FINANCIAL TIMES

TUESDAY 9 DECEMBER 2025

SPECIAL REPORT: NORTH AMERICA INNOVATIVE LAWYERS

Law

Ten legal practitioners, ten approaches to achieving breakthroughs

Each lawyer highlighted here is recognised for work that addresses pressing questions, whether in finance, regulation or litigation

HARRIET ARNOLD

Every year a panel of judges selects the "FT most innovative law firm practitioner" from a shortlist of lawyers who stand out for making breakthroughs. The expertise on display here may range from financial structures to new regulation to prowess in litigation, but each lawyer is intent on legal work that will address pressing questions of all kinds.





Most Innovative Law Firm Practitioner
Stelios Saffos
Partner, Latham & Watkins

Stelios Saffos has helped rewrite the rules on how private capital fuels major acquisitions. When traditional lenders retreated in the wake of new, stricter banking rules after the 2008 financial crisis, he worked with non-bank lenders such as HPS Investment Partners and Golub Capital to devise pioneering legal frameworks for hybrid financing comprising debt and equity.

Since then, his expertise in increasingly complex corporate structures at all levels has steered the firm into the vanguard of direct-lending and preferred-equity work.

As global chair of both capital markets and hybrid capital at the firm, Saffos and his team have structured the package behind software company Zendesk's \$10.2bn private equity takeover; the \$16.5bn buyout of software company Citrix; and part of pharmacy chain Walgreens Boots Alliance's \$23.7bn private equity buyout.