



PANGAENET

INTERNATIONAL NETWORK OF INDEPENDENT LAW FIRMS

ANNUAL REPORT

2022-2023





To all our Pangea Members

A special thanks to our 1,200+ lawyers from 23 countries. You are the backbone of all we do at Pangea Net.

Thank you!



Table of contents



A note from
the chairman | **6**



2023 Board
members | **10**



Memories from
our last AGM | **12**



What is the point of
Pangea Net's Practice
Groups? | **22**



Practice Group
Summaries | **23**



Organization & outcome
of the Employment PG
meeting | **28**



Membership
overview | **14**



Network
Snapshot | **16**



Looking at our
referrals | **16**



Live from my
Secondment | **30**



Streamlining
cross-border referrals | **32**



Spotlight: Andersen
Partners | **34**



Quality, expectations
and experiences of a
(relatively) new member | **18**



Partner with
Pangea | **19**



2023 Annual General
Meeting Program | **20**



Mark your
calendar | **40**



BY JENS FÖRDERER

A note from the chairman

Dear friends and colleagues,

It's this time of year again - our 14th AGM, in Antwerp, Belgium this year - is approaching quickly now and I just returned from a fantastic M&A/Corporate Practice Group meeting in Barcelona. This meeting gave the participants a real "Mini-AGM" feeling and it really made me look forward to this year's AGM even more.

Our friends from Litiguard, assisted by the Board, have prepared a great program and I'm sure we will all spend wonderful days together in Antwerp (thankfully, by now, the pandemic almost seems like a weird nightmare). Before I dig into the details of what happened last year and where we'll go from here, please let me thank our friends and colleagues from Babiacyk Skrocki i Wspolnicy for having organized a great AGM in Poznan last year. We really were desperate for a social get together and it was an epic one! You will find some picture memories on pages 12 & 13 of this report.

This is the end of the fourth year of my tenure as Chairman of our network and, throughout this year, me and my fellow board members Nils, Søren, Georg, Richard, Eric and Carolien have continuously tried to move our network further.

In particular, on top of our regular board meetings, we held our first "2025 and beyond" strategy meeting in Dublin in November last year, where we

were able to assert and evaluate the network's status quo and to brainstorm about where we want to head in the future. During this meeting, we first reminded ourselves what our core values and interests are: create and benefit from business opportunities while creating long-lasting personal ties. We are convinced that the one does not go without the other. Based on this, we tried to identify what our options for the future are. In a nutshell, we concluded that we have two choices: we can either continue as we did, satisfy ourselves with the current status quo (with which we are generally content!) or choose the more risk-taking, dynamic route as we continue to develop the network while challenging ourselves. We from the Board are convinced that opting for a more dynamic approach is the right choice. Our vision is not inertia; it is continued improvement and further professionalization.

« [...] our core values and interests are: create and benefit from business opportunities while creating long-lasting personal ties.»

Inspired by a presentation about Artificial Intelligence, and in particular about ChatGPT, held by Joost Loves, one of the colleagues of our Spanish member Marimon, during the M&A/Corporate Practice Group meeting in Barcelona, I decided to interrogate ChatGPT and ask why striving towards improvement is better than remaining in the current status quo.

Here are the benefits of the dynamic approach according to ChatGPT:

1. **Growth:** Improvement allows for growth and development, which can lead to new opportunities, skills, and experiences. Without improvement, we may become stagnant and complacent, limiting our potential
2. **Progress:** Improvement allows for progress and innovation. When we seek to improve, we are more likely to find new and better ways of doing things, leading to progress and advancements in various fields.
3. **Adaptability:** Improvement helps us become more adaptable to changing circumstances. When we continuously seek to improve, we become better equipped to handle challenges and changes that come our way.
4. **Satisfaction:** Improvement can lead to a sense of satisfaction and fulfillment. When we see progress and growth in ourselves or our work, it can boost our confidence and motivation, leading to greater satisfaction in our lives.

Well, this looks quite impressive and pretty much sums up our ambition for the future of this network - are you signing up for this?

If so, it is clear that this vision of a dynamic and even more successful network only works if all members are fully committed. Now, don't be afraid, this is not rocket science and we are convinced that our member firms dispose of all the qualities for such "full commitment" – and that new member firms don't have to bend over backwards to get there.

So, what does this actually mean, you may say?

Full commitment does not only mean referring clients to other member firms and attending events. It also means constantly promoting Pangea Net internally within your firms and externally with your clients. It also implies:

1. participating in the ongoing dialogue about how we can improve and grow as a network, and
2. don't forget the little steps - considering that the network is an important supplier of yours which needs assistance, and, when it asks for assistance, we would expect that you treat it "as if it was a client".

A word from the Chairman



What I allude to is that we are continuously experiencing a certain "slowness" in responsiveness when we ask for important things such as filling out the referral tracker. We need to know what is going on in the network and even though we have generally made good progress in obtaining more visibility over the referrals within the network, we need to do even better if we want to become more professional. **Which is why we ask you to put in place internal structures in your respective firms enabling you to reply quickly and precisely when we ask you about your inbound referral revenues (we believe that obtaining the figures from inbound firms will provide us with a more accurate picture of the overall referral volume).**

In order to be more efficient in the future, we will organize a little tutorial as to what exactly you could do in this respect at this year's AGM.

« We from the Board, are convinced that opting, for a more dynamic approach is the right choice. Our vision is not inertia; it is continued improvement and further professionalization. »

By having fully-engaged firms on board, we believe that we can build a stronger, more resilient, and more successful network that benefits us all.

Now, as in the previous years, you will find below my more formal status report:



1

Financial plan

The network's financial figures look healthy but given that we had some price (and membership) fluctuations this year, which made budgeting the AGM and keeping the price as low as possible difficult, this year's AGM will have to be subsidized by the network. We will present the exact figures during our AGM.

2

Brand Awareness

As anticipated last year, Carolien has come up with a communication plan, mainly targeting LinkedIn communication, and she will be giving a presentation of this plan at this year's AGM. If you have any comments or suggestions, please reach out to us. I can already say now: her plans are impressive but she needs all our support to make this work!

3

Expansion

This year was rather a calm year when it comes to network growth. Having said this, we are happy to announce that we have found a new member. Welcome to:



Moyal & Simon
from Luxembourg

You may already have met Philipp and/or Joram at last year's AGM or at Practice Group Meetings.

By the way, please bear in mind that our Finnish member has changed its name and now operates under the name of LIEKE (instead of MAKITALO).

As of 1 April 2023, we are covering 23 jurisdictions. I know I repeat myself every year but, 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!

4

Pangea neXt

Our Pangea neXt initiative is constantly evolving and has been holding several online meetings over the past year. They have, in particular, initiated a "Knowledge Sharing" webinar where individual firms and members share their knowledge about certain aspects of our profession.

End of April 2023, the Pangea neXt initiative met for the first time physically in Barcelona and I could see that every participant had a great time.

Please make sure that the news about the existence of Pangea neXt is well spread throughout your firms. I am convinced that this is a very useful talent retention tool for our member firms.

