



PANGAENET
INTERNATIONAL NETWORK OF INDEPENDENT LAW FIRMS

ANNUAL REPORT

2021-2022





To all our Pangea Members

A special thanks to our over 1,200+ lawyers from 27 countries.
You are the backbone of all we do at Pangea Net.

Thank you!



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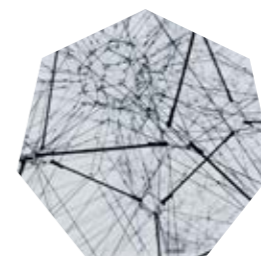
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BY JENS FÖRDERER

A note from the chairman

Dear friends and colleagues,

In a few weeks, we will finally meet again, after more than two years of a forced break. We from the Board and our friends from Babiaczyk Skrocki i Wspolnicy were so relieved to see that the virus wave is finally diminishing, which comforted us in our decision to maintain a physical AGM in Poznan, Poland.

And then the war started...This year's AGM seems to be defying all odds.

I know that, to some of you, the mere idea of having a fun time while Europe - and Poland in particular - is hosting millions of Ukrainian refugees may seem inadequate. I am convinced, however, that even under these dramatic circumstances, this meeting makes a lot of sense.

You may want to look at it this way: the AGM is – after all – a place where people from many countries gather peacefully with open hearts, exchange their views, open their minds to those of the other network members. Not the worst thing to do in times of war. In addition, having visited Poznan in March this year, I can tell you that Poznan is a wonderful city, combining modernity with history, which sure is worth visiting as well.

The third year of my tenure comes to an end and still, it will only be the second time I will stand in front of you all as Chairman at the AGM in June this year. I'm still very proud to serve this network - to serve you all – and to work alongside great colleagues, my fellow board members Nils, Søren, Georg and the « newbies » Richard and Eric. Throughout the last year, we have kept the pace with calls every six weeks - every month even in the 3 months leading up to the AGM. Whilst we are dealing with all sorts of issues and while we continuously challenge ourselves to improve things and professionalize our network further, we do realize that we are not able to implement all ideas (which is mainly due to the fact that all board members need to yield turnover in their respective firms...).

Therefore, based on this assertion, the Board decided that as a step further towards professionalization, we should increase the number of board members. We are happy that Carolien Brederijde from our Dutch member firm Valegis is willing to take on this challenge. If she is to be elected at this year's AGM, she will take over the responsibility for network communication. I am very thrilled about this and am convinced that, together with Carolien, we will improve our communication and thereby boost the Pangea Net brand even further. In addition, we would finally have managed to bring some much-welcome diversity into the Board!

Knowing that some of you may not have read the previous reports, let me remind you that, when accepting the office as Chairman, I had fixed a five-point program of objectives which I wanted to focus on during my tenure.



As in the previous years, you will find below my status report:

1 Financial plan

The network's financial figures look healthy. The new fee model introduced at the AGM 2020 in India (which we have put on hold until last year and hence only implemented for the first time during the preceding financial year) has significantly improved our cash situation. We have therefore decided to redesign our website – I hope you have seen it already, I personally think it looks great. Be assured that the Board will continue to discuss where to focus our investments on in the near future.



2 Understanding what's going on

The Network Referral Tracker has now been redesigned and is now an even easier tool to use for us all to monitor the work that is referred across the network. May I ask that you fill it in continuously – this is the best tool for us to measure network activity. Please have a look at the figures on [page 18-19](#).

3 Brand Awareness

With a new communication plan to be implemented during this financial year, we will certainly make progress on this level. Please don't stop promoting the network within your respective firms, which is something we cannot really do for you. So many lawyers are now part of this network and there's no doubt in my mind that our firms and network would mutually benefit if all of your lawyers were somewhat better integrated to Pangea Net, be it by attending our Law Firm Management Webinars, by attending Practice Groupmeetings and Pangea next events and of course by attending the AGMs.

4 Expansion

Pangea Net is thrilled to welcome another new member:



We are really happy that Makitalo decided to join us and I'm sure you will be a great addition to our network.

Welcome to Pangea Net and see you at the AGM in Poznan!

As you know, due to the pandemic, the Board hasn't been able to visit our most recent members before they joined the network. Since we are convinced that in order to ensure proper on-boarding, it is important to meet the firms locally and see their offices, we have decided to catch up on this – the first trips have already been planned in the next weeks and months.

As of 1 April 2022, we are covering 27 jurisdictions. As usual, please let me remind you that whenever you come across a high-quality firm in a jurisdiction where we are not yet present, feel free to pitch our network and test whether there's an interest or not. And keep us posted!



BY JENS FÖRDERER

A note from the chairman

5 Tangible Member Benefits

Law Firm Management

Having started our Law Firm Management Webinar series only in October 2020, I think that we can confirm already at this stage that this has become another cornerstone of our network. The feedback we've got so far was all very positive, mainly because the panelists just did a fantastic job in sharing their views, insights, and experiences. We do have more topics to cover but please don't hesitate to contact us if you have some concrete ideas and needs. Finally, please note that preparing these webinars takes time and efforts. In order to reward our panelists efforts, please make sure that your colleagues within your firms are constantly informed about these webinars.

Pangea neXt

Our Pangea neXt concept also suffered from the pandemics but is now ready to be reboosted. The board of Pangea neXt have a lot of ideas for the upcoming months. I personally believe that Pangea neXt is a great HR tool for your firms giving our firms the possibility to show our talents that their law firm truly has an international ambition and that

there is a platform to meet fellow colleagues from other member firms. Here again, you must make sure that the news about the existence of Pangea neXt is well spread throughout your firms.

For more information about Pangea neXt, see [page 25](#).

Secondments

Please bear in mind that, several years ago, the Board has started the «secondment initiative», encouraging firms to send colleagues to other member firms. Ever since, we counted several secondments, but the Board strongly believes that this benefit could be used much more frequently now the pandemics has slowed down. After all, remote working has become much more usual than before, which should have lowered any formerly existing obstacles. It is, in our view, another great way to show that you don't have to be part of a fully integrated international law firm if you want to gain some work experience abroad. By the way: I'm happy to tell you that Browne Jacobson has decided to send an associate to Marimon (Spain).

« I personally believe that Pangea neXt is a great HR tool for your firms giving our firms the possibility to show our talents that their law firm truly has an international ambition and that there is a platform to meet fellow colleagues from other member firms. »

Cost synergies

I'm afraid no progress has been made on this topic so far. Still, we, from the Board, believe that it should be possible to use our size when negotiating with suppliers of all kinds, but with Legal Tech providers. Please reach out to us should you contemplate a subscription to a tool or service, which may be of use for other members as well – our combined size could make a (cost-saving) difference.

