

**SCGLEAL**<sup>®</sup>

**2026 MIDYEAR MEETING**  
26-27 March | Melbourne, Australia



## Global Reach with Local Expertise 36 Years of Excellence

SCG Legal has been connecting premier independent law firms since 1989. Our network has grown into a powerful global alliance of trusted legal and public affairs partners.

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**Countries**

*Comprehensive  
global coverage*

**125**

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*Independent, high-quality  
law firms across the globe*

**12,000+**

**Attorneys & Public Relations Professionals**





**Chambers**  
AND PARTNERS

**Global Market Leaders**  
**Leading Law Firm Networks:**  
**THE ELITE**

# SCG MEMBER TOUCHPOINTS

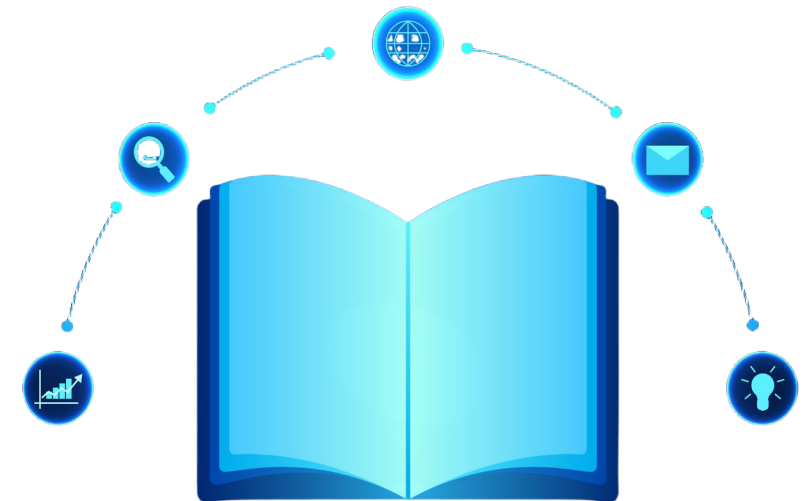


## JURISDICTION GUIDES

- [Market Entry App for Australia](#) by Hall & Wilcox (Melbourne)
- [Doing Business in Canada](#)
- [Conflict in Guatemala: Risks and Strategies](#) | Carrillo & Asociados
- [Doing Business in Latin America & Caribbean](#)
- [Doing Business in Peru](#) by Philippi Prietocarrizosa Ferrero DU & Uría
- [Doing Business in Vietnam](#) by Dilinh Legal

## PRACTICE GROUP DIRECTORIES

- [Bankruptcy & Insolvency Handbook](#)
- [Corporate/Mergers & Acquisitions](#)
- [Data Protection, Privacy & Cybersecurity](#)
- [Labor & Employment](#)
- [U.S. Government Relations](#)



**PRACTICE GROUP GUIDE:**  
**U.S. GOVERNMENT RELATIONS**



[scglegal.com/practices](https://scglegal.com/practices)

SCG Legal's **Government Relations Practice Group** has extensive experience in the complete range of U.S. federal and state issues. This Directory provides a brief overview of the specific capabilities by jurisdiction as well as contact information for the attorneys/firm representatives that make up the network's Practice Group. For more information, please reach out directly to the listed contact(s) or SCG Legal CEO Alina Gorokhovskiy > [agorokhovskiy@scglegal.com](mailto:agorokhovskiy@scglegal.com) | O: 202.580.6527.

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**CALIFORNIA, SACRAMENTO**



**CONTACT(S):**

**John Latimer** | Managing Partner and Founder > [jlatimer@capitoladvocacy.com](mailto:jlatimer@capitoladvocacy.com) | P: 916-444-0400  
**Dean Grafilo** | Partner > [dgrafilo@capitoladvocacy.com](mailto:dgrafilo@capitoladvocacy.com) | P: 916-444-0400

**EXPERIENCE/AREAS OF FOCUS**

- ✓ Coalition Building & Mobilization
- ✓ Communication Strategy
- ✓ Government Procurement Advocacy
- ✓ State Funding
- ✓ State Government Relations
- ✓ State Permitting

**Specific Local (City Halls) Government Advocacy:**

Counties of (and numerous cities within) Los Angeles; San Bernardino, Orange, Riverside--California

**INDUSTRIES OF FOCUS**

- ✓ Artificial Intelligence
- ✓ Banking/Financial Sector
- ✓ Business & Employer Defense
- ✓ Cannabis
- ✓ Education
- ✓ Energy
- ✓ Food, Beverage & Retail
- ✓ Gaming
- ✓ Healthcare
- ✓ Privacy and Cybersecurity
- ✓ Tax

# Bankruptcy & Insolvency Practice Group: Country-to-Country/ State-to-State Comparison Guide

Prepared for Corporate Counsel Managing Risks Associated  
with Customers or Vendors Filing for Bankruptcy/Insolvency

scglegal.com

## DENMARK

FIRM NAME: SKAU REIPURTH & PARTNERS  
FIRM CONTACT: THOMAS HEERING

### **1. How do I lodge my claim with the insolvency administrator?**

No formal requirements. Can be forwarded by email. Many law firms offer online services for registering claims and filing relevant documentation.

