



PANGA NET
INTERNATIONAL NETWORK OF INDEPENDENT LAW FIRMS

ANNUAL REPORT 2018/19



pangea-net.org



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Memories from PARIS 2018

A Q&A debrief with Michèle Dauvois (KGA) and Uwe Augustin (Wenner) who coordinated the organisation of the 2018 AGM in Paris.

Pangea Net: So, Michèle and Uwe, how was it to organize last year's AGM?

Michèle: Well, actually, it was a lot of work - BUT: it was also great fun.

Uwe: I absolutely agree with Michèle. In the beginning, we didn't know what to expect. We set up an organizational committee composed of members of both our firms and we started from scratch. A really exciting experience.

PN: So what were the challenges that you faced?

M: Without a doubt: Budget! We had tons of ideas of what to do during those 3 days and it was very tough to reduce our ambitions and squeeze it all within budget. We had frequent exchanges with the board and they were very clear what they expect.

U: I would add: managing individual requests. Planning the same package for everyone is easy but then you quickly realize that that's not the way it goes. One person wants to come later, another one earlier, etc. etc...that took us a lot of time

PN: How did you go about finding the accommodation?

U: Well, once we had elaborated our general concept ("living the Marais experience") the hotel choice was obvious since there are not a lot of hotels in the Marais. And I think the people liked it..

PN: That's the feedback I got as well. Any personal highlights for you?

M: The weather!! We were a bit optimistic in our plans since we did not really have a plan for bad weather... and we didn't need it since the weather was just perfect.

U: Yes, let's hope we'll have the same weather in Amsterdam. Fingers crossed!





CHAIR'S LETTER

Chairman's remarks

Dear Pangea Members,

Wow, our 10 year anniversary – where did that come from? It seems like only yesterday that Georg, Franz, Andreas, Roberto, Peter and I were sat in a pub in London discussing the possibility of setting up our own network; just look at where we are today! I am immensely proud of how the network has grown and developed since 2009. We couldn't have done it without you, our members, and so I wanted to express my personal thanks to you all in making this network such a success!

After last year's truly wonderful conference in Paris, organised by Wenner and KGA, Valegis certainly have a lot to live up to. I have no doubt that Tim and Carolien will put on an incredible conference in Amsterdam befitting our 10th anniversary celebration.

I'd also like to take this opportunity to thank Pankaj and all at the International Law Group for agreeing to host the 2020 AGM in India. I know that preparations are in full swing for that conference, which will take place in February next year.



As you will all know, it is my final year as Chair of the network and what a two years it has been! As part of writing this report, I have been reflecting on the last two years and what a privilege it has been to be Chair of the network; I am sad to step away from the board completely after 10 years but excited to see how the new board intend to take the network to the next level.

One area identified as a gap in our previous offering as a network was at the "junior" level of the member firms. Historically, partners have participated in practice groups, attended the AGM and, with the odd exception, junior lawyer engagement simply has not been good enough. It is wonderful to see a standalone junior programme at this year's conference, which is fully prescribed by representatives from a large number of member firms. I am sure that this will be a resounding success and something that will continue for years to come.

I hope that one of my legacies as Chair will be the greater engagement of junior lawyers and establishing our initiative to shape the next generation of Pangea Net members. The network will need a new set of members to take it forward and encouraging greater participation from those lawyers is the first step in securing the network's future. I have no doubt that this programme will, together with an emphasis from the board on increased activity throughout the year, cement the network's importance to each member firm. The new board will be focussed on introducing new initiatives to build on what we have started at this year's conference.

I also talked last year of the key aims I had identified during my tenure as Chair; to further professionalise the network, to strengthen the Pangea brand and to maintain a high standard of quality across the network. There will be more detailed updates to come during the conference but I wanted to briefly touch upon these and what we have achieved.

The network has recently hired Alexia Colson Duparchy as its Network Operating Officer, which is the first time external support has been brought in. The board have seen first-hand what a wonderful job Alexia is doing behind the scenes and this will be evident throughout the conference. Please do take the time to welcome Alexia, as you would any new member, to the network.

The board have been working hard on the re-launch of the Pangea brand and website. I am sure you will all agree that the website was looking a little dated; it was 10 years old after all! I am confident that a new, modern

and relevant website will be fundamental to the network's continued growth and development. I am delighted with the new brand and website and I hope you are too. If you do have any comments or feedback for the board on the re-brand, please let us know.

The board have placed a real emphasis on ensuring that current member firms, those who have joined the network over the past year and those who are being considered for membership, provide quality legal advice. This is one of the core principles of the network, together with close friendships and working relationships, and is something which differentiates us from our competition. The past year has seen a lot of activity on the membership front and we are now at our biggest number of member firms ever. What is so exciting for me is the breadth of jurisdictions we are beginning to cover. We can now truly consider ourselves a global legal network albeit with additional jurisdictions to target. I am sure there will be more on that over the coming years.