Enough of this self-analysis! Time to move on and flip through the pages - hope you will enjoy reading this report, which has been carefully and wonderfully edited under the lead of our Network Operating Officer Alexia Colson-Duparchy (a big thanks to you, Alexia, for your valuable assistance over the preceding financial year).

See you all very soon !

Best,

Jens,
CHAIRMAN & GLOBAL AMBASSADOR





ORGANISATIONAL CHART

2022 new Board members



Jens Förderer

Chairman & Global Ambassador

Partner, klein • wanner (France) | jens.foerderer@kleinwanner.eu

My main motivation for volunteering to join the Pangea Net Board: Playing « legal Lego » on a global level.

My proudest moment: Everyday when I see my family.

A trait of my personality that makes people turn to me: My flat nose and my flower smile.

My life motto: Be positive!



Dr. Nils Wigglinghaus

Vice Chairman & AGM Director

Partner, Brandi (Germany) | nils.wigglinghaus@brandi.net

My main motivation for volunteering to join the Pangea Net Board: I have always liked the « management » part of being a lawyer, not only court-rooms, files and statutes. I also like networks and people – people from other countries are even more interesting.

My proudest moment: There are a few things that I'm proud of. I prefer to keep them to myself, though!

A trait of my personality that makes people turn to me: You should ask other people this question. I try to be authentic and retain an open heart and an open spirit at all times. Sometimes I get the feeling some people like this - although some people probably don't.

My life motto: I don't have a single motto for such a complex thing as Life!



Eric Vendt

International Development of the Network

Partner, Whiteford Taylor Preston LLP (USA) | evendt@wtplaw.com

My main motivation for volunteering to join the Pangea Net Board: Honestly, I have received so much value from the network, truly believe in the importance of it and the time I am investing in it that it was a way for me to give back to the network through service. I was really surprised to be asked to join the board but felt that it was the next logical step in my involvement with the network. I hope that I can add equivalent value to others as I have received.

My proudest moment: Not sure I can pick only one moment of which I am proudest. Suffice it to say my proudest moments have come from seeing my children grow and develop and see their successes. But to see them persevere through their failures as well.

A trait of my personality that makes people turn to me: I'd like to believe that I convey the sense that I am trustworthy. At least for me, trust is very important - that I do the things I say I am going to do.

My life motto: One of my favorite quotes is « your best friend, was once a stranger ». I think it conveys a perspective of being open to meeting new people and developing new friendships.



Richard Cox

Communications & Network Growth

Partner, Browne Jacobson (UK) | richard.cox@brownejacobson.com

My main motivation for volunteering to join the Pangea Net Board: An opportunity to get involved and make a difference (that and Ryan resigned!).

My proudest moment: Winning my home town's 1979 Conker competition – I received a gold (spray paint) Conker.

A trait of my personality that makes people turn to me: I find they tend to turn away!

My life motto: I'm afraid I don't have one - Live long and prosper (Spock).



Søren Stig Langlække Hansen

Practice Groups

Partner, Andersen Partners (Denmark) | ssh@andersen-partners.dk

My main motivation for volunteering to join the Pangea Net Board: To be involved in the development and direction of the network, and based on the principle « you get out what you put in ».

My proudest moment: Fathering my two children.

A trait of my personality that makes people turn to me: Reliable and trustworthy.

My life motto: Never give up!



Georg Weber

Treasurer

Partner, Probst Partner AG (Switzerland) | georg.weber@probstpartner.ch

My main motivation for volunteering to join the Pangea Net Board: We were one of the 7 law firms that founded Pangea in 2009. There was a representative from each law firm on the Board and I was asked to become treasurer. And I still find myself in that job today! Jokes aside, when my successor Ryan Harrison left and I was asked quite unexpectedly if I could take over the job as treasurer again until a suitable successor was found, I accepted without hesitation. I feel that it is very important that in an organization like ours - especially since it is a Swiss association characterized by the principles of self-responsibility and self-administration by the members - everyone contributes to the success to the best of their ability.

My proudest moment: The proudest moment repeats itself every day when I see the development of our wonderful family.

A trait of my personality that makes people turn to me: Because I am a rather calm person, people have the feeling that I am empathetic on the one hand and very deliberate on the other.

My life motto: Carpe Diem.

2022 Board Candidate



Carolien Brederije

Network communication

Partner, Valegis Advocaten (The Netherlands) | c.brederije@valegis.com

My main motivation for volunteering to join the Pangea Net Board: The Pangea Network is very important for our firm and we are proud members from the first hour. It felt only logical to offer to contribute to its further flourishing and growth by volunteering for this position.

My proudest moment: The professional ballet company of which I am a voluntary board member, almost lost its future when it was denied a crucial four-years governmental subsidy, after 25 successful years. But through joint efforts, we were able to turn this outcome around and to find funds that secured its future and the ones of its young and incredibly talented ballet dancers.

