



Artificial Intelligence

2026



PROFILED:

DON VIEIRA

Skadden, Arps, Slate, Meagher & Flom LLP and Affiliates



Skadden

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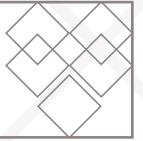
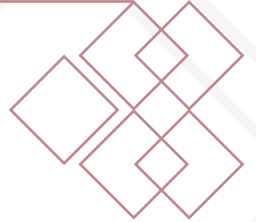
PERSONAL BIOGRAPHY

Don Vieira leads Skadden's tech policy practice, co-leads the firm's artificial intelligence practice and is a member of the firm's white-collar defence and investigations, litigation, congressional investigations and national security practices. He regularly advises companies on their most significant matters, including board strategy, corporate crises, foreign investments, geostrategic issues, congressional engagement, government and regulatory reviews, and policy considerations. Mr Vieira is also recognised as one of the world's premier technology and AI policy lawyers and works with leading private and public companies in these rapidly shifting areas.

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**Q&A WITH DON VIEIRA****What standout moments in your career have significantly shaped your professional journey?**

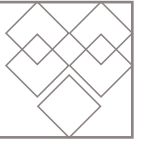
◆ My career has been shaped by defining moments. The first was 11 September 2001. Being in New York that day pushed me toward public service, and after law school I joined the Justice Department and later Congress, focusing on national security, the Committee on Foreign Investment in the United States (CFIUS), and the intersection of technology and policy. The second was leaving government for private practice. I built a national security and technology practice in Silicon Valley, which gave me the opportunity to advise leading companies on some of their most complex matters and later bring that practice to Skadden's global platform. The third was joining Sequoia Capital as a partner, global chief legal officer and chief policy officer. There, I led legal and policy issues worldwide, built its Washington office, and advised both Sequoia and its portfolio companies, including major AI businesses. Those experiences now shape my work at Skadden leading technology policy, AI and national security matters.

Could you describe your approach to tackling complex legal challenges? What principles or philosophies guide your work?

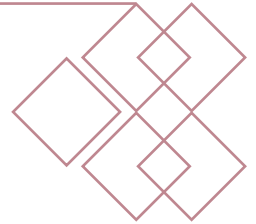
◆ I am frequently the person a client calls when they are facing a major legal challenge or crisis. Whether it is an inquiry from an enforcement agency, an internal issue that could harm the company's reputation or a congressional investigation that risks dragging the business into the political arena, my first response is simple: do not panic. Making rash moves or taking quick decisions without understanding the consequences can create bigger problems than the issue itself. My advice is always to

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take it seriously, break it down into its various parts and understand each part, build a team of advisers and employees to deal with it and make sure that the business continues its primary focus of pursuing success for its shareholders, partners and so on.

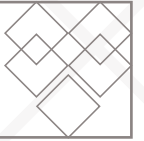
**What are your predictions for the future of your legal specialty? How do you see your vocation evolving over the next few years?**

◆ Legal artificial intelligence (AI) is already reshaping the profession, and its impact will only accelerate. The tools being developed are truly impressive for legal professionals and we are just at the beginning of understanding how they will change the way lawyers work. That said, I am confident clients will always need trusted legal advisers to help them navigate high-stakes challenges like large scale M&A, litigation and investigations and many other complex matters. They want judgment, strategic advice and a trusted adviser who can help them navigate uncertainty and make difficult decisions. I expect technology to raise the bar on speed and efficiency, but I do not think it will replace the value of experienced legal judgment. ■

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REPRESENTATIVE ENGAGEMENTS

- ◆ Advising AI voice generation company Eleven Labs Inc. on a variety of AI governance, policy, corporate governance, regulatory and litigation issues.
- ◆ Advising inference provider Baseten on a variety of IP, compliance and national security strategy and policy issues.
- ◆ Advising AI company Dataminr on a variety of corporate governance and related issues.
- ◆ Advising a global social media company on a variety of compliance, corporate governance, know your customer and payments related issues associated with its algorithmic practices.
- ◆ Advising a global investment firm on the legal and compliance issues raised by its investments in numerous global AI companies.
- ◆ Advising a leading emerging technology company on CFIUS, national security and related issues raised by investments from global investors.
- ◆ Representing an international investment business in congressional inquiries related to its investments in global AI companies.