The new board will continue to invest in the membership over the coming year and I am sure there will be a number of updates on this in the months to follow the Amsterdam conference. What makes this network so special is that despite this growth, the quality of legal advice is not compromised – we can see this in action by the fact that the number of referrals between members continues to be at an all-time high.

This is a truly exciting time for the network. Although there are uncertainties surrounding Brexit, the future of the legal sector and how we distinguish ourselves from other networks, I am certain that by joining forces we can achieve remarkable things. If you do have any ideas of how you think the network can achieve this success, please do come forward and talk to us.

I hope you enjoy reading this new-look annual report which, despite the facelift, still serves to provide you with an update on the activities of the network during the past year. I am looking forward to catching up with you all and celebrating such a momentous occasion at the AGM this year.

When you see me at subsequent AGMs it will be in my capacity as a Browne Jacobson partner but

my enthusiasm for the network won't have diminished!

As my final sign-off as Chair, I'd like to give my best wishes to my colleague and dear friend Jens who, with his unlimited commitment and energy, will continue to take the network from strength to strength.



**All the best,
Declan**

CHAIR AND BOARD
MEMBER RESPONSIBLE
FOR MARKETING AND
COMMUNICATIONS



BOARD

Current board

**Declan Cushley** (outgoing)
Browne JacobsonDeclan.Cushley@brownejacobson.com
t 0207 237 3991 m 07974 071690**Your proudest achievement?**

Becoming a father, I never believed I could be that responsible!

Your most embarrassing moment as a practicing lawyer?

Placing original papers I was reviewing on top a small refuse bin by mistake, realising they had disappeared and then having to chase the refuse lorry (in a taxi) to the incinerator. It was a long time ago and I recovered the papers!!

Your life motto?

It's good to feel a bit awkward and uncomfortable when you are pushing your boundaries and trying something new! Embrace it!

Your drink of choice?

An Eastern Standard - Gin based although it can be made with Vodka!

**Georg Weber** (outgoing)
Probst Partnergeorg.weber@probstpartner.ch
t +41 52 269 14 00**Your proudest achievement?****Regarding PANGEA:** to raise PANGEA's equity from 0 to nearly 100'000 by trying hard to prevent excessive expenditures.Professionally: The construction of the Pfizer building in Switzerland as head of the general contractor. **Privately:** To feed the liquidity needs of a family of 4 kids in a big house + 2 holiday homes, 3 dogs, 6 cats, birds, fishes etc. to Swiss costs**Your most embarrassing moment as a practicing lawyer?**

6 puts on hole 7 on a competition with a flight of good golfing strangers. If you mean the other profession, the one that is good for earning money, I'd say that each day is good for an embarrassing moment, be it wrong files in a negotiation, too short notice periods, toxic language in the minefield of gender justice etc. There are many, not significant enough to mention but to forget quickly.

Your life motto? Try to think the opposite and grapple with opposite arguments.**Your drink of choice?** Auchentoshan 21 years**Jens Förderer**
Wennerjens.foerderer@wenner.eu
t +33 (0) 142 66 89 00**Your proudest achievement?**

Easy: being the husband of my wife and the father of my girls.

Your most embarrassing moment as a practicing lawyer?

Well, I'm embarrassed to admit that it happens quite frequently that the jokes I use to ease up the atmosphere in negotiations turn out to be terrible ones...

Your life motto? Carpe diem**Your drink of choice?** A nice glass of Meursault**Nils Wigglinghaus**
Brandt LawyersNils.Wigglinghaus@brandt.net
t +49 (0) 5241 5358 26**Your proudest achievement?**When I started with BRANDT in our Guetersloh office, the generation gap was very large. I think I have done a fair share in closing it which is a strong basis for our success. **Privately** – my proudest achievement is that we somehow managed to make our daughter Ella (8) speak, although she is deaf from birth.**Your most embarrassing moment as a practicing lawyer?**

I don't believe in perfection or embarrassment. I am convinced that every person has the same amount of achievements and shortcomings. The latter you just don't see. However, I remember that I gave a comprehensive presentation on DDs in M&A-transactions and in the end found out I had misspelled Due Diligence on every slide – that was kind of embarrassing, but not really bad either. I can laugh about these kind of things, they are not important.

Your life motto?

For God gave us a spirit not of fear but of power and love and self-control.

Your drink of choice?

Asking an internationally oriented German!? Start out with an ice-cold Königs Pilsener (0,3l from tab only!), have a red wine from Spain for dinner and finish with a 16-year-old Lagavulin after desert. I must say I have fallen in love with Tequila since the Mexico AGM, though...