For more information about PangeaNeXt, see page 27.

5

Secondments

I'm happy to tell you that following my last year's attempt to encourage firms to send colleagues to other member firms, we have counted two secondments this year (both to our Spanish member Marimon - which is not only but maybe partly weather-related - see more on pages 30 & 31 of this report). This shows that there is a genuine interest in this concept and I really think member firms should use this opportunity more often!

Have you ever mentioned this opportunity to your associates (or partners) in your annual review talks? If not, it is about time!

6

New Practice Group

Thanks to the initiative of our new Finnish member Lieke, a new Practice Group has been born: **the Renewable and Clean Power Practice Group**. I think that this is a great initiative and I heard that the first Practice Group Meeting held in Helsinki earlier this year was a real success (see page 26 for more information).

In closing, I would like to express my gratitude to all of our members for their continued support and dedication. I am confident that by working together even more closely, we can build an even stronger and more successful network that benefits us all.

Now please take the time to flip through the pages of this report. As every year, our Network Operating Officer Alexia Colson-Duparchy (again, a "grand merci" to you, Alexia), has made a tremendous job to put this all together.

See you all very soon!

Best,

Jens,
CHAIRMAN & GLOBAL
AMBASSADOR





ORGANISATIONAL CHART

2023 Board members



Jens Förderer

Chairman & Global Ambassador

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



Dr. Nils Wigglinghaus

Vice Chairman & AGM Director

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



Richard Cox

Communications & Network Growth

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



Carolien Brederije

Network Communication

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



Eric Vendt

International Development of the Network

Partner, Whiteford LLP (USA)
evendt@whitefordlaw.com



Søren Stig Langlække Hansen

Practice Groups

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



Georg Weber

Treasurer

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





BEHIND-THE-SCENES

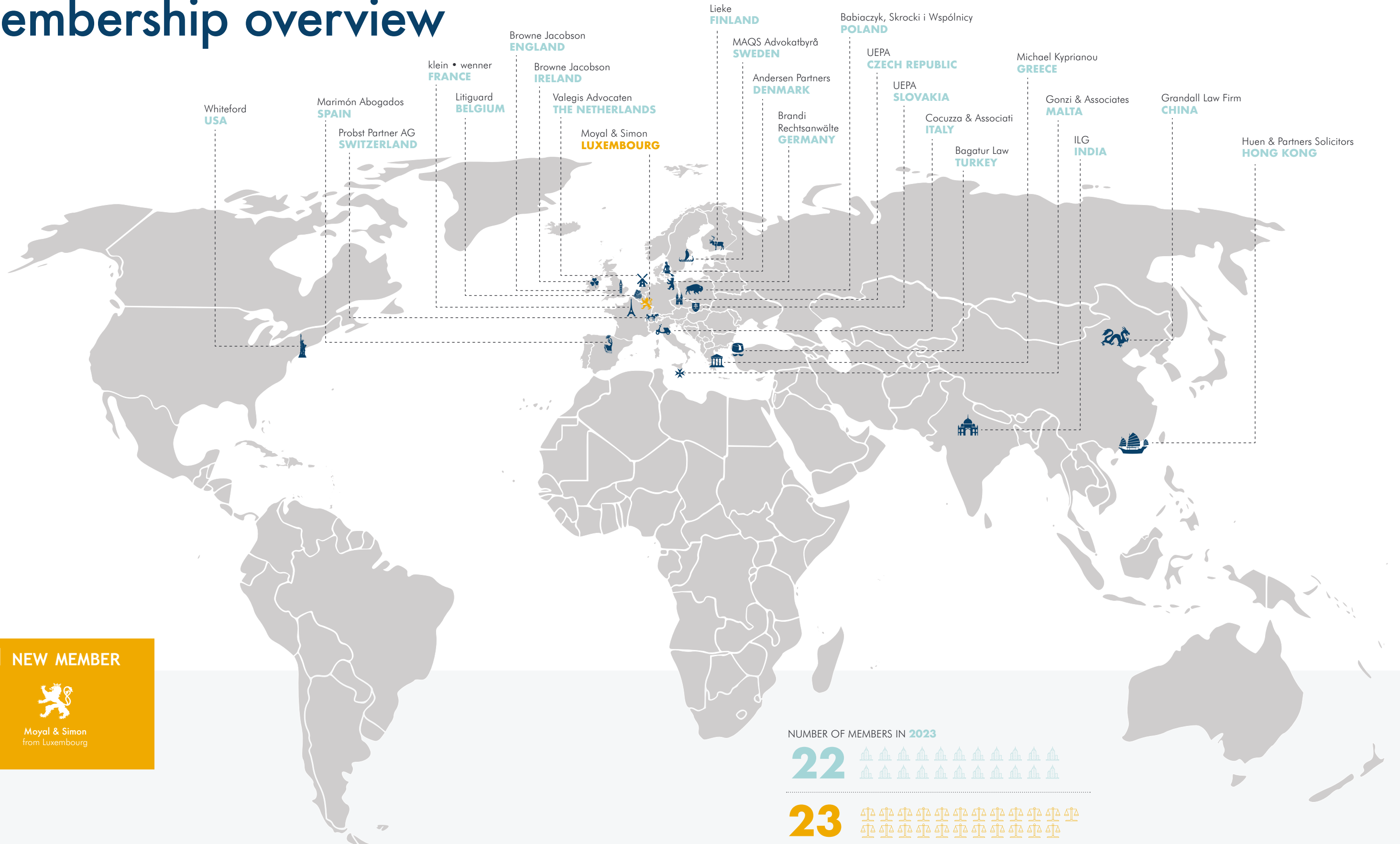
Memories from our last AGM





2023 UPDATES

Membership overview



1 NEW MEMBER



Moyal & Simon
from Luxembourg

NUMBER OF MEMBERS IN 2023

22

23

NUMBER OF JURISDICTIONS IN 2023



SNAPSHOT

Network Snapshot



WHITEFORD

By Eric Vendt
Partner at Whiteford (USA)



Browne Jacobson

By Richard Cox
Partner at Browne Jacobson (UK)

Another year has flown by following last year's AGM in Poznan and we continue to work on developing the network and identifying firms who will add quality and experience to the existing group.

The Pangea board is convinced that any future expansion must enhance our existing network offering and not merely be expansion for expansion's sake. We continue to seek out like-minded, ambitious independent law firms who are excited about the opportunity to join our network and would add synergistic value to what we are trying to accomplish as a network.

Following the departure of KWR (Austria) (to join Unger, an exclusive network) and SLCM (Portugal) (acquired by Cuatrecasas) we are looking to identify appropriate alternative members in these jurisdictions. There are ongoing active discussions with alternative Austrian firms and expect to make a positive announcement in the next few months. There was also a change in Ireland this year with Browne Jacobson opening its new office in Dublin, DFMG decided to leave the network.

As ever, one of the best ways of attracting new members to the network is through the existing connections of our member firms – where there is already a good working relationship with another firm.

Accordingly, please let Eric or Richard know if there are firms that you believe we should approach and who will enhance the network.