### **2. Is there a moratorium on creditor action?**

Yes, in a bankruptcy or during a restructuring, creditors will be banned from taking normal creditor steps and actions towards security held in the debtor's assets.

However, the trustee or the administrator must respect ownership in leased assets or assets lent to the debtor. If the trustee or the administrator will not recognize the ownership, he must initiate a formal procedure under which he questions the ownership. The creditor must then file a law suit against the estate to have the court to decide whether the ownership must be respected or not.

The trustee must put real estate up for foreclosure no later than 6 months after the bankruptcy, unless an agreement is made with the mortgage holder regarding sale in free trade.

### **3. Is there a possibility to terminate an ongoing contract by reason of the counterparty's insolvency?**

As a starting point, an agreement cannot be terminated on the grounds that the debtor has been taken into bankruptcy or reconstruction. However, if the debtor's performance is closely linked to his person, e.g. an ordered painting or the like, then there will be an opportunity to terminate the agreement, but that is the exception.

### **4. Are retention of title rights respected within the insolvency procedure?**

Yes, if they meet the legal requirements to be valid. Foreign creditors must be aware that retention of title must meet Danish legal requirements if the asset is covered by the Danish insolvency proceeding in question.

### **5. How to claim retention of title on your goods?**

Retention of title must be filed with the trustee of the estate like any other claims are filed. Creditor must remember specifically to note that he has retention of title and forward relevant documentation for the security. The assets in which the security is held must be identified, e.g. by serial number or similar. Retention of title in some assets, e.g. cars, trucks, vans etc. must be registered in a public register to valid.

### **6. What are the chances that a creditor gets the company's money back?**

After implementing floating charges in Denmark in 2006, a lot of business have mortgaged all assets usually as security for bank commitments. There are no recent statistics on the chances of getting a dividend or the size of any dividend. From our experience dividend is paid to unsecured creditors in less than 5 % of all bankruptcy estates.

### **7. What can I do to improve my chances of recovery if my vendor goes into an insolvency process?**

When a vendor goes into insolvency proceedings, it is often too late to improve recovery either by security or repayments. This underlines the importance of obtaining security for receivables when they arise and, in this connection, getting the right legal advice. Security received afterwards may be void based on bankruptcy law.

**EMPLOYMENT LAW  
PRACTICE GROUP  
DIRECTORY**

SCG's Employment Law Practice Group has extensive experience in the complete range of employment law issues. This handbook provides a brief overview of the specific capabilities by state as well as contact information for the law firm attorneys that make up the group. If information being sought is not readily available, please reach out directly to the state representative or the SCG administrative team.

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**MASSACHUSETTS**

Robinson + Cole  
(Management-Side Representation)

[Labor, Employment, Benefits + Immigration \(rc.com\)](http://Labor,Employment,Benefits+Immigration.rc.com)

**Attorney Contact:**

Abby Warren (501) 377-0331 [awarren@rc.com](mailto:awarren@rc.com)

**Employment Law Practice Areas:**

Affirmative Action and Federal Contract Compliance	Litigation and Trials
Corporate Compliance and Governance	Management Training
Counseling and Advice	Mergers and Acquisitions
Employee Benefits and Tax	Pay Equity
Employee Defection and Trade Secrets	Wage and Hour
Employee Leaves and Accommodations	Workers' Compensation and Unemployment Cost Management
Employment Discrimination and Harassment	Workplace Safety
Government Audits	
International Employment	
Labor Relations	
<b>High Level Industry Experience:</b>	
Steel Manufacturing	Higher Education
Funeral Homes	

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## CROSS-SELLING & BUSINESS DEVELOPMENT CROSS-BORDER OPPORTUNITIES

### PRACTICE GROUP: MERGERS & ACQUISITIONS / CORPORATE



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M&A/CORPORATE  
CROSS-SELLING/BUSINESS DEVELOPMENT OPPORTUNITIES

FIRM: Lydian  
SCG LEGAL JURISDICTION (COUNTRY/STATE, ETC.): Belgium

	Your Name: <a href="#">Maxime Colle</a>	
	Title: Partner	
	Practice/s: Corporate M&A	
	Email: <a href="mailto:maxime.colle@lydian.be">maxime.colle@lydian.be</a>	Phone: +32 477 87 28 28

Lydian's Corporate and M&A team has expertise in corporate law and transactions for domestic and international clients across diverse sectors. With a keen understanding of clients' businesses, our team offers clear, practical solutions for their daily governance, financing, and M&A activities. Our services include: M&A, Private Equity & Venture Capital, Joint Ventures and Partnerships, Corporate Advisory, Corporate Governance, Business Restructuring and Insolvency, Corporate Housekeeping, Corporate Litigation, Equity Capital Markets, Finance, Tax, Warranty and Indemnity Insurance.