**Horacio Ayuso**
Cancino Ayuso Abogadoshayuso@cayad.com
t +52 (55) 5220 0102**Your proudest achievement?** Being a Father ...**Your most embarrassing moment as a practicing lawyer?**

I confused a Judge (I was supposed to talk to in an important case) with a member of the cleaning staff. I talked to him "disrespectfully" (as talking to a friend) then I needed to apologize and changed my manners.

Your life motto? Roll the dice and take your chances ...**Your drink of choice?** Scotch -single malt.

2019 Board contenders

**Ryan Harrison**
Browne JacobsonRyan.Harrison@brownejacobson.com
t +44 (0)121 237 3950 m +44 (0)7920 293927**Your proudest achievement?** Please see the following answer...**Your most embarrassing moment as a practicing lawyer?**

Winning the "most eligible bachelor award" when I was invited as a guest to a client's Christmas party

Your life motto? Wake up. Get it done. Repeat.**Your drink of choice?** Water (you can't live without it!)... or red wine!**Søren Stig Langlokke**
Hansen Andersen Partnersssh@andersen-partners.dk
t +45 76 22 22 22**Your proudest achievement?** Fathering and raising my two children**Your most embarrassing moment as a practicing lawyer?**

Strictly confidential!

Your life motto?

Treat others as you would want to be treated yourself (especially when dealing with opposing counsel!)

Your drink of choice? Gin & Tonic



2019 AGM

2019 Annual general meeting

Thursday June 27th

- Arrival in Amsterdam and check in
- Practice Group meeting or Welcome drinks
 - Edwin will be present at the registration desk in case of any VAT questions.



Friday June 28th

Working Day (members)

08.00 hr	Breakfast at MoMo
09.00 hr	Coffee, badges, etc.
09.30 hr	Start of the programme and a word of welcome by Valegis, Host
09.45 hr	Presentation: Pangea Journey presented by Declan
10.15 hr	Budget presentation: Georg
10.35 hr	Coffee Break
10.55 hr	Election of new board members (anonymous vote of acclamation) <ul style="list-style-type: none">- New Chairman: from Declan to...- New Board member: from Georg to...
11.30 hr	Pangea Brand: introduction of new logo and branding
12.15 hr	End of morning programme
12.30 hr	Walk to Lunch place
13.00 hr	Lunch in Vondelpark
14.00 hr	Return to the Park hotel
14.15 hr	Welcome and introduction of three new members

14.45 hr	Spotlight company presentation: Polish member
15.00 hr	Guest speaker Arjan van Erkel on Joining Forces
16.30 hr	End of programme
Workshop - Optimizing international relationships (junior lawyers)	
08.00 hr	Breakfast at MoMo
08.45 hr	Departure to Heineken Brewery
09.15 hr	Coffee, badges, etc. the Youngsters Heineken Experience
09.30 hr	Welcome and start of the programme
11.00 hr	Coffee Break
11.15 hr	Continuation of the programme
12.30 hr	Lunch at Marie Heineken Plein
14.30 hr	Return to the workshop, learnings and summary, closure
15.30 hr	Guided tour and beer tasting session
17.00 hr	Return to hotel, change clothes (black tie dinner)

Old Dutch vs New Dutch (spouses)

08.00 hr	Breakfast at MoMo
09.30/10.00hr	Bus transfer for partner programme
16.00/16.30hr	End of programme and leisure time

Black-tie Gala dinner in the famous Scheepvaart Museum (all)

18.30 hr	Bus transfer from the Parkhotel to the Scheepvaartmuseum
19.00 hr	Welcome drinks
20.00 hr	Dinner
21.55 hr	Speech
22.00 hr	Party
00.00 hr	End of programme, bus transfer to the hotel

Saturday June 29th

Visit Peace Palace The Hague (including spouses)

09.45 hr	Bus transfer to The Hague
11.00 hr	Arrival and visit Peace Palace and Gemeentemuseum in groups

13.00 hr	Lunch
14.15 hr	Visit Peace Palace and Gemeentemuseum in groups
16.15 hr	End of programme and bus transfer to the Park hotel
17.30 hr	Back at the Park hotel
Canal cruise Including dinner (including spouses)	
19.00 hr	Canal cruise and dinner
21.30 hr	End of programme, Leisure time

Sunday June 30th

Leisure time (optional: golf)

Departure

NUMBER OF ACTIVE PRACTICE GROUPS

- EMPLOYMENT
- CORPORATE
- COMMERCIAL
- REAL ESTATE
- DATA PROTECTION
- INTELLECTUAL PROPERTY

NUMBER OF FIRMS IN 2019

26

25

NUMBER OF JURISDICTIONS IN 2019

UNITED STATES UNITED KINGDOM NETHERLANDS GERMANY CZECH REPUBLIC SWITZERLAND ITALY

7

NUMBER OF FIRMS WHEN THE NETWORK WAS FORMED IN...