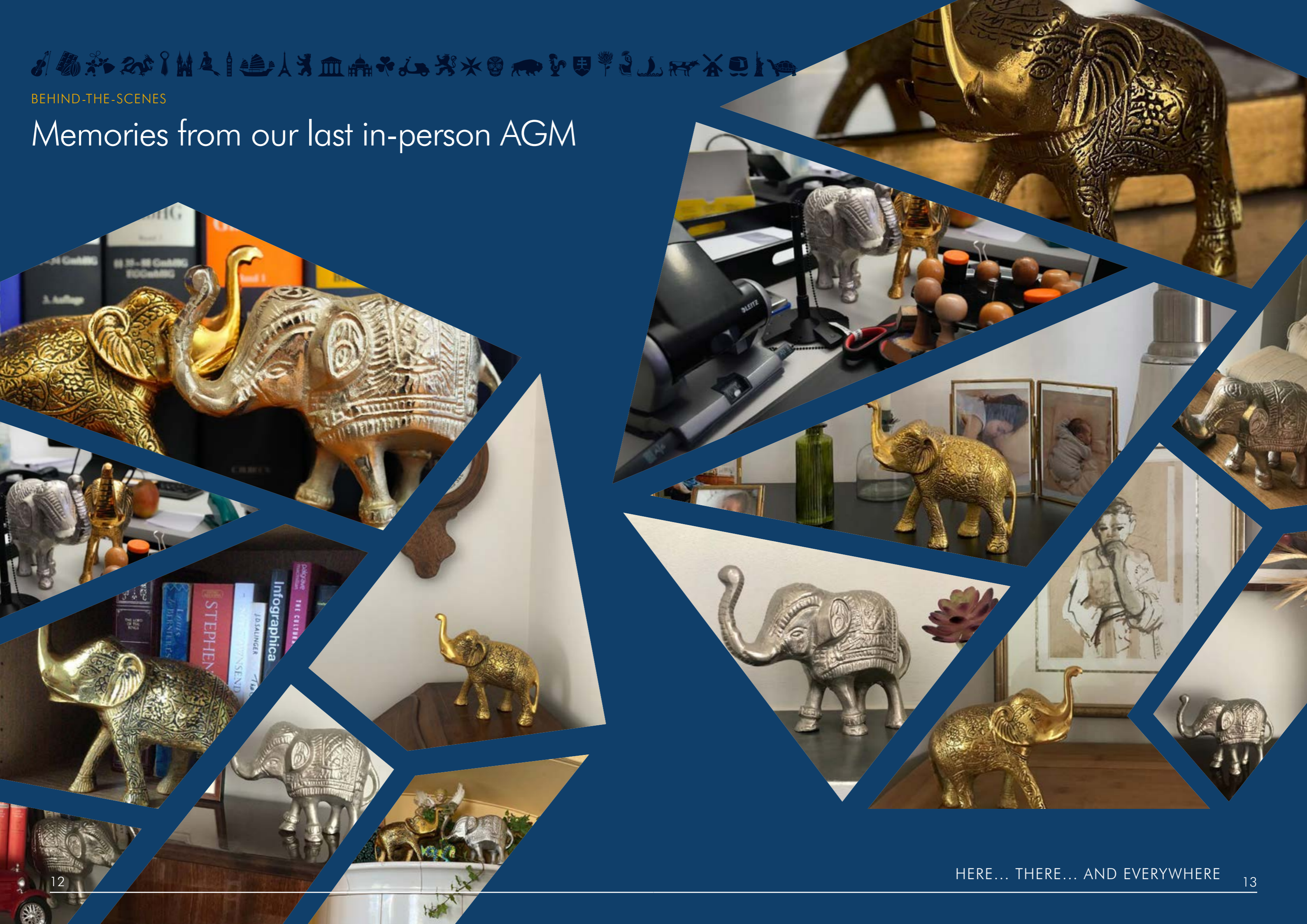
A trait of my personality that makes people turn to me: My full dedication and that of my great team to finding the best possible solution for their challenges. My ability and eagerness to understand their businesses and 'company DNA' rapidly. Combined with a good dose of positivity and sense of humor.

My life motto: Work hard, play hard. And in the meantime, lend a helping hand to those in need.



BEHIND-THE-SCENES

Memories from our last in-person AGM



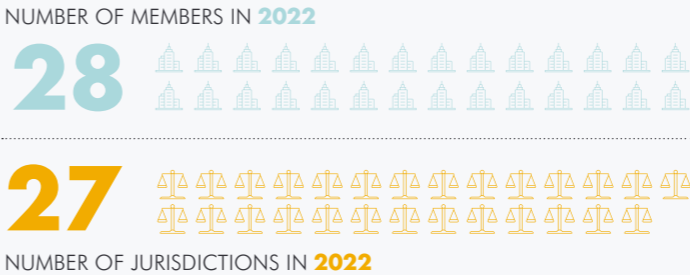
Membership overview

2022



1 NEW MEMBER

Mäkitalo
from Finland





FIRESIDE CHATS

Fireside chats with some of our recent members



Mikael Åström, partner at MAQS (Sweden)
mikael.astrom@maqs.com
a Pangea Net member since February 2020

Q - What were the main drivers behind MAQS' decision to join a network of law firms?

MA: Being one of the largest law firms in Sweden, we often interact with international clients – both domestic and foreign. Although many of us have personal contacts with law firms in other jurisdictions, the efficiency of having a joint streamlined strategy as a firm was missing. We were in a situation where we were using too broad a spectrum of colleagues around the globe. The ability to grow a close network of true « best friends » that regularly turns to each other for assistance was difficult to achieve. Personal choices had too large an impact, when we should have been primarily focused on the firms' perspective. By joining Pangea Net and actively acting as an ambassador for its success, we get to rely on a network that takes pride in being there for each other at all times, irrespectively of who from a member firm is reaching out.

Q - Why Pangea Net specifically?

MA: We believe that for a network to be successful, each firm needs to invest serious time and effort. It was evident early on that Pangea members are generally very active and truly invest in the network. In addition, with a unique high-quality member in each jurisdiction, there is no internal national competition. Hence, the willingness to invest serious time will be much easily rewarded.

Q - What are your main objectives and goals as a network member, and for the Network as a whole?

MA: To actively interact with member firms and colleagues, thereby getting to know each firm and their clients, which in turn allows us to offer even higher quality services when asked to assist in Sweden.

In addition, we will be able to better help our own clients when they need to reach out to our Pangea partners.

Q - What has your experience been like so far?

MA: Magic! There is a significant responsibility for new (and old!) members to actively interact with the network early on (as well as continue to do so!). Our personal experience is that as we did so, we have seen a genuine interest in interacting back with us. That creates exciting new opportunities for all.

Q - Any tips or advice you'd like to share with other firms that might be interested in joining our network?

MA: Go for it! We have solid experience of many law firms around the globe. Many are of course good, but few are as passionate about finding new ways of extending national business abroad to fellow network members. Be prepared to dig in, and you will be rewarded accordingly – both as a firm and as part of a great network!



MÄKITALO



Ville Vyyrylainen, managing partner and Marja Norrena, partner, at Makitalo (Finland)
ville.vyyrylainen@makitalo.fi
a Pangea Net member since February 2022 and our latest joiner at press time

Q - What motivated Makitalo to join an independent network of law firms such as ours?

VV: We'd been asked to join many networks or strategic alliances in the past, but we had declined every single one of those offers as we wanted to keep our independence as a law firm and a lot of those alliances seemed to be rather intrusive. We're a medium-sized firm in Finland and our independence is key. At the time that we got introduced to Pangea Net, our firm was busy working on our strategy and new vision. A lot of the values that were presented to us by Richard (Cox) and Søren (Stig Langløkke Hansen) were values that were also at the heart of our strategy, such as the focus on the human approach, and the respect of the independence of the member firms. We had an internal meeting after meeting with the Pangea Net representatives, and we realized that we all wanted to be a part of the adventure. We were not looking actively for a network. But we found one that we wanted to join!

Q - Why Pangea Net specifically?

MN: It was an overall impression about Pangea Net that convinced us to join. A gut feeling, something that cannot quite be explained in words, really. The fact that MAQS spoke so highly of it also helped. We know how they operate, what they can do, how they serve their client. It also motivated us to join.

Q - What are your main objectives and goals as a network member, and for the Network as a whole?