Maxime Colle co-heads Lydian's Corporate and M&A team, together with Peter De Ryck (partner) and Florence Colpaert (partner).

#### KEY CLIENT SECTORS/INDUSTRIES (Oil and Gas, Tech, etc.)<sup>1</sup>

1. Tech	3. Life Sciences	5. Insurance
2. Private Equity	4. Logistics & Infrastructure	6. Foods & Beverages

#### CROSS-SELL OPPORTUNITIES: LIST CLIENTS THE YOU AND/OR THE FIRM IS TARGETING<sup>2</sup>

1. Nestlé / Danone / Unilever / P&G	3. Airbus	5. Generali
2. Siemens	4. Sanofi	6. CVC Capital Partners

#### CURRENT [NON-CONFIDENTIAL] CLIENTS<sup>3</sup>

1. IBM	3. McDonald's	5. Group IPS
2. Kyndryl	4. IU Group	6. IQGeo Group PLC

#### CROSS-SELLING/BUSINESS DEVELOPMENT WISH LIST

Q: What cross-selling/business development resource/support from SCG and our members would be of greatest benefit to your success?  
A: A strong SCG M&A Practice Group would benefit all SCG members active in Corporate and Mergers & Acquisitions in regards to both cross-selling opportunities and knowledge sharing.

<sup>1</sup> As mentioned in the description Lydian is a full service Belgian independent law firm, our Corporate M&A partners act for various clients active in all sectors. Sectors below are merely a snapshot of Maxime Colle's practice at the date of this note.

<sup>2</sup> Lydian focuses on servicing on local companies as well as on multinational companies across all sectors, operating in Belgium.

<sup>3</sup> As mentioned in the description Lydian is a full service Belgian independent law firm, our Corporate M&A partners act for various clients active in all sectors. Clients below are a sample of Maxime Colle's clients at the date of this note.

Draft 15 May 2024

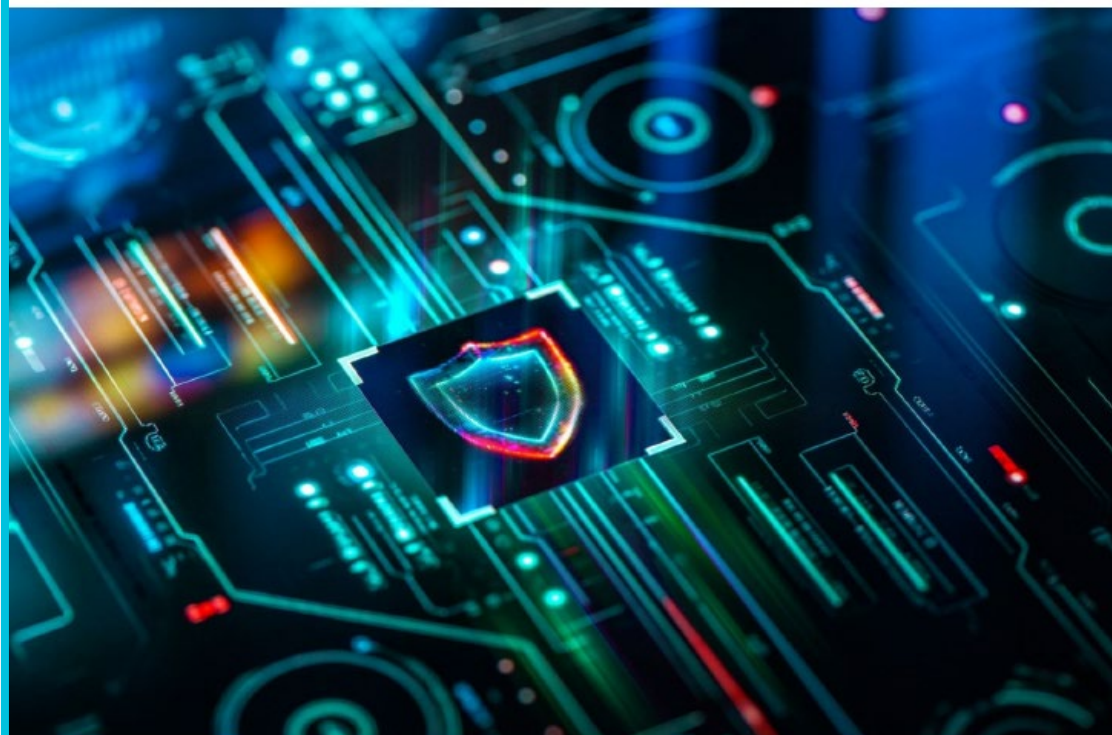
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## PRACTICE GROUP GUIDE:

### DATA PROTECTION, PRIVACY & CYBERSECURITY



[scglegal.com/practices](https://scglegal.com/practices)

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**DPPC PRACTICE GROUP**

US: LOS ANGELES, CALIFORNIA

[Mitchell Silberberg & Knupp](#)

[Su Ross](#)

[skr@msk.com](mailto:skr@msk.com) | (310) 312-3206

#### Attorney/s Certified Under Privacy Professionals or Other Related Certification

- [Stacey Chuvaieva](#), CIPP/US and CIPP/E | (310) 312-3749 | [stc@msk.com](mailto:stc@msk.com)
- [Lucy Plovnick](#), CIPP/US | (202) 355-7918 | [lh@msk.com](mailto:lh@msk.com)

#### Areas of Expertise

- Cyber Compliance
- Cyber Insurance (Claims, Negotiations, Policy Drafts, etc.)
- Digital Assets, Cryptocurrencies, AI and Blockchain
- Data Breach Incident Investigations and Response Teams
- Data Protection Compliance: Records Management and Policies
- Data Processing Agreements
- Disputes Related to Cyber/Data Privacy
- GDPR and Global Privacy
- Privacy Regulations (e.g. promotional/marketing campaigns– tele-marketing/e-marketing, etc.)
- Relationships with Third Party Forensics/IT Security Partners the Firm Works With
- Transactional Support and Due Diligence

#### US-Specific DPPC Practice Areas

- California Consumer Privacy Act and Online Privacy Protection Act (CalOppa) and Do-Not-Track laws
- Health Insurance Portability and Accountability Act (HIPAA)
- Privacy Law Litigation Experience/Class Actions Capabilities
- State Enforcement Actions
- State Privacy Laws Compliance
- Telephone Consumer Protection Act (TCPA)/Telemarketing

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## Doing Business in Latin America & Caribbean

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Turks & Caicos  
Venezuela

### About SCG Legal

SCG Legal, a worldwide network of 123 independent law firms, was founded in 1989 and includes firms—80% of which are Chambers ranked with Chambers-ranked attorneys in the balance—that house legal, regulatory, and, in many countries, public policy practices. Members serve clients in major commercial centers and capitals in more than 63 countries, every U.S. state capital city, and the District of Columbia. The 2023 edition of Chambers Global Guide has recognized the network as a Global Elite. Firms in the network are unified by a culture of premier legal practices and industry leadership; an elevated dedication to client service and responsiveness; a commitment to diversity and inclusion; and a devotion to transparent, innovative, and fair billing practices. For more information, please visit [scglegal.com](https://scglegal.com).

# Member-Only Best Practice Training Programs



# MEMBER RESOURCE CENTER

## Business of Law

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### Policies

- AI Policy EXAMPLE [Word]
- Clean Desk Policy EXAMPLE [Word]
- Environmental Responsibility Policy EXAMPLE [Word]
- Flexible Work Policy Template EXAMPLE [Word]
- Law Firm Compensation Models [Word]
- Return to Work Policy EXAMPLE [Word]
- Social Media Policy EXAMPLE [Word]
- Technology Stipend Policy EXAMPLE [Word]

## Business Development & Marcom

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### Strategy Presentations

- Bridging Generational Gaps [PDF]
- Chambers/Legal 500 Submission Guide [PDF]
- Client Interview Kits [Word]
- Cross-Selling [PDF]
  - Attorney Internal to Firm Cross Sell Guide SCG Legal EXAMPLE [Word]
  - Attorney Internal to Firm Cross Sell Guide SCG Legal Template EXAMPLE [Word]
- LinkedIn Strategies v2024 [PDF]
- Personal Branding [PDF]
- Return on Investment (ROI) of In-Person Events [PDF]
- Strategy Session EXAMPLE [PPT]
- SWOT Analysis [PDF]

## Strategic Initiatives

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### 2025 Meeting Schedule

- Practice & Affinity Groups + Regions [PDF]

### Artificial Intelligence (AI) Exchange Working Group

- AI Strategy Exchange 2.0 v2025 [web portal]
- AI Strategy Exchange 1.0 v2024 [web portal]