2009

ASIA
EUROPE

THE ONLY CONFERENCE WHERE WE SPENT TIME IN TWO DIFFERENT CONTINENTS!

2015
ISTANBUL, TURKEY

2014

NUMBER OF LIVE SNAKES FOUND IN ANDREAS UELTZHÖFFER'S OFFICE:

3

HE ALSO HAD A DOG THE SIZE OF A SMALL PONY...

THEME
WHAT IN-HOUSE COUNSEL EXPECT FROM THEIR EXTERNAL ADVISORS

LOCATION
PRAGUE
CZECH REPUBLIC

2015

NUMBER OF BELLY-DANCERS IN ATTENDANCE (NOT INCLUDING CAGRI BAGATUR):

5

THEME
REFLECTING ON OUR MEMBERSHIP SURVEY, AND BUILDING ON THE SUCCESS OF PANGEA NET'S PRACTICE GROUPS

LOCATION
ISTANBUL
TURKEY

2016

WEIGHT OF A CLAAS 780 COMBINE HARVESTER:

18,200 KG

THEME
DATA SECURITY: ISSUES AND BUSINESS OPPORTUNITIES
PARTNER COMPENSATION SYSTEMS IN LAW FIRMS

LOCATION
BIELEFELD AND GÜTERSLOH
GERMANY

2017

NUMBER OF STEPS CLIMBED TO THE TOP OF TEOTIHUACAN

248

THEME
ANTI-CORRUPTION LAWS AND ANTI-BRIBERY SYSTEMS IN MEXICO AND LATIN AMERICA

LOCATION
MEXICO CITY
MEXICO

2018

NUMBER OF WORLD CUP MATCHES WATCHED BY THE PANGEA NET TEAM (THE PANGEA NET TEAM WATCHED 9 MATCHES IN THE 2018 WORLD CUP IN RUSSIA)

9

THEME
AN INTRODUCTION TO BLOCKCHAIN
PRESENTATION FROM PIERRE-EMMANUEL COMMISSIONER (FOR ECONOMIC AND FINANCIAL AFFAIRS, TAXATION, AND CUSTOMS)

LOCATION
PARIS
FRANCE

2011

NUMBER OF CIGARS SMOKED BY CHRISTOPHE STUDER

17

THEME
MARKETING IN LAW FIRMS

LOCATION
ZÜRICH AND WINTERTHUR
SWITZERLAND

2013

NUMBER OF SHOTS FIRED FROM THE CANNONS AT BELVOIR CASTLE: 10 "POOPS"

10

THEME
BUSINESS DEVELOPMENT AND CLIENT RELATIONSHIP MANAGEMENT

LOCATION
NOTTINGHAMSHIRE
ENGLAND

2012

AVERAGE NUMBER OF DESSERTS SERVED PER PERSON PER MEAL

5

THEME
TRENDS IN THE GLOBAL LEGAL SERVICES MARKETPLACE

LOCATION
BALTIMORE
USA

2010

THE NUMBER OF FINE DINING ITALIAN RESTAURANTS WE VISITED

6

THEME
REFLECTING ON WHAT WE WANTED THE NEW PANGEA NET ORGANISATION TO ACHIEVE

LOCATION
MILAN
ITALY

2009

INCEPTION

SCALING UP

2019

PANGEANET
INTERNATIONAL NETWORK OF INDEPENDENT LAW FIRMS



FEATURED - NEWS

Meet Pangea's new network officer

Hi Alexia! You've recently been appointed by the Board as our Network Operating Officer (on a part-time basis) to assist the Chair and Board on one of the network's key objectives: to be a recognized player in a highly competitive global environment. You will also provide our members with the ability to create new business opportunities and relationships to better serve their respective clients.

Alexia: Hi! Thanks for the intro. I must say, the Board and members have made me feel super welcome from day 1. I'm sensing a strong common vision and a lot of healthy ambition from your members, as well as a real will to tighten the existing bonds in the network. With this kind of mindset, there's so much that we're going to achieve together over the next few weeks/months/years! I'm thrilled. This is a great opportunity for Pangea Net to be something of a trailblazer in the world of globalization of legal service and international legal networks, and substantiate the fact that it's not just about great yearly getaways and friendly members! I'm here to help Pangea Net prove to the legal world and clients out there that there's a real alternative to the traditional "Big Law" model.

What's your background?