VV: As a newcomer, our short-term goal is to meet as many of the members as possible, get to really know them and create real bonds, business and beyond. The 2022 AGM in Poznan will be a great opportunity for this. We already started referring work to some of the Pangea members, and the younger lawyers at Makitalo are really excited about the networking opportunities, so it's already happening. The network already gives us connections to many jurisdictions, which is great for our team and for our clients.

MN: First, we want to get to know the network individuals better, understand their values and see what we can provide to other firms, such as our knowledge and experience of wind park industry and legal aspects pertaining to it. We're looking to creating a Practice Group focused on Energy, actually.

Q - Can you tell us more about the Makitalo set of values.

VV: Our biggest goal is to develop successful relationships with our clients and with our employees. Great client experience is a top priority, so we make it our goal to be easy to cooperate with, to be pragmatic and analytical (no jargon, here!). When it comes to our team, we want to be attractive for the best talent to want to join us - and to stay with us. It's important to us that we have fun working together, and we want our people to understand that they are the ones who make our business a success.

Discover more about our members by scanning the QR code



JOIN US

Partner with Pangea Net

Here are some ways you can partner with Pangea Net and transform your clients' international legal experience (and yours!):

MEET our delegates:

We are accessible, we are active, and our delegates are present at the main legal events around the globe. Will you be present at the upcoming 2022 IBA conference in Miami? So will we! Get in touch and we'll invite you for our Meet & Greet event.

ATTEND our workshops:

Let us know that you are interested, and we will invite you to one of our upcoming free online workshops and webinars that are open to the public.

FOLLOW our news:

Check out our latest news on LinkedIn: [linkedin.com/pangeanet](https://www.linkedin.com/company/pangeanet)

JOIN us:

Is your jurisdiction not yet covered by our network? Do you recognize your values in our dynamic, engaged, human-centric members? Then you might be ready to take the next step and get in touch with us to discuss your potential adhesion to our network. Reach out and see whether our dynamic network of independent of law firms is the right match for your firm.

For more information on how to become more involved with Pangea Net:

please visit pangea-net.org or email Alexia Colson-Duparchy, our Global Network Officer, at info@brightbrainsco.com



SNAPSHOT

Network snapshot



By Richard Cox
Partner at Browne Jacobson

Over the last 12 months since our virtual AGM we have been working to continue to develop the network. Since joining the board Eric Vendt (Whiteford Taylor Preston) and I have been given the responsibility of identifying and bringing in new members.

This year we are pleased to welcome, Mäkitalo, from Finland representatives of whom will be attending the upcoming AGM in Poznan.

Unfortunately, as is probably inevitable as the network grows, we have three departures during the year, with Vukmir (Croatia), Malan Scholes (South Africa) and Zeisler (New York/US), as well as the dissolution of our Luxembourg member, DCL Avocats.

Our continued aim is to improve and develop the network - recognising that the network is only as good as its members. We are in talks with a number of firms in jurisdictions not currently covered by the network and would hope to have more additions in the coming months.

However, and as emphasized by Jens Förderer in his foreword, we believe the best way of successfully expanding the network is through recommendations from our current membership, where you have existing relationships with firms you trust and like working with. Therefore, we would ask you to let Eric or I know if you have any firms that you might recommend to the network so that we can engage with these and help to continue to expand and improve the network.

We look forward to hearing from you.

Get in touch:

Richard Cox: Richard.Cox@brownejacobson.com
Eric Vendt: evendt@wtplaw.com

LAW FIRM NETWORK MANAGEMENT

How to get the best out of your partners ?

A discussion between:



Dr. Nils Wigglinghaus
Senior Partner at Brandt Rechtsanwälte



Caroline Green
Senior Partner at Browne Jacobson

This text follows a webinar organized by the Board on April 20th, 2022 and summarizing some of its contents. Aside Caroline and Nils, Søren Stig Langlække Hansen from Andersen Partners (Denmark) participated as well. In the webinar, participants had the chance to explore the rich topics of values, expectations, personal relationships self-awareness, performance, and succession within the different firms.

Nils Wigglinghaus (NW): Hello Caroline, thank you for agreeing to share your expert knowledge as senior partner at Browne Jacobson and as the partner overseeing the firm's diversity, inclusion, and well-being efforts.

Caroline Green (CG): Thank you, Nils. Always a pleasure to share any successful experiences that can make a difference with our Pangea Net friends.

NW: Let me dive right in: I know that when you joined Browne Jacobson, it was a much smaller partnership than what it is now - it has grown from a firm with just a dozen partners to over 170 partners today. How do you manage to keep a partnership of that size looking in one commune direction?

CG: I think if you want to boil it down to one word it's: communication. We realized that we needed to place communication at the heart of our partnership, and everything related to it. Initially, our partnership was based on a system where XYZ would want to become a partner because they strongly believed that they were an expert in their field and just as good as the other person.

As our firm then grew exponentially in size and as we noticed that not all of us always saw everything in the same light, we

realized that we had to clearly assess, define, describe, verbalize, and publicize what was being expected from our partners, and in particular what they needed to do to become a partner in our firm in the first place. And to have that in writing. So, we created a senior management route that sets out clearly what your values are, what leadership roles are really about, what soft skills are expected, business development, behaviours, ethics. Then we make it our mission to give our lawyers the tools to meet all the boxes. Once you put things on paper, the immediate benefit is that everything is clearly set out.

NW: Wow, that puts the finger on the one thing that keeps coming up with our junior partners or senior associates: they want to know precisely what they need to do to become a partner. We don't have such a "check list".

CG: Going in this direction was necessary for a firm our size. It might not be the case in other setups - although the value discussion is always essential to have, I believe. It reminds me of what Søren said in the Webinar, that shared values are key to establish trust.

NW: Which are those values in the case of Brown Jacobson?

CG: We have 6 core values – inclusive, ambitious, pragmatic, fair, collaborative and down to earth... The element of trust is key - this is about being fair, but as a firm with 150 partners that grew from 12 partners in just three decades, it could become chaotic. Hence the need to put things on paper and talk to one another. We don't want our partners to operate in "silos". This way we can identify the gaps and address them.



How to get the best out of your partners ?

NW: Do you observe a certain degree of self-awareness – or even self-criticism - from some of your partners? Are people already aware of their strengths and weaknesses?

CG : Some people need to have conversations – a constructive conversation - to help them realize what they're bad at, where their blind spots are. Or how they are perceived with their colleagues. Also, we need to make them aware of what they're really good at! That's how you get in a better place as a firm, both from an economic and human standpoint. By focusing on strengths and troubleshooting areas where your lawyers are not performing. If you don't tell them, they might never find out and can't progress.