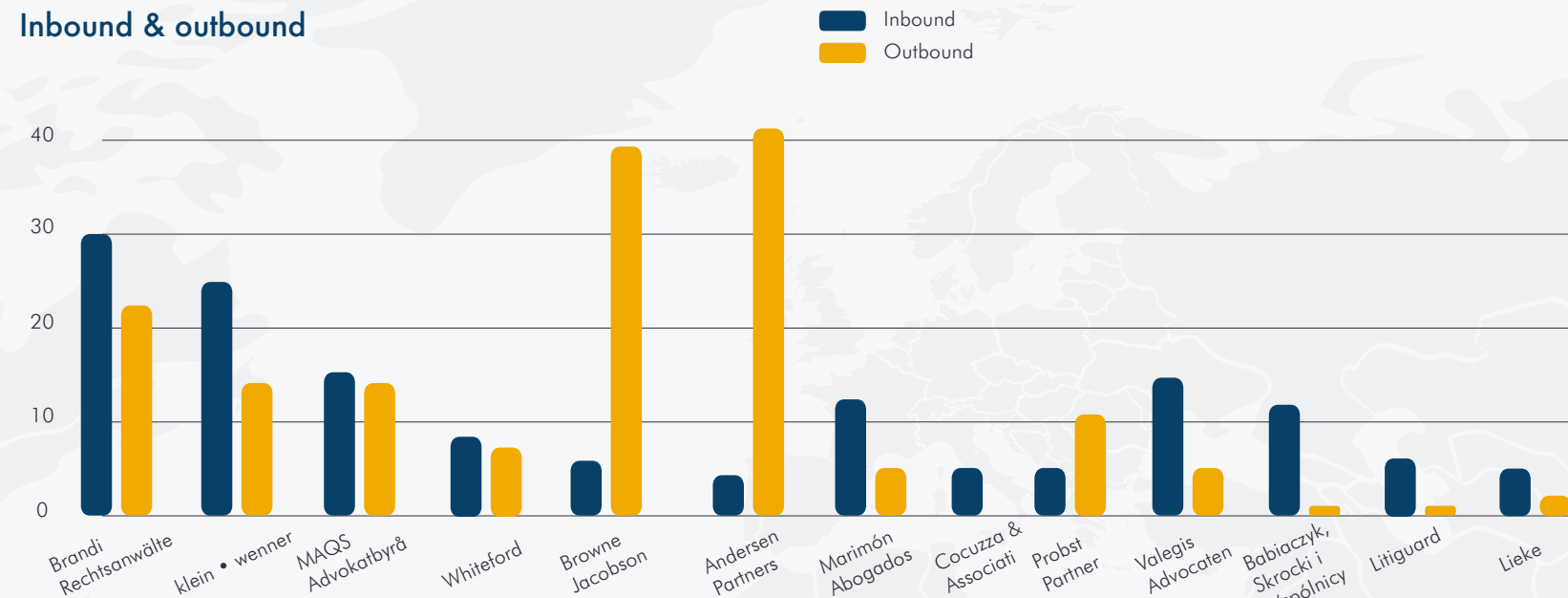
Get in touch:

Richard Cox: richard.cox@brownejacobson.com
Eric Vendt: evendt@whitefordlaw.com

REFERRAL TRACKER

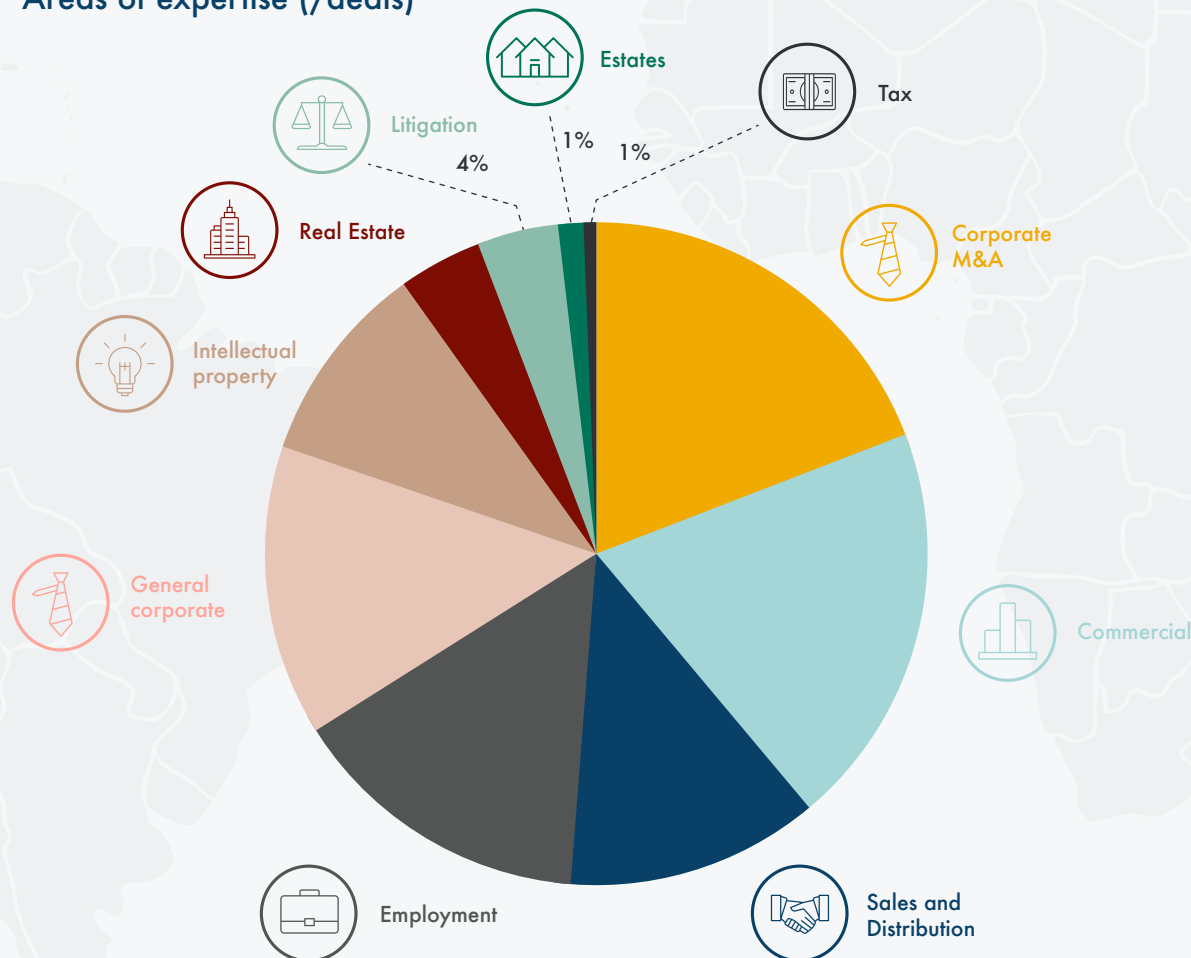
Looking at our referrals

Inbound & outbound

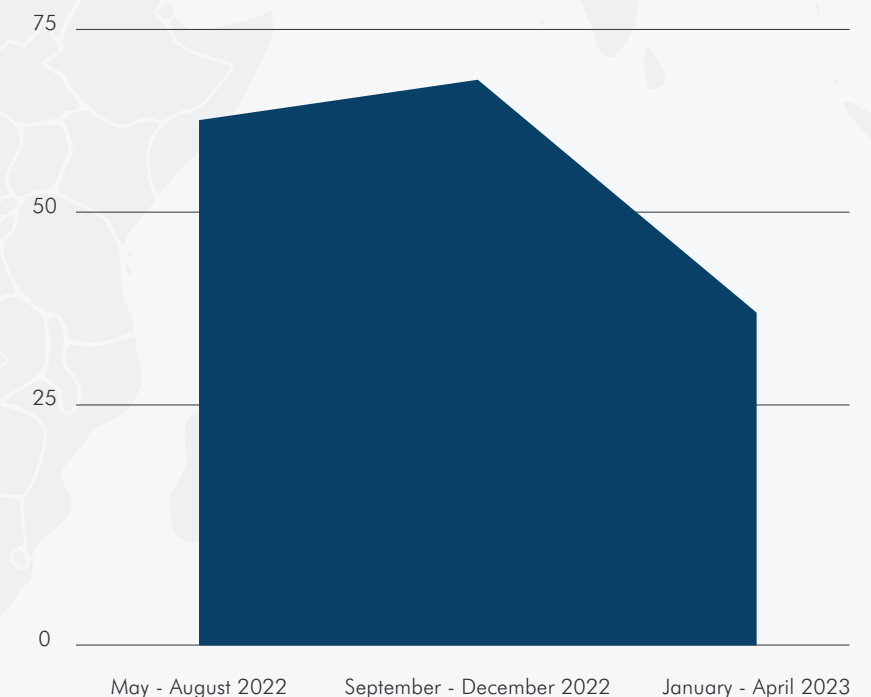


165
Overall number of referrals

Areas of expertise (/deals)



Number of referrals





INTERVIEW

Quality, expectations and experiences of a (relatively) new member



Mikael Åström
Partner at MAQS (Sweden)
Pangea Net member since February 2020



Dr. Nils Wiggighaus
Partner at Brandi Rechtsanwälte (Germany)
Board member, Vice-President & AGM director

Nils Wiggighaus (NW) - Hey Mikael, how are you?

Mikael Åström (MA): Hi Nils, I'm fine thank you. Weather in Gothenburg is spring-time so that even makes a Monday a nice day (laughs)!

NW - Yes, here, too. First sun for months! Mikael, since you're still relatively new to the network, would you briefly introduce and describe your firm to our Readers, please?

MA: Absolutely, yes. We're a full-service law-firm. We are a little more than 160 lawyers and that makes us one of the largest firms in Sweden. We have offices in Gothenburg, Malmo, Stockholm and Sundsvall. Sundsvall is an interesting office because it shows how we work – we follow our clients, in terms of their locations, their industries – and their business flow.

NW - This sounds interesting, can you explain what this means in practice?

MA: Sure. The client never cares whether the problem he faces is dogmatically commercial, corporate or trademark in the eye of the lawyer. The client wants his advisor to understand his position and his identity – and this is mainly determined by his industry. Someone who is selling wood from the northern part of Sweden wants his advisor to understand who he is – that company may have very little to nothing in common with a company in the media industry in Stockholm!

NW - Understood. Thank you. Mikael, I would like to talk to you about one topic that is important for every lawyer and network but sometimes hard to grasp – quality. What is quality in legal work for you?

MA: Well, quality plays an important role because it is the basis of trust. And it is important on several levels. The first level is the moment you learn of a client's matter for the first time. The client deserves the appropriate level of attention. From a lawyer's point of view this may be difficult because you have already two questions from other clients on the table which are equally important but the new client expects a quick turn-around. Nordic clients are very keen on this. From my experience this is very good in Pangea Net!

NW - Good to know – what else is quality?

MA: Of course it is important that the law is applied correctly. We are one of the largest firms in Sweden. We have a high expectation to the quality of the law being applied. Our clients expect this from us – and from our partners abroad.

Q - Let's speak about something difficult – lack of quality. How should this be dealt with?

MA: Problems happen all the time. Obviously if a member firm fails to deliver the quality expected by other members continuously, they should be contacted and told: Listen, we

have been receiving complaints about your work. Is there a way for us to jointly work out a solution for future assignments, or is this perhaps not the right network for you. However, guarding quality is – in my view – also first upon every member. They should seek direct contact. It's much better to be straight-forward and honest than to tip-toe around. Sometimes it may even be a cultural issue that can easily be solved by just explaining what would be expected. For example: I know Nordic clients are very demanding in terms of short turn-around times. But if I explain this to someone from a different jurisdiction / culture, where answering an e-mail after three days is still considered acceptable (it certainly is not for Swedish clients), they may react faster next time for a Swedish client. This then improves the quality of the network as a whole and we grow as a group.

NW - This is very interesting because from my experience, people in a business context do not like to discuss when they're not happy directly. The unhappy client simply never comes back and doesn't bother to be involved in a discussion. Let me ask you one last (and hopefully more positive!) question: you seem to be very reflected on business, business development etc. I am sure you have considered other networks before joining Pangea Net. Why did Pangea Net in the end win the race?

MA: Well, also because it has a quality we found unique. For example the process was thorough. We were given the time to look into the network, we felt we were always listened to. Pangea Net is also open to the engagement of each individual member – something I would deeply encourage every member to do. Show activity, become involved, promote your firm in the network and the network within your firm. Pangea Net has the right size and structure for a firm like ours.

NW - Mikael, thank you so much for your time and your engagement for our network – highly appreciated. I am looking forward to seeing you soon in Antwerp.

MA: You're welcome, Nils, thanks for contacting me and see you soon!

Get in touch:

Mikael Åström: mikael.astrom@maqs.com
Dr. Nils Wiggighaus: nils.wiggighaus@brandi.net

JOIN US

Partner with Pangea

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 2023 IBA Conference in Paris? 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.



2023 Annual General Meeting

Thursday, June 1st

Welcome

- All day** Check-in at Lindner Hotel.
- 14:00** 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: Casual.
- 19:00** Easy walk to Litiguard offices for the reception and bbq at Tabakvest 52-54, 2000 Antwerpen.
- 23:00** Close of the program for the day.

Friday, June 2nd

Main program

- 07:00** Individual breakfast (from 07:00).
- 09:15** Official start of the conference in the hotel main conference room (top floor). Dress code: Business casual.

- 12:35** Lunch break in the hotel.
- 14:00** Keynote Speaker Xavier Biot - Schneider Electric and Q&A.
- 16:15** Official closing of the conference & Wrap up.
- 16:30** Free time.

Pangea neXt

- 07:00** Individual breakfast (from 07:00).
- 09:30** Workshop « Communicating with impact » at Litiguard offices (Tabakvest 52-54 2000 Antwerpen) Dress code: Business casual.
- 11:50** Join main program.