I'm the founder of B.Right Brains Co., a boutique Business Initiation & Development agency. I assist companies (mostly law firms, but also companies in the foodtech and cosmetech industries) with their development strategy, marketing, leadership, business transformation, CSR and networking needs. I also teach modules on The Business of Law and Innovation & Transformation of the legal practice at the Paris Bar for both aspiring and qualified lawyers as part of their Continuing Education requirements. Fun fact: I'm also a lawyer! Or used to be. After graduating from my LL.M. at McGill University, I qualified as a lawyer in Quebec and practiced for a few years doing international trade law at Dentons in Montreal (then Fraser, Milner, Casgrain) followed by a few months

at Norton Rose in Cape Town, South Africa (then DeneysReitz). I then moved to Clifford Chance in London for almost 2 years doing asset finance until I got hit by the financial crisis in 2008 (remember Lehman Brothers?) and quickly relocated to Abu Dhabi, UAE, where I worked at Trowers & Hamlin as a project finance lawyer. It's also where our fantastic managing partner, an Australian named Andrew Rae, made me discover the art of Business Development for law firms. And I ended up absolutely loving it. I eventually moved back to France, quitted my legal practice and turned to cross-border business development and key clients' accounts for White & Case and then Shearman & Sterling.

Little known fact about you?

I'm a wellness cocoon! As a matter of fact, I'm a co-founder of South African social enterprises Botanica Natural Products (sustainable and responsible sourcing of plant-based natural extracts & active ingredients) and Timola (food supplements and skincare) for which I oversee the business strategy for Europe and North America.

Your proudest achievement?

Setting up my own business with 2 young kids to raise while based in Paris, a rather expensive city to live in. It's my gift to myself for my 40th birthday!

Any hidden talent?

I'm a super people-connector.

What's your life motto?

As I wake up: "To the stars and beyond!", and as I wind down in the evening: "Happiness is not a goal, It's a by-product of a life well lived" (Eleanor Roosevelt).

And finally, a drink of choice?

Easy: a glass or two of red Arbois wine from the French Jura (Trousseau). 2014 or 2017.

I'm always available at alexia@brightbrainsco.com, on WhatsApp at +33671185173 and on Skype under @AliCol Colson.



PANGAENET

FEATURED - LEGAL MARKETING 2.0

Game changers

"There are multiple ways in which your firm can profit from a membership in Pangea Net" – Nils Wigglinghaus (BRANDI/Germany) and Jens Förderer (Wenner/France) about their combined-interest trip to China.

Pangea Net: Jens, this was your first trip to China – how did that come about?

Jens: Well, Nils has been heading the China Desk at BRANDI for over a decade and is a regular visitor to the PRC. It was his idea to ask one of my partners Martin and myself to join him on one of those trips. The idea was that he would share his contacts, we share ours and also make a meeting with our Chinese member, Grandall, in Beijing.

PN: And, was it a success?

Nils: Absolutely. Wenner had contacts to a company in Shanghai which organized a half-day seminar about investment control of Chinese direct investments in Germany and France. We had about 30 attendees which came from other law-firms, Chinese companies, regulatory agencies. Chinese companies are facing a number of problems nowadays with investments in Europe so they were really interested in hearing what we had to say.

Jens: And they could feel that we have known each other for a while, have done business together – you can feel that in the way we had our presentation. In a way there was a lot of Pangea Net in the air!

PN: But it wasn't an official Pangea Net trip, right?

Jens: No, although Nils and I are both on the Board, it was something that came up between BRANDI and Wenner. The format would not have been the right fit for a larger group anyway.

Nils: True, but although BRANDI and Wenner have been close for many years, my connection to Jens and Martin has a lot to do with Pangea Net. Our firms' connection had been on a level of lawyers that have already retired! I got to know Jens and Martin through Pangea and knew they would be a good fit for a common venture like the one in China.

PN: But for the fact that you guys know each other well, what would you say was a "Pangea-factor" in that business development trip, and what could our other members learn from it?

Nils: Sharing your individual connections outside the network! We do this on a frequent basis if some members ask for a contact in a certain jurisdiction. But taking the time and care to introduce our fellow members to these contacts in person takes this to another level and is lot more impactful.

Jens: Yes, and – impulses! Without BRANDI we wouldn't have made this trip and met with their contacts in the Shanghai and Beijing region they have been building up for years. So we had the opportunity to start on a different level – benefiting from their connections, something especially important in China, so I learned.

Nils: Yes, but same for me! It was Wenner's contact who organized that fantastic event in Shanghai about Chinese direct investment in Europe. That was very memorable. Ans so were the fermented crab, the sea cucumber and the Foogoo (laughs).

PN: What was that?

Jens: Oh, on the first night we were invited to a Shanghai dinner by our contact in Shanghai who had hired a private cook and they served quite interesting dishes. Some of them were not quite what we were used to. But we managed well!

PN: If you were asked to give our members one piece of advice resulting from this experience, what would it be?

Nils: If you want to get more out of the network: become active and don't just sit and wait for inbound work.

Jens: Yes, work will come your way in any case over time, but the more proactive you are, the more ideas you have to promote yourself, the network and even other members, the more you gain in speed and quality of the referrals. Both Nils and I had inbound work resulting from this trip within a few weeks after our return.