### Diversity, Equity, and Inclusion

- Coming Soon

### New Partner Institute (NPI)

- Class 2024-2025 [web portal]
- Class 2023-2024 [web portal]



# 2026 PRACTICE GROUP MEETING SCHEDULE

ALL MEETINGS VIRTUAL & ALL TIMES ET UNLESS OTHERWISE NOTED  
CALENDAR INVITATIONS SENT VIA EMAIL TO PARTICIPANTS

## ARBITRATION

Feb 9 | Oct 26 > 5 – 6 AM, 11 AM – NOON

## BANKRUPTCY & INSOLVENCY

Jan 28 | Apr 9 | Jun 30 | Nov 19 > 11 AM – NOON

## CORPORATE/MERGERS & ACQUISITIONS

Feb 4 | Apr 21 | Nov 17 > 11 AM – NOON

>> Click [HERE](#) for this Group’s capabilities directory.\*

## CANNABIS

April 15 > 12 PM

## CONSTRUCTION

TBD

## DATA PROTECTION, PRIVACY & CYBERSECURITY

Feb 3 | May 12 | Oct 13 > 11 AM – NOON

>> Click [HERE](#) for this Group’s capabilities directory.\*

## GOVERNMENT RELATIONS (U.S.)

Jan 13 | Apr 21 | Jun 2 | Oct 27 > 3 – 4 PM

>> Click [HERE](#) for this Group’s capabilities directory.\*

## INTELLECTUAL PROPERTY

Feb 10 | May 19 | Oct 15 > 11 AM – NOON

## LABOR & EMPLOYMENT

Oct 14 > 11 AM - NOON

>> Click [HERE](#) for this Group’s capabilities directory.\*

## LITIGATION

Jan 21 | June 3 | Oct 21 > 10:30 – 11:30 AM

## WHITE COLLAR

May 20 | Nov 5 > 11 AM – NOON

+ in-person at 2026 Midyear Meeting > March 26-27 | Melbourne (Australia)

+ in-person at 2026 Annual Meeting > Sept 17-18 | Washington, DC (US)

Interested in a Group? Have an idea for a Group?

Email CEO [Alina Gorokhovskiy](#)

\*If you/r firm is not included, please contact [scgadmin@scglegal.com](mailto:scgadmin@scglegal.com)

## 2026 REGION MEETING SCHEDULE

**ALL MEETINGS VIRTUAL & ALL TIMES ET UNLESS OTHERWISE NOTED  
CALENDAR INVITATIONS SENT VIA EMAIL TO PARTICIPANTS**

### ASIA & PACIFIC RIM > 11 PM – MIDNIGHT

**Jan 21 | May 19 | Oct 28**

>> Click [HERE](#) for Market Entry App for Australia | Hall & Wilcox (Melbourne)

>> Click [HERE](#) for Doing Business in Vietnam | Dilinh Legal

### CANADA > 11 AM – NOON

**Feb 12 | Apr 16 | Sep 10 | Nov 12**

**June in Person Meeting**

>> Click [HERE](#) for this Region's SCG Doing Business in... Guide.

### EUROPE > 9 – 10 AM

**Jan 21 | Apr 14 | Jun 18 | Nov 5**

+ in-person at 2026 Midyear Meeting > March 26-27 | Melbourne (Australia)

+ in-person at 2026 Annual Meeting > Sept 17-18 | Washington, DC (US)

### LATIN AMERICA & CARIBBEAN > NOON – 1 PM

**Jan 22 | Apr 14 | Jun 18 | Nov 4**

>> Click [HERE](#) for this Region's SCG Doing Business in...Guide.\*

>> Click [HERE](#) for Navigating Conflict in Guatemala | Carrillo & Asociados

>> Click [HERE](#) for Doing Business in Peru | Philippi Prietocarrizosa Ferrero DU & Uría

### UNITED STATES > 2 – 3 PM

**Jan 14 | Jun 3 | Nov 4**

**Interested in a Group? Have an idea for a Group?**  
Email CEO [Alina Gorokhovsky](mailto:Alina.Gorokhovsky@scglegal.com)

\*If you/r firm is not included, please contact [scgadmin@scglegal.com](mailto:scgadmin@scglegal.com)



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# Women in Law Mentorship Program

Together, we are shaping a future  
where women lawyers are empowered  
to lead, excel, and inspire.