Spouses & Accompanying Persons

- 07:00** Individual breakfast (from 07:00).
- 09:45** Meeting in the lobby of the hotel. Dress code: Casual.
- 10:00** Travel to Pakt (17min by foot or 15min by tram).
- 10:30** Morning flow on the rooftop Pakt.
- 12:00** Lunch at Camionette.
- 13:30** Guided tour of a unique Urban Farming site.
- 14:30** Travel to Fashion Museum MOMU and guided visit.
- 16:00** Travel back to hotel (25min by foot or 20min by tram).

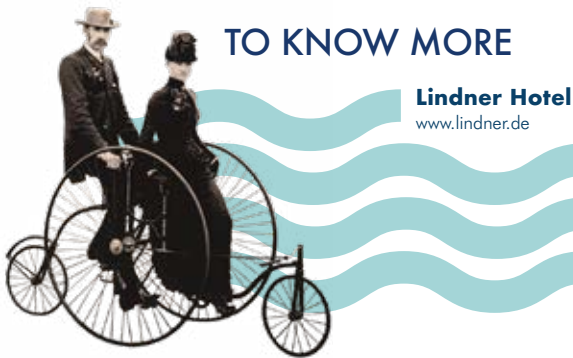
Evening program - For all guests

- 17:30** Meeting in the lobby. Dress code: Casual. Transport by bus to Flandria. Be on time or you will miss the boat (and stay on shore the whole evening!).
- 18:00** Welcome at Flandria. Embarkation at the Kattendijk dock/London bridge. Reception.
- 19:30** Boat Dinner & entertainment.
- 22:00** Party.
- 00:00** Shuttles back to the hotel.

Saturday, June 3rd

Visit of Antwerp

- 07:00** Individual breakfast (from 07:00).
- 12:00** Meeting in the lobby. Dress code: Casual
- 12:30** Lunch at restaurant Octave where chef Thomas Van de Weyer will delight our palates with Belgian cuisine and chocolates with a twist. Koningin Astridplein 7, 2018 Antwerp.
- 14:00** Get your walking shoes ready for a fun and non conventional Guided walking tour of the city organised by Tanguy Ottomer.
- 15:30** Free time.
- 18:30** Meeting in the lobby. Dress code: Summer Chic. Shuttles.
- 19:00** Dinner at the Handelsbeurs at Borzestraat 31.
- 23:00** Party.
- 01:00** End of the program.



Flandria boat cruise
<https://flandria.nu/>

Octave
www.octaveantwerp.be

Handelsbeurs
<https://handelsbeursantwerpen.be/>

DID YOU KNOW?

Xavier Biot

He is Secure Power Vice President of Schneider Electric for Belgium and Luxembourg. He describes himself as an Earth Optimist, who believes that Digitization is the key which will allow us to give a much more sustainable planet for our kids to live in.

Tanguy Ottomer

Aka "De beroepsbelg", he is an international award winning tour guide. Tanguy was named "One of the 7 savviest guides in the world" by CNN.

Handelsbeurs

The iconic 16th century landmark that served as Antwerp's Stock Exchange for centuries.





PRACTICE GROUPS

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



by Søren Stig Langløkke Hansen
Partner at Andersen Partners (Denmark)
Board Member in charge of Practice Groups development

Pangea's Practice Groups facilitate knowledge exchange of industry topics, pooling and sharing of expertise and experiences, 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 typically led by a team of 1-2 appointed co-heads, and 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, etc.), to pick each other's brain on a legal point, cross-refer clients as the opportunity arises, to generate industry events, network and of course to share resources and best practices as relevant.

The Practice Groups are the typical example of "what you put, you get out". The more the members get involved in the individual Practice Groups the better they get to know their

peers in the other member firms, which we all know smoothens the co-operation on future client related matters. I therefore urge all member firms to maintain the focus on the Practice Groups.

Let me also take this opportunity to thank especially the heads/co-heads of all Practice Groups for all the time and effort you put into organizing and pushing each Practice Group forward.

Finally, a big welcome to the newly founded Practice Group on "Renewables & Clean Power", who has already had their first meeting in Helsinki. This is clearly an area of law in rapid development.

10 ACTIVE PRACTICE GROUPS



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



SUCCESS STORY

klein • wanner and Whiteford worked together for one of the French leading companies in the streaming solutions on several matters related to IT service provider/client contracts.

Data, Information and Cyber Law

19

MEMBERS

15

JURISDICTIONS

2021

YEAR OF CREATION

The DICL group consists of experts in IT, data protection law, privacy, cybersecurity and open data issues, supporting our clients' digital transformation and guiding them in the protection, use and defence of their immaterial assets from a legal perspective. The group is co-headed by Laurent Badiane and Matthieu Bourgeois (partners at klein • wanner, France) and Tomas Mudra (senior counsel at UEPA, Czech Republic).

The group recently welcomed a new Irish member, Jeanne Kelly from the Dublin office of Browne Jacobson, as well as Julia Mascini from Valeyis (The Netherlands).

The group members are very active in sharing their expert legal knowledge with their clients and beyond, notably through its free e-Newsletter.

Newsletter #4 (May 2022) is dedicated to the 4th anniversary of GDPR reflecting on key legal trends across various jurisdictions such as Poland, Ireland, Switzerland, Italy, Bulgaria, Czech Republic, Australia, Belgium, Germany, and Croatia, with an editorial from partners Laurent Badiane and Matthieu Bourgeois.

With AI taking the headlines of the past few weeks, Newsletter #5 (May 2023), edited by Richard Nicholas (Browne Jacobson UK) sheds light on some of the other news stories that were (and may yet be) the next big thing, whether that be the continued evolution of the GDPR, the rise of the Metaverse or the implementation of new laws around digital services.

The whole group will next meet in September 2023 (more information to come).

Read our Practice Group latest' newsletters





PRACTICE GROUPS

Tax

20

LAWYERS

10

JURISDICTIONS

2021

YEAR OF CREATION

Sophie Borenstein from klein • wanner (France) co-heads the group together with Alvaro Crespo from Marimon (Spain).

The group organized its first meeting for 2023 in Barcelona on October 27 and 28 held at Marimon's office, with 9 people attending.

Day 1, was an opportunity to network. The group met just after lunch to visit Segura Viudas (wine activity) followed by dinner with a beautiful view over Barcelona.

Day 2 focused on sharing expertise, legal knowledge and knowhow. The group first enjoyed a presentation by Mario and Elizabeth from Whiteford (USA) on The New Corporate Transparency Act in the USA, followed by a presentation by the CEO of Nivicap (Federico Travella) on Environment of innovation and entrepreneurship. Finally, the group's host Alvaro gave a talk on permanent establishment, leading to a group talk on the topic.

The second group meeting of the year was held virtually on May 3 with a discussion around the tax consequences for individual and companies of remote working.

Employment law

25

MEMBERS

14

JURISDICTIONS

The Employment practice group continued its activity over the past year.