PN: Sounds like the trip was a great success in many ways. Thank you, Jens and Nils, for your time.

#BusinessDevelopment #Marketing
#StrongerTogether #CombinedInterest





INSIGHTS - SPOTLIGHT

Spotlight on...

Founded in 1993, Babiaczyk, Skrocki i Wspólnicy is a Polish full-service firm engaged in multiple areas of law across multiple countries. We feature amongst the Top100 law firms in Poland in terms of size and in the Top50 in terms of revenue.

From its inception, our principal objective has been to provide professional, efficient and effective legal solutions for large and medium-sized companies. Although, similar to the Law, our Firm has evolved over the years, the core values remain unchanged.

We pride ourselves on our ability to leverage our track record, knowledge base and insights through the hundreds of clients that we have assisted over the past 25 years with their commercial, corporate and litigation needs. Our team comprises our founders and senior partners, Dr. Mirosław Babiaczyk and Dariusz Skrocki, supported by a steadily-growing team of lawyers (approximately 20 lawyers on board) with a wide range of expertise.

The many areas of law applicable in overseeing a particular case inevitably intertwine so, in our opinion, it is critical that we have every corner covered.



When it comes to assisting our Clients with their business endeavors, we believe in a synergistic approach.

Recognizing the strategic value of delivering full-service advice to our clients, we developed a range of practice areas from day one: corporate law and M&A, commercial and employment law, litigation, tax and criminal business law. We have also handled numerous cases regarding intellectual property and technology law.

As a Central & Eastern European firm, we provide services to Clients from various European countries. Our clients are key players in the following sectors and industries: construction, development, energy, logistic, automotive, agricultural, food processing, transport, municipal services and real property management. Our lawyers have extensive experience representing individuals, start-ups, small and midsize businesses as well as multinational corporations. Our aim is to build lasting and partnership based relations with our clients and many of them have been entrusting their matters to us for more than a decade.

We are genuinely convinced that in order to grow sustainably, one needs to reach out and pass on some of the years' experience to the younger generation that aspires to become the lawyers of tomorrow.

With this in mind, we organize contests for law students, hoping to help them gain a wider range of professional experience through their experience working in an actual law firm.



Spotlight on...

What we really appreciate about Pangea is how it facilitates connection with professionals from other parts of the world.

We have been a member of Pangea since its first AGM in Milan in 2008. Getting to observe its growth and steadily expanding membership over the years has been really gratifying. We have been active participants of the annual conferences and the ever-increasing number of partnered firms can only serve as a confirmation of value and experiences all the members bring to the table.

Meetings within the practice groups is an invaluable way of exchanging opinions and ideas, which then bloom into new strategies of operating our firms.

With Pangea Net, we really get to know each other and foster those relationships in a collaborative effort to bring comprehensive, coordinated legal services to clients regardless of their location.

An initiative worth mentioning is secondment practiced by some member firms. A few years ago one of our attorneys participated in such a project where she spent three weeks working for our Swiss member.

The value of such endeavors cannot be understated, thus we would be honored to welcome one of our partnered friends here, in Poland!

We are eagerly looking forward to attending this year's celebration of the network's 10th anniversary in Amsterdam. We consider ourselves extremely lucky to be part of such an innovative project, which, in the end, is all about bringing people together.

Quick Facts:

Office location:
Pozna

Founded:
1993

Number of attorneys:
20+

Managing partners:
**Dr Mirosław Babiaczyk
and Dariusz Skrocki**



Key Contacts:

Mirosław Babiaczyk
Business and
corporate law
m.babiaczyk@bsiw.pl

Dariusz Skrocki
Real
property law
d.skrocki@bsiw.pl

Maciej Olejniczak
Business and
corporate law
m.olejniczak@bsiw.pl

Michał Matuszczak
Technology and IP law,
data security
m.matuszczak@bsiw.pl

Filip Nowakowski
Litigations
f.nowakowski@bsiw.pl

Bogumiła Opielewicz
Employment law
b.opielewicz@bsiw.pl

Partycja Fluder
taxes
p.fluder@bsiw.pl



Practice groups activity reports

Commercial Law Practice group

UEPA had the pleasure to welcome ten colleagues from nine countries for the Com L group Annual Meeting in Prague (25-26 October 2018) on "Sales Agreements"

The meeting began informally with some team building activities: a guided tour of the picturesque old town of Prague, was followed by our traditional dinner at a traditional Czech restaurant, Mincovna, right next to Oldtown Square. We enjoyed traditional Czech specialties and fresh Pilsner beer straight from the tank. It was the perfect opportunity to get to know each other better, especially with some colleagues attending for the first time.

The formal working part of the meeting started on Friday at 9am and was spread over three work sessions around the topic of Sales agreements with a special focus on possibilities to limit liabilities for damages in such contracts.