[scglegal.com](https://scglegal.com)

## MENTORS & MENTEEES

**Mentee Candidates:**  
Junior Partner, Of Counsel, Senior Associate



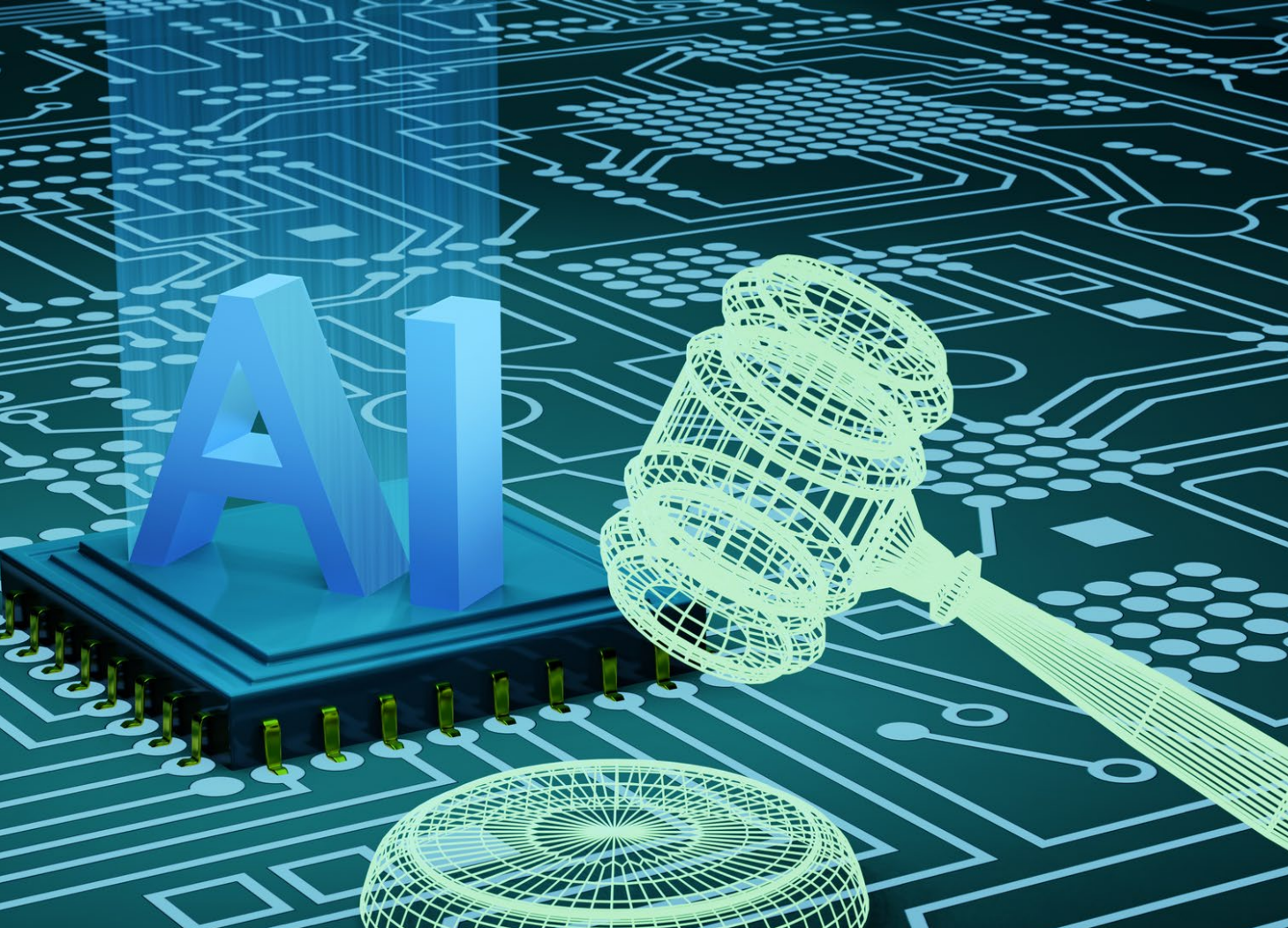
### Key Benefits

Knowledge transfer,  
network expansion,  
career guidance



### Cross-Firm Connections

Build relationships  
across member firms



# SCG LEGAL<sup>®</sup>

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Building on the success of AI Strategy Exchange 2.0, SCG proudly introduces AI Strategy Exchange 3.0. This initiative is designed to equip member law firms with innovative AI technologies and resources, enabling them to drive productivity, enhance efficiency, optimize operations, and gain a competitive edge.

*This program will act as a compass, guiding our members in shaping the future direction of their firms.*

In partnership with LegalTech Hub (LTH), AI Strategy Exchange 3.0 will provide members with access to cutting-edge industry resources, collaborative engagements with leading vendors and consultants, and insightful expertise to drive meaningful innovation across firm operations and practice areas.