After three long years of Covid, the group met for the first time since 2019 on the 6th and 7th of October 2022 in The Hague. The meeting was organized by our colleagues from Valegis

Advocaten - many thanks to Carolien Brederije and her team - and was marked by the first appearance of many new members. All group members presented shortly their firm and the group engaged in a discussion on how to better promote the group.

Was also discussed a very interesting presentation of Raymond Silverstein from Browne Jacobson on the Modern Slavery Act. Moreover, a guest speaker from OmnicomPR-Group talk to the group about how to build a reputation. A varied sightseeing program was also organized. It is planned that the group continues its activity in 2023.

The next meeting will be hosted by Marimón Abogados in Barcelona in the fall of 2023.

Commercial law

16

ACTIVE MEMBERS

many of whom have been with the group for several years, but there are also always some new members every year.

The group is currently headed by Sörren Kiene from BRANDI (Germany).

The group meets once a year in autumn on a Thursday afternoon & Friday. Meetings are organized by a different group member and at a different location every year and always provide ample room over sightseeing and dinner on Thursdays for the members to get to know each other (better). The working session on Friday usually focuses on one previously agreed legal topic: Last year's topic for example was the "Incorporation of

General Terms and Conditions (GTC) into commercial sales contracts". Each member gives a short overview from the point of view of their jurisdiction and in between and after presentations always ensues a lively discussion and exchange of views. Working sessions have proven a good way to not only get to know more about different jurisdictions but also about the style of the other members.

During the year, an active, non-formalized exchange takes place between members. The annual meetings provide a valuable basis for the uncomplicated exchange and joint processing of mandates.

The next meeting will take place in Paris in September or October, the exact date and topic will be determined shortly.

New members specialized in the field are always welcome!



PRACTICE GROUPS

Corporate

40

ACTIVE MEMBERS

The Corporate Practice Group is a very active group with 40 active members. The recent corporate practice group in Barcelona gathered 25 participants. We had a number of new joiners at the recent practice group meeting – including Joram and Philipp from Moyal & Simon (Luxembourg) and Jani from Lieke (Finland)

The current co-heads are Mathias Schmid (klein • wanner, France) and Richard Cox / Sian Rose (Browne Jacobson, UK).

In the last 12 months, the group has met twice, once in Paris and once in Barcelona.

At the Paris meeting held by klein • wanner, we had good discussions on issues and approaches to provisions in SPA's led by our US friends and external speakers from Aon on the latest developments in W&I insurance.

The second meeting in April, held by Marimón Abogados in Barcelona, had presentations from a number of the Marimón team on issues impacting on deals in the Spanish markets, including liability issues, competition and an external speaking from Translink who presented on the current M&A market activity in Spain.

There has been a good flow of deal activity across the group in the last twelve months. Significant referrals have been made by klein • wanner in France, to Andersen in Denmark, MAQS in Sweden and Valegis in the Netherlands. With the Danish transaction, Andersen was in charge of the market exit of a German retail giant, The Swedish and Dutch deals concerned the Anywr group (formerly Cooptalis) for which klein • wanner had already cooperated with our Spanish, Swiss and Indian member firms in 2021/2022 (see our success story from the 2021/2022 edition of our Annual Report). The client is very satisfied with the cooperation with Pangea Net firms. Other referrals include Browne Jacobson (UK) to Babiacyk, Skrocki i Wspólnicy (Poland) to assist with Polish aspects of the acquisition of Core Technology Systems (U.K.) Limited which had a Polish subsidiary; Browne Jacobson (UK) referral to Whiteford Law (US) – on the acquisition of US entity GHA Design. Whiteford (USA) had a referral to MAQS (Sweden) of a transaction for the portfolio

company of one of our private equity funds to acquire a biosciences company located in Sweden.

Representatives from a number of our member firms plan to meet with a mutual client to discuss how we can work more effectively as a network to meet the client's needs.

Renewables & Clean Power

14

ACTIVE MEMBERS

8

JURISDICTIONS

2022

YEAR OF CREATION

Heads of group are Aimo Halonen (Lieke, Finland), Paul Hill (Browne Jacobson UK) and Mikael Kowal (MAQS, Sweden) and Andreas Ueltzhöffer (UEPA, Czech Republic).

The practice group was established in 2022 at the joint initiative of Aimo Halonen, Paul Hill, Anne-Laure Mery (klein • wanner, France) and Mikael Kowal.

The first practice group meeting was held in Helsinki, Finland on 30-31 March 2023. In the meeting, the participants discussed current topics and next steps for the group. Several actions were discussed (collaboration site, practice presentations, country fact sheet).

The next meeting will be held at UEPA's office in Prague, Czech Republic on 18-19 April 2024 at Andreas Ueltzhöffer's invitation. A video conference meeting will also be organized in October 2023.

neXt

Pangea neXt was launched in 2020 for the next generation of Pangea Net members to establish and strengthen long-term relationships between the member firms. It is also an essential platform for knowledge-sharing and development of legal and soft skills.

The board is currently made up of Dick van Deventer (Valegis Advocaten), Gratiane Kressmann (klein • wanner), Tomáš Mudra (UEPA), Sian Rose (Browne Jacobson), Kim Pons (Browne Jacobson) and Maria Gawecka (Babiacyk Skrocki i Wspólnicy). Together we have built on the successes of the previous years and made some big strides since the 2022 AGM in Poznań.

At the 2022 AGM, Maria gave a very interesting presentation on Poland, followed by lively discussions on what the group wants for Pangea neXt. We collaboratively outlined goals for the year ahead, which included meeting more frequently both online and in person - goal successfully achieved!

We had also agreed to organise quarterly virtual "knowledge sharing sessions": two firms from the group are to co-produce a presentation on any (legal) topic of interest. To date, we have run three sessions, which have been given by Valegis Advocaten and klein • wanner (Dick and Alessandro Bianco), Browne Jacobson and Brandi (Sian and Henning Brockmeyer) and UEPA (Tomáš and Andreas Ueltzhöffer), with cameos from Jens Foerder, Richard Cox and Nils Wiggingshaus.

Pangea neXt then met in spring 2023 in Barcelona - alongside the Corporate Practice Group- for its first in person practice group meeting at the wonderful offices of Marimón Abogados. We discussed progress made since the AGM in Poznań, shared great ideas on how we can further evolve and had an interesting discussion about the potential impact of AI on our (future) work, with a great presentation of Joost Loves (Marimón Abogados).

Last but not least, the Pangea Net secondment program is back! The network firms have been very helpful in supporting secondments proposals - with a special note to our Spanish member Marimón Abogados who has been tremendously welcoming. Currently, Faye McConnell (Browne Jacobson) is on secondment at their Barcelona office and Dick has recently started a secondment with the Madrid office (see the interview on pages 30 & 31).



Puro Paulo Ruby



PRACTICE GROUPS - BEHIND THE SCENES

Organization & outcome of the Employment PG meeting



Carolien Brederije
Partner Employment Law at Valegis Advocaten (The Netherlands)
Board member in charge of the Network communication

When and where did you organize the 2022 employment practice group meeting?