It's a matter of people knowing what's expected of them as partners. If someone thinks they're doing a great job- but nobody else does – then there's an issue that needs to be addressed. You need to be able to look at the framework. At our firm, we have annual reviews (which is not the same as an appraisal) of all our partners to discuss what's going on and make sure that they're still on track. This is the place and time to have an honest conversation. When we have a chance to re-steer somebody. To understand what's going on. Sometimes someone has very good reasons for not being able to deliver on their goals; stress, personal struggles, health issues, etc. So, we need to have this conversation, to understand what's going on and focus on the next steps together. The document that we work from for the review process is fairly simple and brief. It contains questions such as: How much time do you spend on management, on fee-earning, on business development? It gives us a framework for our conversation. And we learn so much about the business, thanks to this review process.

NW: This is really interesting. We also have annual reviews in place at my firm but it's for our employees only. It's not in our management culture to have reviews with our partners. A wide-spread understanding in my firm is: if you are a partner, you're "self-employed", you need to build your business case, you don't need anybody's help or assistance in doing this. If you are smart and hard-working, you'll be able to succeed. I don't think that's the right approach – although I am also not prepared to letting this go completely, yet (smiles). I mean, I am fully aware that younger partners are looking for ways to access guidance from their senior partners, to tap into that know-how that your older partners have. And also to get structured feedback from their colleagues and seniors. The partnership with its diversity in gender, age, life-experience contains so much more insight that can and should be made available to everyone to simply become so much better.

Also it increases the general level of trust if people know that even uneasy topics are communicated. Also we need to realize, that our partners personal problems are sooner or later the partnership's problems. We need to give them space and time to sort it out, and not just tell people to "pull themselves together". You need to be there for them because they are valuable to you – and because you're committed as a partner. I am a hobby ornithologist and I know: common cranes rest in flocks over night – they are just stronger that way and less likely to be attacked by predators.

CG: Could you imagine BRANDI introducing such clear processes applying to everyone the same – no matter if you're a junior or senior partner or an employee?

NW: What I like about your managerial ways is that written rules apply to everyone, and not against anyone, it is there to support everyone. I see it in my firm: as partners, we have an entrepreneurial mindset, we're very free in what we decide for ourselves, but we don't collaborate enough, and we could use more structured feedback. The ideal would be for our partners to get access to advice, validation and feedback while keeping the entrepreneurial freedom to decide for themselves. Most of my partners want this freedom and room to develop – it was their main motivation to work at BRANDI and not in a huge multinational firm or in the court system or public administration. I think we need to come up with a "BRANDI-way" of doing it. I am not sure if that's for the old ones but the younger ones? My initial feeling is: they would like this! Same goes for this "check-list" on "how to become a partner". I never asked for this or missed this when I was on my way to partner.

CG: Yes, younger partners want that kind of validation that comes with the review process way more than the previous generation. Speaking of the "way in", another aspect of our senior management route is to create a blueprint together with our senior partners as what would "good retirement" look like. We build a 3-year plan for senior partners - including me! - to think about their retirement and succession plan. When will it be? What will the transition phase look like? What will succession look like?

NW: And the plans get followed through?

CG: Yes, we make sure that this is all on track – it would be unfair otherwise. And personally, considering my role in the firm leadership planning, let me tell you that my 3-year plan and I get scrutinized very closely!

NW: That sounds very cathartic! Caroline, thanks for sharing so much helpful information here. Any last thought?

CG: Being in partnership is a bit like a marriage, really. If you don't share similar values, things are going to be difficult. So, if some people don't like or don't share some of our values, then they are not suitable candidates for our firm. And we're very clear about this.

NW: That's great. Again, thank you.

CG: You are welcome and thank you, Nils, for this conversation.

For our Pangea Net Members only

Want to get more law firm management ideas ? Find the full webinar (and many more) in a video or podcast format in the Members Zone of our Pangea Net website:

Getting the best out of your partners

A leadership & management discussion - with Caroline Green (Browne Jacobson, UK), Søren Stig Langlække Hansen (Andersen Partners, Denmark) and Dr. Nils Wigglinghaus (BRANDI, Germany).





LAW FIRM MANAGEMENT

Our Law Firm Management Webinars

On our latest members-only webinars, we discussed the following topics:

Getting the best out of your partners

A leadership & management discussion - with **Caroline Green** (Browne Jacobson, UK), **Søren Stig Langlække Hansen** (Andersen Partners, Denmark) and **Nils Wigglinghaus** (BRANDI, Germany).

Ukraine - Crisis & Impact

Andreas Ueltzhoeffer (UEPA, Czech Republic) shared his **on-the-ground humanitarian experience** whilst **Yat Qasimi** (WTP, USA) tapped into his expertise on **international trade sanctions** in Afghanistan to flag issues that clients with interests in Russia will likely encounter, such as:

- Funds frozen in bank accounts in Russia
- Default by Russian customers and inability collect receivables
- Disposition or divestiture of Russia based assets
- Navigating the US sanction regulations
- Obtaining licenses and interpretative guidance from the Office of Foreign Asset Control for dealings with Russian parties
- Canceling, terminating, and rescinding contracts with Russian counterparties
- License arrangements with Russian parties

And many more matters.

Law firms' succession planning & strategy

A panel moderated by **Declan Cushley** (Browne Jacobson, UK) with **Andreas Ueltzhoeffer** (UEPA Czech Republic), **Antonio Marimón** (Marimón, Spain) and **Jean-François Davené** (klein • werner, France) detailed and explained their respective firms' succession strategies. The panel talk was followed by a Q&A session.

Supporting access & ambition for women in law firms

A forward-thinking round table followed by a discussion that was open to all to develop a healthier work environment, improve talent retention, boost morale, and increase productivity... in an inclusive and forward-focused way.

Our speakers **Patricia McGovern** (DFMG, Ireland), **Dorothy Deng** (WTP, USA) and **Anna Mertinz** (KWR, Austria) shared their personal and professional experiences to create a transparent and engaging conversation. **Carolien Brederije** (Valegis Advocaten, The Netherlands) moderated the webinar.

Law firm's compensation systems: Partners, are you satisfied?

A panel moderated by **Richard Cox** (Browne Jacobson, UK), where managing partners **Thomas Frad** (KWR, Austria), **Marty Fletcher** (WTP, USA) and **Franz Tepper** (BRANDI, Germany) took our members behind-the-scenes of their firms and explained their respective compensation model. The webinar was followed by a Q&A session.

DID YOU KNOW?

The latest webinars are now available for our members in the **Member zone** of our website. You have the choice to catch the video **replay** or **listen** to them on our private Pangea Net podcast!