All attendees had prepared a short written summary about the legal regulations in their respective countries, allowing us to gain an easy overview.

- **First session:** we discussed limitations given by law and the existing options on how to modify those by contractual measures. Client expectations and the possible invalidity of contractual modifications of liability limitations were both debated by all;
- **Second session:** we reflected on the consequences of late delivery and techniques for possible modifications in this regard.
- **Third session:** we covered the topic of international sales contracts, i.e. contracts between two or more parties from different jurisdictions.

This CL group meeting was met with much enthusiasm and was seen as a success amongst the participants, who believe that such meetings do not only strengthen international cooperation and teamwork between the Pangea members, but also promotes the development of acquaintances between experts in the same field of law.

Furthermore it gives Colleagues a chance to actively contribute to the network, even if they usually do not attend our AGM's.



Employment Law Practice

The Employment Law practice group (EL group) continued its activity over the twelve months.

Our main event was the 6th Annual Meeting (4-5 October 2018) held in Kolding (Denmark) at the offices of ANDERSEN PARTNERS. Claus Guldager and his team did a great job at hosting and organizing, and all participants considered it a success.

The Annual Meeting was well attended by representatives of many members of the network, most of whom had attended our previous events.

On the first day of the meeting the group received some interesting insights of MONJASA group's journey through various legal environments. It was especially interesting to see how important it is to fully understand the client's needs from the beginning. We had a very lively and interesting Q&A session at the end of this presentation.

The second topic focused on the impact of the "Me too" global campaign throughout our respective countries and how employment lawyers could/should manage sexual harassment cases. We set up a round table for each representative to explain how it was dealt with in their own country.

Finally we discussed extensively the next steps to be taken in order to strengthen and develop the EL group further and defined a few precise objectives. It was decided that:

- the group should be opened for lawyers specialized in immigration law, seeing that in several jurisdictions immigration law and employment law are linked;
- the group will promote Skype meetings in order to facilitate access and reach more individual members;
- the group will set precise targets and action items for each calendar year;
- promotion of the network should be intensified via the use of social media and the development of other promotional material such as videos and brochures. In this regard, the group agreed to continue the production of Country Specific FAQ's concerning 'entering labour markets for each Pangea Net jurisdiction.

In order to manage the different topics and to make simple practical decisions, a steering committee was appointed: Ray Silverstein from BROWNE JACOBSON (UK), Gratiene Kressmann from KGA AVOCATS (France) and Uwe Augustin from WENNER (France).

Mark your calendars! The next and 7th EL group Annual Meeting will be held in Milan (Italy) on 14-15 November 2019 at the offices of Cocuzza & Associati Studio Legale



Practice groups activity reports

Corporate Law Practice

The latest Corporate Practice Group meeting was hosted in Milan (Italy) on 28 Feb -1 March 2019 at the offices of Cocuzza & Associati Studio Legale.

The M&A roundtable discussion provided a great insight into M&A trends and practices across the jurisdiction spectrum and continued discussions from prior recent Corporate Group meetings. Pricing and work scope discussions were a significant focus.

Of particular interest to the group was a discussion around fee and billing models. We learnt that in certain jurisdictions, it was either not the market norm to work on a contingent basis and in others, the regulatory framework simply prohibits it, compared to the UK where it is market standard to work on a fully contingent basis when acting for a private equity house.

Further discussion was had on fixed fee models and how this has steadily become the norm in the UK as clients have looked to move away from the billable hour, compared to the rest of Europe and the US where there appears to be less pressure from clients to provide fixed fee or menu pricing. Browne Jacobson may well be a bellwether of where the legal industry is headed with much of the M&A work in the UK being priced on a fixed fee basis.

There was some lively discussion (or friendly disagreement) from some of the members on this issue. The debate touched on the impact of emerging technologies and how tech has already started to commoditise and streamline certain elements of M&A transactions, such as legal due diligence where AI analytics software is being used by firms to review thousands of pages of text at a time – significantly reducing diligence costs as a result.

Technology and its widening application is likely to be a discussion topic of the future.

Dirk's follow on discussion of malpractice/litigation risk for M&A attorneys was educational and well-timed warning of problems that can arise in M&A transactions. Those in attendance found the talk particularly useful in highlighting ways we all can better serve our clients and more clearly address items before they become issues post-transaction.

Perhaps most valuable, was the less structured time spread over the meeting for members to continue to learn more about one another and identify means by which business among members may be increased. A takeaway for the group is how we can work more cohesively together by producing Pangea materials and refreshing the materials we use in pitch documents, such as credential summaries for our respective firms.