Carolien Brederije (CB): On 6 & 7 October 2022, the employment colleagues of Pangea met in The Hague, the Netherlands.

Why The Hague?

CB: Many attendants had already visited Amsterdam before (at the AGM in 2019). Plus, The Hague is absolutely the place to be :). Apart from the fact that The Hague is the legal capital of the word, housing some 160 international organizations including the International Court of Justice, it's a lovely city that has a lot to offer. Did you know it is situated near the sea? We even enjoyed a bbq dinner at the beach!

What was on the program?

CB: A lot! Of course, we took our time catching up socially and we did a lot of knowledge sharing. I would like to mention two events in particular.

The first item on the agenda on the first day was a (re)introduction; every attending firm presented themselves in a short "pitch". This way we all get to know each other better which was really a good start of the meeting. We also learned about interesting client opportunities from which we can all benefit. This was not only very interesting but it also provided food for further conversations in the days that followed. Because of course, sharing business opportunities is what Pangea is (also) all about.

On the second day of the meeting, Raymond Silverstein of Browne Jacobson presented a key note on slavery, which was

interesting to all participants. Raymond is one of the international thought leaders on this subject and he impressed as well as touched us all with this very interesting and relevant presentation.

How many participants attended?

CB: In total 24 participants attended, representing 14 Pangea firms. A record for this group, I think. We all stayed in the same (brand-new) hotel and this was really great, as we could have breakfast together and enjoy a goodnight drink together after the busy program. It speaks for itself that quite some participants also enjoyed the The Hague nightlife!

What was the highlight of the meeting?

CB: Difficult to choose... There were a lot of highlights. I guess the whole event was more like a mini "AGM". There was knowledge sharing, wining and dining, but also many cultural highlights.



We visited the Panorama Mesdag Museum and the Mauritshuis Museum and we even attend a luncheon (Beethoven) concert in the brand-new The Hague Concert Hall. We enjoyed a private lunch there too. This was very special.

What reactions did you receive ?

CB: We received a lot of very positive feedback, from our fellow Panga members of course, but also from others, as we shared some posts on LinkedIn which created a lot of reactions. This made us proud; Pangea rocks!

Get in touch:

Carolien Brederije: c.brederije@valegis.com



YOUR NETWORK IN ACTION

Live from my Secondment



Dick Van Deventer:
Senior Associate at Valegis Advocaten (The Netherlands)

I have always been very internationally minded. I have always worked in an international environment and I have travelled a lot. However, I had never actually worked abroad and I really wanted to have that experience.

Being active within Pangea Net and Pangea Next has given me the opportunity to see how relationships in the network are built and how closely we work together and I have been able to meet and work with many of you. And I find it fantastic!

All this combined made me wonder: wouldn't it be possible to work a while from one of the member firms to have that experience of working and living in another country and at the same time strengthen the relationships within Pangea. And why Spain? I love the country, the people, the food and the culture and it would be a great opportunity to practicar y mejorar mi Español!

While sharing ideas for possible initiatives within Pangea Net and Pangea Next, inter alia the restart of the secondment initiative was mentioned as a great way to work on the relationships within the network. **Having Fay as fantastic example, Valegis Advocaten told me that they very much endorse the secondment initiative – our offices are open to all of you! – and asked me whether I would want to go on secondment to Madrid!**

My answer: Claro que sí! From there, things went very fast and practical. Marimón Abogados was contacted and before I knew I was invited to work from their Madrid office in April and May! I really want to thank Marimón

Abogados for that as well as for their help and hospitality. In preparation for my secondment, people from Marimón very kindly helped me with all kinds of practicalities around my stay and I had a very warm welcome my first day at their offices. I have very nice contact with all the people here and I try as much as I can to express myself in Spanish. Thank you all por vuestra paciencia!

During the working day, I work amongst the lawyers of Marimón Abogados. I have a lot of contact with them and we talk about anything and everything. I have met new people, I have heard new things, both work and non-work related. All of this is very enriching. The same goes for actually living abroad and interacting with local people.

From a business development perspective I'd like to mention that one of our clients (a referral from Browne Jacobson), knew I would be working in Spain and to make a long story short: they contacted me and they are now client of Marimón! Together with Diana Rodríguez (partner Employment Law) I even had a call with this client. I would say: this is what Pangea Net is all about!

In principle I work on the matters for our firm's clients, albeit entirely remotely, and this works perfect! Clients actually don't mind at all as long as they can reach me. Of course, where I can I'll jump in on matters for clients of Marimón.

I received many very nice and enthusiastic reactions from colleagues, clients, friends and other people in my network. People find it great to see that I have been given this opportunity.

Before going to Madrid, I shared a post on LinkedIn in which entrepreneurs from Spain and the Netherlands are invited to reach out to me when they require legal advice on doing business in the respective countries. Also this created a lot of very nice and interesting reactions.

Get in touch:

Dick Van Deventer: d.vandeventer@valegis.com



Faye McConnell
Senior Associate, Browne Jacobson (UK)

I am over half-way through a medium-term secondment with our Spanish member, Marimón Abogados.

The arrangement has enabled me to experience life in a different country, create genuine friendships across our network, help Marimón with legal and language queries, and continue to develop my career at Browne Jacobson.

My initial request was to work remotely for Browne Jacobson from another country. This arrangement has had so many extra benefits for me in that experience, and for both of our firms in developing our relationship.

Get in touch:

Faye McConnell:
faye.mcconnell@brownejacobson.com





REFERRALS - HOW TO

Streamlining cross-border referrals



Sandra Wong
Partner at Browne Jacobson (UK)

Sandra Wong, board member of Browne Jacobson's International Group, shares her Firm's best practices and top tips on tracking Pangea Net and other international referrals internally.

Our international group at Browne Jacobson has been beaver away alongside our IT team to build an internal platform to host our international referrals database (we are still thinking about a catchier name and open to suggestions!).

The purpose of the database is to:

1. maintain the list of our "go-to" firms in every jurisdiction;
2. track outbound referrals made by fee earners across the firm to those "go-to" firms;
3. collect feedback and review score (out of 5 stars) of the work carried out by those firms so the international group can monitor the quality and reliability of those firms (and if they should indeed continue to be our "go-to"); and
4. track inbound referrals received from those firms.

The business objectives of the database are probably obvious and will undoubtedly be shared by our fellow Pangea members. For us, the key objective was for our fee earners to be able to obtain contact details of overseas firms who are reliable and fit for purpose efficiently in order to fulfil our clients' requirements.

A secondary objective was for the international group to monitor and analyse referrals made as an aid to develop and strengthen of our relationships with the overseas firms.

The ability to measure the results of our inbound and outbound referrals is clearly invaluable – in particular, it allows us to:

- 💡 set an appropriate budget for our international group
- 💡 identify strategies to further our international group's business plan

So how did we go about building this database?

The good news was, we already had a great list of core firms – our Pangea members.