PROGRAM - POZNAN, POLAND

2022 Annual General Meeting

Thursday, June 9th

Welcome

- All day** Check-in at the Andersia Hotel and collection of name tag.
- 13:00** Practice Groups meeting (if applicable) in the hotel meeting rooms. Meetings organized in shifts in agreed time slots.
- 18:30** Meeting in the lobby of the hotel. Dress code: business casual.
- 19:00** Drinks, dinner and live concert of Ray Wilson at Babiaczyk, Skrocki i Wspólnicy (host) facilities at ul. Wyspianskiego 43 in Poznan.
- 23:00** End of the program.

Friday, June 10th

Main program

- 07:00** Individual breakfast (from 07:00).
- 09:00** Official start of the conference in the hotel main conference room. Dress code: business formal.
- 11:00** Coffee break.
- 11:30** Speed dating workshop.
- 13:00** Lunch break (buffet) in the hotel.
- 14:00** Lech Wałęsa speech and Q&A.
- 16:00** Coffee break.
- 16:15** Official closing of the conference. Wrap up.
- 16:45** End of conference.

Pangea neXt

- 07:00** Individual breakfast (from 07:00).
- 09:00** Official start of the conference in the hotel conference room. Pangea neXt internal affairs, short presentation from the host, ec. Dress code: business formal.
- 11:00** Coffee break.
- 11:30** Joining main program.

Spouses & Accompanying Persons

- 07:00** Individual breakfast (from 07:00).
- 09:45** Meeting in the lobby. Dress code: casual.
- 10:00** Culinary workshop in trendy restaurant close to the hotel. Lunch at the restaurant.
- 14:00** Spouses may join other participants in the main meeting room to meet with Lech Wałęsa or could take their time to do shopping in Stary Browar one of most famous Polish shopping centers located just in front of the hotel.

Next part of the Program - For all guests

- 18:30** Meeting in the lobby. Dress code: business formal.
- 19:00** Dinner in the ball room of the Hotel Bazar in the Old Town of Poznan at ul. Paderewskiego 7.
- 22:00** Afterparty with music at the Hotel Bazar.
- 00:00** End of the program.

Saturday, June 11th

Visit of Poznań

- 07:00** Individual breakfast (from 07:00).
- 09:50** Meeting in the lobby. Dress code: casual.
- 10:00** Poznan sightseeing including tram journey around Poznan, visiting of museum of Poznan history (Porta Posnania) as well as cathedral and short walk on Ostrów Tumski island being one of the places where Poland truly begun.
- 13:00** Continuing tram journey around Poznan, finishing in the centre of the old town and having lunch in the restaurant with local cuisine.
- 15:00** End of the visit.
- 18:45** Meeting in the lobby. Dress code: casual.
- 19:00** Dinner in Cuccina 88 Restaurant at Stanisława Wyspianskiego 26A in Poznan.
- 23:00** End of the program.

TO KNOW MORE

Andersia Hotel
<https://andersiahotel.pl/en>

Stary Browar
<https://starybrowar5050.com>

Hotel Bazar
<http://www.bazarpoznanski.pl>

Cuccina 88 Restaurant
<https://www.cucina88.pl>

DID YOU KNOW?

Ray Wilson

Ray Wilson is the former vocalist of Genesis band, who replaced Phil Collins at that time. He is married with a Polish dancer and living in Poznan for many years. So beside being recognizable singer, he is also closely related to the city.

Lech Wałęsa

Lech Wałęsa is the Peace Nobel Prize winner, leader of Solidarity movement in communist times and former President of Poland.



INSIGHTS - PRACTICE GROUPS

What is the point of Pangea Net's Practice Groups ?



by Søren Stig Langlør Hansen
Pangea's Board Member & Partner at Andersen Partners (Denmark)

Practice Groups facilitate knowledge exchange of industry topics, pooling of expertise, analysis of market trends and many more networking and business opportunities.

Our Practice Groups are formed for members who have a specific practice focus so as to facilitate the exchange of business knowledge and legal expertise on current developments and opportunities in their specific fields.

Practice Groups function on a global level with meetings happening regularly either in-person or online (this may vary depending on which group you chose to join). Groups are led by a team of 1-2 appointed co-heads. Participation in Practice groups is open to all Pangea Net members, partners and associates alike.

The purpose of our Practice Groups is to facilitate the collaboration of our experts on specific legal areas. Our Practice Groups are a great way for our members to gather and bond with other members in a smaller set up, to generate legal insights (benchmarks, white papers, webinars, ...), to pick each other's brain on a legal point, cross-refer clients as the opportunity arises, to generate industry events, and of course to share resources and best practices as relevant.

We have 9 practice groups to date.



Wish to know more about our Practice Groups?



Go explore our website here or contact me at
ssh@andersen-partners.dk or
Alexia alexia@brightbrainsco.com

PRACTICE GROUPS

Spotlight: Pangea neXt



by Dick van Deventer
Co-head of Pangea neXt and Lawyer at Vlegis Advocaten (The Netherlands)

In 2020 the next generation of Pangea Net, mainly senior associates from member firms, came together to form Pangea neXt. The key objectives of this exciting initiative are to strengthen and secure the long-term relationship between the member firms and to use it as a platform for knowledge-sharing and development of legal and soft skills amongst the Pangea neXt members.

After several fruitful virtual Pangea neXt conferences, we had planned our very first physical Pangea neXt meeting in London in the beginning of 2022. Sadly, further restrictions around COVID got in our way. It is therefore with eager enthusiasm that all Pangea neXt members will finally meet again at the AGM in Poznan, Poland, in June 2022. We are convinced that the AGM will allow us to share great ideas on how we can build on the successes of the past two years and to turn them into action.

One of our goals might be an obvious one: **to meet more often, both digital as in person.** Why? The reason is simple: by now we've all learned that building for the future and maintaining meaningful relationships is much more fun and effective in real life.



TIPS

Keeping up relationships in a post-Covid business world



by Alexia Colson-Duparchy
Coach and Business Development expert at B.right Brains Co.

The pandemic brought unforeseen disruptions at breathtaking speed. It highlighted our fear of vulnerability, loss of control and uncertainties and took a toll on the physical and emotional well-being of many of us. And as if that wasn't enough, it also weakened our knack at strengthening professional relationships between colleagues, with our clients and within our teams.

Many organizations now come to the realization that in order to create the possibility of emerging stronger and more resilient, our post-Covid business world has no future-looking and sustainable alternative but to be redesigned around an agile, inclusive, and, above all, relationship-focused foundation. Learning to embody these traits is what enables colleagues to better understand each other, lawyers to anticipate their clients' needs and leaders to connect with and empower employees.