# AI Strategy Exchange 3.0

*This program is a no-cost, value-add benefit exclusively available to SCG Legal Members*

AI Legal Assistant

Spellbook, Sylo, Spellbook, EYELEVEL, paxton, ontra, amto, 2ND, CALLIDUS, scissers, sarvam, Uncovers, ContractKen, Copilot, lawyer, casemark, AUTOMATISE, jus mundi, Decover, AtlasAI, Clio, eve, ContractPod, Trellis AI, deliberately AI, bagmen AI, LEGORA, esummy, LEGALFLY, CASEY, FirstRead, ivo, Syntheia, MATEY AI, DISCO, GC AI, LexisNexis, LegalOn, Vecflow, emmi, JudyAI, midpage, nd MAX, Maxime, DODONAI, Protégé, RoboLex, Thomson Reuters, newcode AI, Junior Associate, NEXLAW.AI, Ruli

Process Improvement

Neota, KLapper, vals.ai, nd MAX, servicenow, SANDS&LAW, aira, Lowdify, ControlStack, LEGA, Betty Blocks, Jylo, LUMINOS.AI, root signals, BRYTER, RASA, RoboLex, simplexio

Consultants

273, springbok, vals.ai, LEGA, erbs, TrueLaw, simplexio

Contracts

Spellbook, Stando, flank, AutoLex, Hebbia, Harvey, Ironclad, ontra, Aracor, KNO WABLE, Ultra Kira, Icertis, ContractPod, LEGORA, MAIGON, BRYTER, imprima, artery, Parsi, contractworks, Lexion, Q Catylex, Office & Dragons, ContractKen, Agiloft, Evisort, LegalGraph, contractworks, DraftPilot, BIGLE, LexCheck, Luminance, BREVIA, SimpleContract, Summarize, Luminance, Axar CLM, FODRAFT, ThoughtRiver, Clause9, VOLODY

Litigation Management

AUTOMATISE, Sylo, Parrot, casemark, Briefpoint, Parrot, prevail, casemark, Uncover, DODONAI, deposesy, verbit, DODONAI, deposesy, trellis, Doctrine, EYELEVEL, LEGALMATCH, OPUS 2, Scribe, Clearbrief, alexi, phase lab, esummy, DISCO, bench iq, JuristAI, EvenUp, Decover, trellis

eDiscovery

Nebula, Consilio, epiq, Beagle, AI for Review, reveal, Everlaw, CounselAI, fileread, open text, TRIALKIT, HAYSTACK

Legal Research

Lexata, Lexis+ AI, paxton, QURA, responsiv, LegalMike, CompetitionAI, midpage, plural, Vindex AI, jus mundi, moonlit, Bloomberg Law, Doctrine, Predictice, trellis, DOCKET ALARM, alexi, blueJ, bench iq, EISPORIA

Data

273, ozmosys, Q Catylex, centari, M Jurimesh, Docket Alarm, ThoughtRiver, BRYTER, FirmLink, ssac, LegalGraph, DocDx, MindPeer, StructureFlow, BRYTER, Datasite, Jylo, Office & Dragons

Knowledge Management

M-Files, Sinequa, Pitchly, EISPORIA, SingleDraft, Fledger, LexisNexis, Dragon, BA Insight, deepjudge, Thomson Reuters, Atlas by OpenView

Documents

Spellbook, DraftWise, paxton, amto, Manage, LexisNexis, DocDraft, SingleDraft, netdocuments, Legau, flank, nd MAX, BRYTER, DRAFT CHECK, ContractKen, Harvey, LITERA, Xpress, LEGORA, Create, BriefCatch, DraftPro, ClauseBuilder AI, newcode AI

Law Firm Operations

ayora, ELLG, QorusDocs, laurel, ControlStack, Intapp, oDDR, PointOne, Filevine, Intapp, billables.ai, KAITONGO, antiodote, Lowhive, Querious, mycase, Pitchly, 273, Ajax, WALTER, emmi, rooke.ai, LEAP

Transaction Mgt

Ultra Kira, SimplyAgree, Datasite, BREVIA, Luminance, DealClosers, Strando, MARVERI, Robin AI Reports, Tower

Legal Ops

docato, Poppy, brightflag, Coheso, tonkean, responsiv, LexisNexis, Lopti, Ruli, Wordsmith

IP Mgt

patSnap, NLPatent, TANGIBLY, PatentPal, Added Matter, Amplified, Sole Intelligence, imprima

Legal Point Solutions

Sigsaw, BeringLab, MANTLE, SmartEq, Juristic, Atticus, Synthera, SlataDoc, BRYTER, Corpora, Dimension, StructureFlow

Compliance

Josef, blee, abstract, BRYTER, LAYERUP, Norm AI

People

&AI, Lawline

## AI STRATEGY EXCHANGE WORKING GROUP

### Artificial Intelligence (AI) Strategy Exchange 3.0

In line with the network's ongoing commitment to embracing innovation and remaining at the forefront of advancements in the legal industry, we are excited to announce the launch of the second cohort of our proprietary [Artificial Intelligence \(AI\) Strategy Exchange Working Group](#) in partnership with [Legaltech Hub \(LTH\)](#), the leading insights and analysis platform for legal technology.