« For us, the key objective was for our fee earners to be able to obtain contact details of overseas firms who are reliable and fit for purpose efficiently in order to fulfil our clients' requirements. »

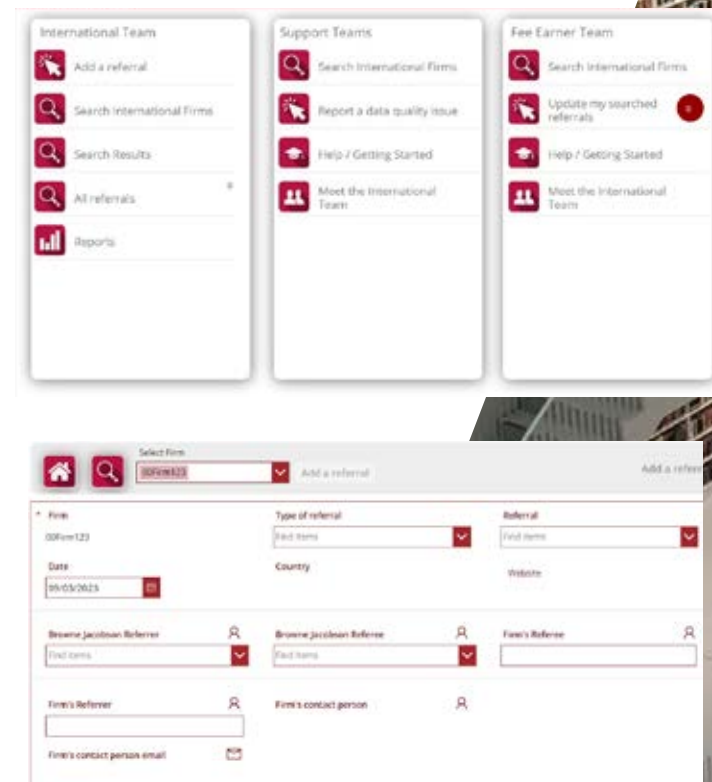
We started off by identifying:

1. the **key jurisdictions** in which our clients tend to have an interest / require overseas advice;
2. the **"go-to" firm(s)** in each jurisdiction from our existing contacts (e.g. relationships we have built through the years including through Pangea and other networking initiatives as well as those we have collaborated with);
3. the **key contacts** at each of the "go-to" firms and their contact details; and
4. the **Browne Jacobson individual(s)** who knows/has worked with each of those firms.

We then:

5. **researched independent top tier firms** (based on legal directories e.g. Legal 500 and Chambers & Partners) in the jurisdictions where we didn't have specific contacts;
6. **contacted the identified firms** above to introduce ourselves and start building a relationship with them; and
7. **updated the database** with the new contacts.

The database is currently still a work in progress and we continue to add to and improve our list from new contacts through our research and networking initiatives. A few snapshots of the database are included below:



Hopefully the above gives Pangea members some food for thought and perhaps an incentive to develop a similar database so we can share intel for the betterment of our valued network.

Get in touch:

Sandra: sandra.wong@brownejacobson.com



SPOTLIGHT - DENMARK

Andersen Partners

Q - What are your firm's core values?

Our firm's core values are **integrity, commitment, and ambition**. It means that we are committed to provide expert advice to our clients that is thoroughly researched, and that we collaborate internally across areas of specialisation to solve every assignment in the best possible manner.

We do our best to understand and obtain thorough knowledge of our clients' situation and business so that we can add maximum value to our client. As we see it, that is the basis for a close working relationship built on trust.

Q - What motivated you to start this firm?

Since 1972, our office in Kolding has been one of the most successful law firms in Denmark, but under different names. From 2004 to 2012, we were part of a larger law firm, but in 2013 we demerged from that law firm and established our own independent business under our present name, Andersen Partners.

We wanted to create a modern law firm where focus is on the clients and decisions are followed by quick and agile action (also internally). Modern-day lawyers must not only understand the law but also their clients' businesses and needs for pragmatic solutions. In addition, we must be easy to understand and cooperate with. Our ambition is to live up to those expectations and we believed that would be easier in our own set-up. We have not since regretted the decision to demerge :).

100 ambitious employees including approx. 50 lawyers are now running Andersen Partners as a commercial and internationally oriented law firm with a focus on our clients' needs and the continued development of our employees' expertise.

Q - How do you go about developing your business?

We constantly strive to improve our competencies and to keep abreast of developments to be able to provide the advice requested by our clients.



ANDERSEN | PARTNERS

ADVOKATFIRMA

We do our best to be available whenever and however our clients need our advice.

The growing internationalization in general and amongst our client base especially means that we must have international focus to be able to meet the legal challenges of a growing international nature. That is also the reason why we are members of Pangea, as it enables us to provide legal advice on international legal matters together with partner firms we know and trust, for the benefit of our clients.

Q - What is Andersen's approach to professional development?

Obviously, our greatest resource – as all other law firms – is our employees. We believe that professional collaboration which focuses on job satisfaction and personal development is the best way for every employee to improve their professional and personal competencies.

Part of the personal and professional development also includes providing the opportunity to work with interesting and complex matters. Pangea plays an important role also in this respect – and we hope and expect even more so in the years to come.

We work in a collegial atmosphere of dedication and team spirit and we have yearly team - development days where the entire firm goes abroad for a few days.

Our internal structure is quite flat with a short chain of command which allows decisions to be made quickly. It provides optimum possibilities for the personal and professional development for everyone.



Q - What has the fact that one of your partners is sitting on the Pangea Net Board changed in our relationship with the network?

Søren joining the Board has not “changed” the relationship as such. We have been quite committed to and involved in the network since we joined a few years back. But there is no doubt that being part of the Board increases the focus and gives a better understanding of the network “across the board” so to say.

That – and it has given Søren the opportunity to form strong personal relations with the other board members.

Q - Any tip on how to make the most of this dynamic international network?

In any network – and even more so in international networks – there is a clear correlation between the time and effort you invest and the return you get. The better you get to know the other member firms, the more likely it becomes that you will have the opportunity to work together on client matters.

Therefore, we strongly encourage all members to participate actively in as many Practice Groups as possible, to meet up with other members directly – in particular member firms where you have the biggest exchange of referrals, and of course to come to the AGM with as many people as possible (especially next year:).

ANDERSEN PARTNERS

KEYS CONTACTS



Søren Stig Langløkke Hansen

Partner at Andersen Partners, specialized in acquisition and sale of companies, providing advice on Danish and international M&A transactions and investments.

ssh@andersen-partners.dk



Hans-Christian Ohrt

Partner at Andersen Partners, specialized in formation, purchase and sale of companies.

hco@andersen-partners.dk

Visit our website:





PANGEANET

INTERNATIONAL NETWORK OF INDEPENDENT LAW FIRMS

SAVE THE DATES

How to lead meetings successfully and efficiently.
Meeting Facilitation Skills - an exclusive 2-day
workshop for Pangea members
11-12 Sept, Paris

IBA Paris 2023
29 Oct - 3 Nov
Pangea Net Meet & Greet at Klein • Wenner
31 October 2023 • 6-8pm

AGM 2024
Kolding, Denmark
30 May - 2 June 2024



PANGEANET
INTERNATIONAL NETWORK OF INDEPENDENT LAW FIRMS