past, these hearings made some commissioners decide to retire or to change their portfolios. After this pre-

election procedure, the Commission's President will present the College of Commissioners and its program on a Parliament's Session. The Commission's President, the High Representative for Foreign Affairs and Security Policy and other members of the Commission are then subject as a body to a vote of consent by Parliament.

Once the President and Commissioners have been approved by Parliament, they are appointed by the Council, acting by a qualified majority.

In the event of a substantial portfolio change or the filling of vacancies, the Commissioners concerned will again appear before the relevant committees.

AUTHORS



José Isaías Rodríguez is Vice-President of European Affairs in LLORENTE & CUENCA. He is the Vice-President of the Employers' Group of the European Economic and Social Committee (EESC) and a member of the Advisory Council of the European Training Foundation (ETF). He is an outstanding professional with a profound knowledge of Europe and the relations of Spanish companies with the European administration. He began his career as Deputy Director of the Department of European Communities in the Spanish Confederation of Business Organizations (CEOE). For 25 years, since the entry of Spain into the European Union and, he has been the Director of the CEOE's Delegation in Brussels, where he represented the interests of Spanish companies in the European Institutions and in BUSINESSEUROPE (Confederation of European Business formed by 41 organizations from 36 European countries). Later, he was the Deputy Secretary-General of the CEOE for two years. He is a graduate in Economics and Business Studies in the University of Seville, Master's degree in European Studies in the Catholic University of Louvain and graduated in European Studies in the Diplomatic School, Spanish Ministry of Foreign Affairs.

jirodriguez@llorenteycuenca.com



Alejandro Romero is Partner and CEO of LLORENTE & CUENCA in Latin America. Since 1997, he is the head of the company's process of expansion in Latin America, which he started in Peru, Argentina, Colombia, Panama, Ecuador and Mexico. Alejandro has also led the communication processes of three out of the ten most important operations of M&A in the Region: the sale of BellSouth's operations to Telefónica Group, the acquisition of SABMiller by Bavaria Group and the sale of Grupo Financiero Uno to Citibank. He has managed to place the operation of the Firm in Mexico, in only five years, among the three most important operations of the country, according to the annual ranking of Merca 2.0 magazine.

aromero@llorenteycuenca.com



José Antonio Llorente is Founding Partner and President of LLORENTE & CUENCA. He is a specialist in corporate and financial communication with more than 25 years' experience. He is the first Spanish professional to receive the SABRE Honor award for Individual Achievement of Extraordinary Objectives, a European award granted by the Holmes Report. He is currently a member of the Euroamerica Foundation and of the Advisory Council of CEOE International. He also belongs to the Board of Directors of the Spanish Association of Retail Shareholders of Listed Companies, to the Advisory Council of the Pyme of the Spanish Confederation of medium and small size companies, to the Board of Directors of the Association of Agencies of Spain and to the Advisory Council of the Executive MBA in Management of Professional Services Organizations.

jallorete@llorenteycuenca.com

LLORENTE & CUENCA

CONSULTORES DE COMUNICACIÓN

Leading Communications Consultancy in Spain, Portugal and Latin America

LLORENTE & CUENCA is the leading Reputation Management, Communication, and Public Affairs consultancy in Spain, Portugal, and Latin America. It has **17 partners and more than 300 professionals** who provide strategic consultancy services to companies in all business sectors with operations aimed at the Spanish and Portuguese speaking countries.

It currently has offices in **Argentina, Brazil, Colombia, Chile, Ecuador, Spain, Mexico, Panama, Peru, Portugal and the Dominican Republic**. It also offers its services through affiliates in the **United States, Bolivia, Paraguay, Uruguay and Venezuela**.

Its international development has meant that in 2014 LLORENTE & CUENCA is 55th in the Global ranking of **the most important communication companies in the world**, as reflected in the annual Ranking published by The Holmes Report.