Here are 3 routes for you to explore for your firm in its relationships between colleagues, with our clients and within our teams:



Team relationships - time to move away from « Command & Control » leadership

Firms that purposefully move away from a top-down, autocratic approach in favor of a coaching culture are likely better prepared to quickly adapt, manage workforce priorities and support their team members' physical and emotional well-being.

Fact: Businesses that integrate coaching tools into their organizational effectiveness see major improvements in retention, teamwork, relationships, and overall job satisfaction.

Ask yourself: what more could you do today to truly support and develop further the relationship with – and within – your team members?



Work relationships – It's not the What? , it's the How?

In this odd new hybrid world, it's important that we challenge ourselves and reset our approach to the one place where relationships are born: meetings.

The shared experience of the virtual or hybrid meeting has now become part of our business folklore – « You're on mute », wi-fi lag, frozen-faces, the cat splashing your cup of coffee over the keyboard. Even with all of this we must focus on having rich and productive meetings. Yet, in the day-to-day flow of how we work, meetings are often considered as being a burden on time and energy.

Fact: The core purpose of meetings is to create time and space for groups to think together. Going back to thinking together is critically important.

Ask yourself: what can I do to nurture opportunities for us to have quality moments to think together?



Client relationships – going beyond the delivery of excellent legal services

We all say it and we all mean it: excellent client service delivery is at the heart of our business values, and we stop at nothing (not even our lawyers' work / life balance) to prioritize our Clients' needs.

Yet, the past two years have given us a new foray into our customers' primary needs, beyond their need for excellent legal services. Primary needs such as safety, security, and everyday convenience. Such primary needs can be addressed by consciously providing empathy and care. These actions help build trust (and reinforce brand values) and will inevitably speak louder than words.

Fact: companies can build a foundation of goodwill and long-lasting emotional connections with the community of clients that they serve.

Ask yourself: How can my Firm stay true to its business vision while showing that it genuinely cares about our customers?

Going the extra mile:

Here are impactful (and typical coaching-culture) questions that can be added to your « relationship kit » for your meetups between colleagues, team management and client-facing situations when your intention is to forge long-lasting and deeply rooted connections. Good news: those questions can be asked over a glass of Merlot or during a run alongside the river, not necessarily on your 4th Zoom call of the morning.

- What are you enjoying doing right now? What about this gives you energy?
- What are you hoping to achieve? Why is this of importance to you?
- What are you finding challenging? What about do you find to be challenging about it?
- What might get in your way? Do you need support with this? How can I or the Firm support you?
- What else can I bring you into? Is there anything else you need right now?

And remember: an investment in human relationship and the impact of such caring, empathetic qualities proliferates rapidly, from one individual into whole networks. It produces a win-win scenario through its positive ripple effect that leads to overall individual and organizational effectiveness.

Take-aways

BE: Deal with the person, not the task
NOTICE: Seize the moment, listen with empathy and attention
CARE & BE CURIOUS: Ask questions and get interested
KEEP IT ALIVE: make it a habit and plan regular check-ins

Questions or comments?
Reach out at alexia@brihtbrainsco.com

DID YOU KNOW?

Taking a moment to think of values and life purpose help people find meaning and create a compelling vision for the future, which research shows contributes to an overall increased sense of well-being and reduction of stress.

There is clear science-based evidence that reflecting on personal values provides biological and psychological protection from the adverse effects of stress. In a 2005 study by scientists at UCLA, individuals were subjected to a stress challenge in a laboratory setting. Those who were given the task of identifying their values and reflecting on them before the test showed significantly lower cortisol levels after the test than the control group subjected to the same stress test but not asked to identify or reflect on their values. A 2010 fMRI study at Case Western Reserve University found that when subjects spent 30 minutes talking about their vision, the parts of their brain "associated with cognitive, perceptual, and emotional openness and better functioning" were activated.



„Alles, was lange währt, ist leise.“ – « Everything that lasts is silent. »

Q - Franz, Nils – the above is a quote from a poem by famous German poet „Joachim Ringelnatz“. It's about love and separation but do you have any other idea why this could still be a good opener for a spotlight-interview on BRANDI?

Franz Tepper (FT) (laughing): Probably because we Germans are known for being especially emotional!

Nils Wigglinghaus (NW): Yes, and we have dedicated our professional life to Pangea Net – that's almost like true love – just more eternal!

Q - Ok, maybe that was a bit far-fetched. I chose the opening line because it think this line also resembles BRANDI's membership in Pangea Net a bit. You guys have been with the network since the very first beginning, you always send strong delegations to the AGMs, you have always dedicated a person to the board and you are always amongst the top referring law-firms in the network. So in essence: BRANDI is always there and is contributing a lot but yet BRANDI doesn't seem to be #1 in terms of « sexyness » – you know what I mean?

FT: True, although we have taken quite a development in the past years, we have constantly grown in size and economically and we have had a full-time employee taking care of marketing and communication even before that. So I think sometimes people underestimate the level of professionalism exercised at BRANDI even in terms of social media, website, etc. We have a blog, we have a podcast. I sometimes think it's always the international expectation that Germans just work, are stubborn and...

NW:go to the basement to laugh.

Q - Excuse me?

NW: Oh, it's a famous German saying to describe someone who is always serious. People are described to go « into the basement to laugh », meaning, that person is never seen laughing in public.

Q - I understand. Well, you two are certainly not spending a lot of time in the basement then if I may say so. But let's come back to Pangea – do you feel like your contribution to the network is valued enough within the network?

NW: Yes, definitely. We have always said that we do not expect the network members to return to us the amount of work we provide to the network. We are an export-driven country, business law follows business and that business is simply flowing out of Germany and not so much into Germany. To serve our clients well we need to have reliable good ties to foreign jurisdictions – thanks to the network we have those! Needless to say we honor each inbound referral from a network partner as if that client was one of ours for decades.

Q - Franz, you have been the co-initiator of Pangea Net and have served on the board for many years after its foundation. What has been the motivation to found the network and how has your « baby » developed in the past years in your opinion?

FT: Well, we had been working with a few founding members prior to Pangea Net's foundation in a different network. However, most firms in that network were too small, had too few clients that were active internationally, there was just no business flow. This is the reason why we came up with Pangea and I must say: this has really paid off. If you look not only at the number of network firms but at the structure of those firms – you can be very confident saying that Pangea is a highly attractive network for independent law-firms.





SPOTLIGHT - BRANDI RECHTSANWÄLTE

„Alles, was lange währt, ist leise.“
– « Everything that lasts is silent. »

Q - Nils, let's look at BRANDI apart from its membership in Pangea – what makes BRANDI different from other German law-firms?