INSIGHTS – WORKING TOGETHER

What Pangea can do for you & what you can do for Pangea

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2018 was another good year in terms of referrals received from other Pangea members. VALEGIS introduced us to a client that required legal advice in the Slovak Republic in order to secure the contractual rights of a Dutch plant breeder in his business relation with a Slovak company. Another VALEGIS client that we had worked for in the past has recently acquired a majority stake in a Czech Limited and contacted us. BRANDI founded a German branch for one of our Czech client, an affiliate of a Japanese company. Again with BRANDI we worked on a Labour unions matter whereby we compared the Czech and German legal environments. Besides, we work on a permanent basis for referrals from our Pangea colleagues, mainly BRANDI.

In addition we're hoping to win a permanent client thanks to the recommendation of PROBST, which is especially interesting to us since the client is looking for M&A targets in our country.

Lucie Hladenova
UEPA advokati,
Czech Republic

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We worked with KGA to provide a quote for UK advice on a data protection matter including the issues surrounding international data transfers relating to a new software product.

This advice required input from a number of Pangea members with KGA collating responses as part of an overall fee estimate to the client.

Lauren Webb
Browne Jacobson, UK

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We have had a client who was putting an electronic gadget into the market in 20 different jurisdictions, including some very small countries I had previously never done business in.

Pangea Net members could cover the most important five of those 20 directly. The other 15 were all covered by firms recommended by other Pangea Net members. In the end Pangea Net was the reason I could tell the client: tell me which country you need and I will assist you with all of them!

The client was very satisfied that BRANDI could prove to be so competent and will ask us for help in even more countries soon!

Nils Wigglinghaus
BRANDI, Germany

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We received an inbound referral from WHITEFORD TAYLOR PRESTON in a corporate matter. The client was an individual who had only little experience in legal matters and no experience with German law. The matter wasn't too difficult on the legal side but quite demanding in other ways because the client was difficult to deal with. I always knew I could count on WTPs help if things went awry – which fortunately they never did. The client was happy with our service.

Nils Wigglinghaus
BRANDI, Germany

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We worked with PROBST (Ray Levy) on a contentious employment matter for a client employed by a Swiss Subsidiary of a UK-headquartered company. Browne Jacobson were asked to advise on the likelihood of success of a claim in the UK courts as the Swiss courts had rejected jurisdiction over the claim due to the UK company's involvement.

Ray Silverstein
browne jacobson, UK

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We have engaged a number of Pangea Net member firms in relation to the delivery of advice to PZ Cussons Beauty (owner of a number of luxury Beauty brands including St. Tropez tan). Recent advice has included: debt recovery actions in France and Germany, and Corporate advice in the USA. In previous years, Pangea Net has also been instrumental in enabling Browne Jacobson to advise this client in relation to its cross-border distribution agreements in a number of territories including Austria, the Netherlands, and Belgium.

Browne Jacobson, UK

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We worked hand in hand as a united team with VALEGIS (Tim van der Maas and Armando Mosele) on the sale by Sportech PLC of its Dutch business Sportech Racing BV to RBP Luxembourg for the sum of 3.25m

Carina Grigorian and Jens Foerderer
WENNER, France

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The Pangea Network has proven to be very valuable to us in 2018. Not only did we have the chance to introduce our friends in other jurisdictions to various clients, we have also received inbound work from them as well. We give you some examples.

Our colleagues from Brandi in Germany were able to provide us with multiple referrals which included contractual matters for several of the outstanding clients Franz Tepper and Nils Wigglinghaus (and their BRANDI teams) work for. From Paris came (with love) IP issues (Laurent Badiane KGA) and a transaction in the betting industry (Jens Förderer WENNER) amongst other cases mostly of a contractual nature. The work that we got from the UK partner firm (many at BROWNE JACOBSON) had to do with IP matters as well as contractual and corporate issues. We have received very interesting cases and questions from several other member firms, also relating to employment and immigration law. The cooperation with our Pangea partners proved to be very good, practical and simply enjoyable.

Our clients needed help in England, France, Denmark, Germany, Poland, South Africa, Mexico, Austria, the Czech Republic and the US amongst others. The fact that we knew that high quality assistance from someone we know well was only a phone call away, really helped us to serve our clients in, for instance, expanding their franchise to other countries or to deal with international labour and privacy issues. We thank the Pangea network members for the excellent cooperation in 2018 and are looking forward to continuing our outstanding relationship in 2019 and beyond.

Valegis, The Netherland

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We worked alongside VALEGIS (Tim van der Maas and Daphne Jerphanion) to advise a Dutch franchisee on the terms of an English law governed Franchise Agreement, and ancillary documentation, relating to the operation of a number of Taco Bell franchise restaurants.

Ryan Harrison
Browne Jacobson, UK



MARK YOUR CALENDAR

2020 AGM

Thursday 20 to Sunday 23 February 2020
New Delhi, India

The International Law Group will host
next year's Pangea AGM



PANGEANET
INTERNATIONAL NETWORK OF INDEPENDENT LAW FIRMS

pangea-net.org