Organisation

CORPORATE MANAGEMENT

José Antonio Llorente
Founding partner and Chairman
jalorente@llorenteycuenca.com

Enrique González
Partner and CFO
egonzalez@llorenteycuenca.com

Jorge Cachinero
Corporate Director for Innovation
jcachinero@llorenteycuenca.com

SPAIN AND PORTUGAL

Arturo Pinedo
Partner and Managing Director
apinedo@llorenteycuenca.com

Adolfo Corujo
Partner and Managing Director
acorujo@llorenteycuenca.com

Madrid

Joan Navarro
Partner and Vice-President of Public Affairs
jnavarro@llorenteycuenca.com

Amalio Moratalla
Partner and Senior Director
amoratalla@llorenteycuenca.com

Juan Castellero
Financial Director
jcastillero@llorenteycuenca.com

Lagasca, 88 – planta 3
28001 Madrid (Spain)
Tel. +34 91 563 77 22

Barcelona

María Cura
Partner and Managing Director
mcura@llorenteycuenca.com

Muntaner, 240-242, 1º-1ª
08021 Barcelona (Spain)
Tel. +34 93 217 22 17

Lisbon

Madalena Martins
Founding Partner
mmartins@llorenteycuenca.com

Carlos Matos
Founding Partner
cmatos@llorenteycuenca.com

Rua do Fetal, 18
2714-504 S. Pedro de Sintra (Portugal)
Tel. + 351 21 923 97 00

LATIN AMERICA

Alejandro Romero
Partner and Latin American CEO
aromero@llorenteycuenca.com

José Luis Di Girolamo
Partner and Latin American CFO
jldgirolamo@llorenteycuenca.com

Antonio Lois
Regional Director of Human Resources
alois@llorenteycuenca.com

Bogota

María Esteve
Managing Director
mesteve@llorenteycuenca.com

Germán Jaramillo
Chief Executive
gjaramillo@llorenteycuenca.com

Carrera 14, # 94-44. Torre B – of. 501
Bogota (Colombia)
Tel. +57 1 7438000

Buenos Aires

Pablo Abiad
Partner and Managing Director
pabiad@llorenteycuenca.com

Enrique Morad
Chief Executive for the Southern Cone
emorad@llorenteycuenca.com

Av. Corrientes 222, piso 8. C1043AAP
Ciudad de Buenos Aires (Argentina)
Tel. +54 11 5556 0700

Lima

Luisa García
Partner and CEO of the Andean Region
lgarcia@llorenteycuenca.com

Cayetana Aljovín
General Manager
caljovin@llorenteycuenca.com

Av. Andrés Reyes 420, piso 7
San Isidro. Lima (Peru)
Tel. +51 1 2229491

Mexico

Juan Rivera
Partner and Managing Director
jrivera@llorenteycuenca.com

Bosque de Radiatas # 22 – PH7
05120 Bosques las Lomas (México D.F.)
Tel. +52 55 52571084

Panama

Javier Rosado
Partner and Managing Director
jrosado@llorenteycuenca.com

Avda. Samuel Lewis. Edificio Omega, piso 6
Panama City (Panama)
Tel. +507 206 5200

Quito

Catherine Buelvas
Managing Director
cbuelvas@llorenteycuenca.com

Av. 12 de Octubre 1830 y Cordero.
Edificio World Trade Center, Torre B, piso 11
Distrito Metropolitano de Quito (Ecuador)
Tel. +593 2 2565820

Rio de Janeiro

Yeray Carretero
Director
ycarretero@llorenteycuenca.com

Rua da Assembleia, 10 – sala 1801
Rio de Janeiro – RJ (Brazil)
Tel. +55 21 3797 6400

São Paulo

Juan Carlos Gozzer
Managing Director
jcgozzer@llorenteycuenca.com

Rua Oscar Freire, 379, CJ 111, Cerqueira César
CEP 01426-001 São Paulo SP (Brazil)
Tel. +55 11 3082 3390

Santiago de Chile

Claudio Ramírez
Partner and General Manager
cramirez@llorenteycuenca.com

Avenida Vitacura 2939 Piso 10. Las Condes
Santiago de Chile (Chile)
Tel. +56 2 24315441

Santo Domingo

Alejandra Pellerano
Managing Director
apellerano@llorenteycuenca.com

Avda. Abraham Lincoln
Torre Ejecutiva Sonora, planta 7
Santo Domingo (Dominican Republic)
Tel. +1 8096161975



d+i is a hub by LLORENTE & CUENCA, for Ideas, Analysis and Trends.

We live in a new macroeconomic and social context, and communication has to evolve.

d+i is a global combination of partnership and knowledge exchange, identifying, focusing and communicating new information models, from an independent perspective.

d+i is a constant ideas flow, looking to the future information and management trends.

Because nothing is black or white, there is something like d+i LLORENTE & CUENCA.

www.dmasillorenteycuenca.com

d+i LLORENTE & CUENCA