NW: BRANDI is not small, to start with, but still not huge, either. This is a big advantage because it's large enough so we can offer specializations in fields of law a general practitioner simply cannot cover any more today. But it's still medium-sized enough so it is a good fit for the famous German « Mittelstand » – Germany's economy is characterized by many, many medium sized companies, mostly family-owned and family-run. They represent more than 99% of all enterprises in Germany and employ more than half of the German workforce. These companies are special in many ways. We know these companies, their products, their culture, their owners and their management well.

FT: These companies want a personal legal advisor they can trust. They don't want a new face every three months. They want to develop a relationship with a firm. Some companies we have referred to network members have become long standing clients in these network firms providing long lasting value to those members.

NW: Oh I can second this – last year a network member called me and said: I have a very interesting German client and I am trying to bring in BRANDI as their German lawyer – turns out we already were that company's firm for twenty years and we had referred this client to the network partner a few years earlier (smiles).

Q - Let's look ahead – where is BRANDI in – say – ten years?

NW: We have a big change in generations coming up. As a firm with strong local ties we are able to recruit very good young lawyers that want to live and work outside the big cities in the huge firms. The areas our firm's offices are located in are attractive, offer good schools and affordable housing. Still you can practice law in a firm with a good client base. We can offer those young people good partner perspectives but we also need to adapt to them. We have the means to do this successfully.

FT: Yes, today we offer part-time partnerships, talk about work-life balance in job interviews and modernize the workplace in terms of digitalization. None of this would have been available to me when I started in the 1990ies.

NW: Yes, these things have changed and will continue to change. But we have the flexibility, the structure and the personalities onboard to be actively adapting to any change coming our way.

Great, well, Franz, Nils, thanks for taking the time for this interview! And thank you for being such an active member to the network since day 1!



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Visit our website:



SUCCESS STORY

French HR mobility start-up Cooptalis uses Pangea firms for implementing its international growth plans

Throughout the preceding financial year, klein • wanner was able to assist its client Cooptalis in three acquisitions in Switzerland, France and India, as well as Spain.

In this context, klein • wanner was able to bring in and count on the expertise of its Pangea Net colleagues from Probst & Partner (Switzerland), ILG India (India) and Marimon (Spain). For the M&A team at klein • wanner, who was the client's point of contact and responsible for leading each transaction, this proved to be a fantastic experience.

« This is exactly the kind of cooperation that we are developing more and more of between our firms within the Corporate Practice Group. This experience proved once again that we are in a position to work alongside several Pangea partners for the same client within just a few months in a super smooth way. The client was super satisfied with the services we delivered and will continue to retain our team and network for its upcoming M&A projects. » says Jens Förderer, partner from klein • wanner and chairman of Pangea Net. « After their first international M&A experiences, the client decided to streamline its M&A legal advisory strategy and opted for the klein • wanner team. After three deals in only six months with them, it's clear that the client is happy with its choice and trust us and our global connections for their future deals ».

Well done Pangea Net firms – keep on rocking!



REFERRAL TRACKER

Looking at our referrals





MARKETING TIPS

Referrals 101 : Looking for ways to repay a referral when you can't refer back?



by **Alexia Colson-Duparchy**
Coach and Business Development expert at B.right Brains Co.

Referrals are the « nerf de la guerre » (the wrux) of any dynamic network such as ours.

At heart, a referral relationship is one of reciprocity, transparency and communication. It's about knowing your colleagues personally, their field of expertise - as well as reputation - so that you feel confident when you need to refer a client to them. It's about keeping each other in the loop about how referred client matters are going, where the client is at, what they are saying and where other opportunities may lie. It's also about making sure that the relationship is mutually beneficial, between your two firms as well as between you and other members of the network, showing that you're not complacent about work coming your way.

Yet, we all know that sending a referral to the firm that provided you with a client is not always an option. However, there are many ways that you can come up with to nourish the bilateral relationship, while reminding the network of your value. Here are some classy and meaningful ways to repay a referral that I have seen work with great success:

Don't be a stranger

Referral relationships are all about being proactive and, if you have no Client matter to give in return, being proactive becomes more important than ever. If you're wondering how and why you can repay a referral, why not just go ahead, and pick up the phone and ask your referrer?

Share with them how your relationship with the client is faring, who in your team is managing the daily work, and how the matter fits in your business development. Simply letting them know that their referral is highly appreciated and the that you value their trust in

your skills is a reward in itself and will keep feeding the relationship in a meaningful way.

Until you can find a more impactful ways to repay the referrer.

Invite them to an event (that they'll enjoy)

Simply invite the referrer along to something valuable and enjoyable. So easy that we tend to forget about it! It could be:

- a professional development session that you're hosting
- a training that would prove to be valuable and relevant to them
- a social gathering that they'd actually enjoy: a trip to a sporting event, a sought-after concert, a night at the theatre or opera.

In short: just make sure they're going to enjoy themselves.

Introduce them to your crowd (that will add value)

If you're going to invite your referrer to an event, how about you invite other people along, too? People they would like to meet, who may prove to be relevant and helpful to them in some way. And who you think they'd get along with! It doesn't even have to be a potential client. It could be anyone in your book of contacts who you think they'd hit it off with and who could enrich their life in some small way.

In short: just make sure they're going to be a valuable connection.

Make the referrer look good

One of my clients has this very commercial-yet classy policy: when a correspondent firm introduces them to a client, they won't charge the client for the first piece of advice. They make

sure to let the Client know that this is because of their relationship with the referrer. This benefits both the Client and the referrer. The referrer gets to look good and well connected, and usually the client will go back to them and thank them - cementing their relationship even further.

In short: think about how you could help your referrer by offering something similar. What do you have to give away of value at little cost?

Nourish an information sharing mindset

Let your referrer know all about your business vision, about what you do and how you want to be positioned. And expecting the same from them in return.

This will make it easy for you to mention them to the right people, to share their posts on LinkedIn with the right people and pass their articles onto people who you know would be interested.

In short: communicate and help them generate new qualified leads.

Give a big Shout out

Whenever you promote a project you've worked on, do your conscious best to let people know how and why you received the Client matter in the first place. Give the referrer a shout out and let them know how valuable your relationship with them is.

The shout out could also extend to spreading the word about their achievements more generally. For instance, if your referrer wins an award, post about it on LinkedIn when relevant to your community. If you're in a big firm where people may not know about their win, spread the word internally.

In short: spread the good news and help build their reputation.

Any other ideas of ways you can repay a referral?

Share your best experiences with us:
alexia@brightbrainsco.com



PANGEANET

INTERNATIONAL NETWORK OF INDEPENDENT LAW FIRMS

SAVE THE DATES

IBA Miami 2022

Oct 30th- Nov 4th

Pangea Net Meet & Greet
2 November 2022 • 5-7:30pm

AGM 2023

Antwerp, Belgium
1-4 June 2023



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