- Click [HERE](#) for the 2025 press release.
- Click [HERE](#) for the 2025 program brochure.
- Click [HERE](#) for relevant Resources.
- Looking for AI Strategy Exchange 1.0 (2024) and 2.0 (2025) information? Click [HERE](#).

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### 2026 MEETING SCHEDULE

Meeting invitations — including Zoom details — should have been received by all who participated in the 2024 and 2025 cohorts as well as anyone who has since been suggested by their firm Voting Representative and/or expressed interest. **Questions?** Please email Administrative Assistant Margaux Army at [marmy@scglegal.com](mailto:marmy@scglegal.com).

#### KICKOFF

February 26 > 11 AM – Noon ET

#### MEETING #2:

April 29 > 11 AM – Noon ET

#### MEETING #3

September 9 > 11 AM – Noon ET

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# NETWORKING @ INDUSTRY EVENTS



MARKETING  
PARTNER

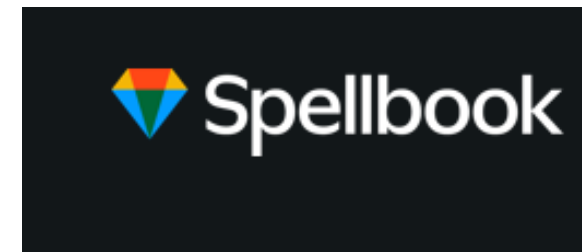
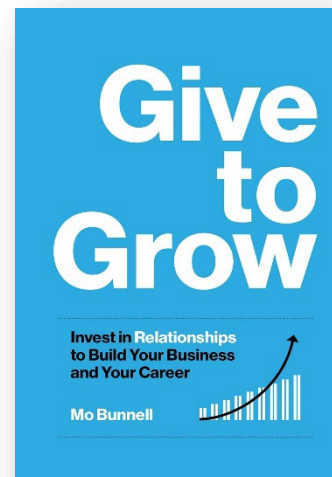
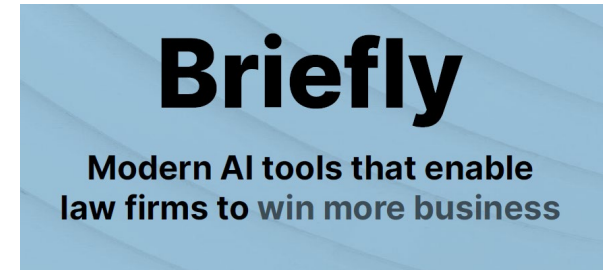
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# INDUSTRY PARTNERSHIPS



## Thursday, February 20

**12:00 pm – 1:30 pm**  
*Concorde Conference Room* **LUNCH | INFORMAL NETWORKING WITH SCG LEGAL'S BOARD CHAIR AND CEO**  
If you are arriving early, please join us for this pre-event networking lunch.

**1:30 pm – 2:00 pm**  
*Madeline Conference Room* **INTRODUCTIONS and MEETING OVERVIEW**  
• Celeste Bruce, Rifkin Weiner Livingston (US: Maryland) | Chair, SCG Legal  
• Alina Gorokhovskiy, CEO, SCG Legal

**2:00 pm – 3:30 pm**  
*Madeline Conference Room* **THE EVOLVING LEGAL LANDSCAPE: KEY TRENDS SHAPING THE INDUSTRY**  
As the legal industry continues to evolve, law firms face increasing pressure to adapt to a rapidly changing environment. From shifting market dynamics and technological innovations to changing client expectations and the evolving needs of talent, firms must rethink their strategies to stay competitive. This session will provide the latest on the legal market, examining key trends reshaping the future of legal services and exploring how law firms can adapt their strategies to stay competitive and relevant in an increasingly dynamic environment.

**3:30 pm – 3:45 pm**  
*Madeline Conference Room* **BREAK | NETWORKING**

**3:45 pm – 5:00 pm**  
*Madeline Conference Room* **COLLECTIVE WISDOM: A ROUND-ROBIN DISCUSSION**  
A group discussion and collective response to *The Evolving Legal Landscape: Key Trends Shaping the Industry* presentation, allowing participants to reflect on key takeaways and offer additional insights into what's impacting the legal industry as well as individual firms. The goal is to collaborate on creative solutions and new strategies that address common challenges within firms and across the SCG community. By leveraging the combined experience and expertise of the group, the outcomes of this session will help firm's drive growth, enhance client service, and strengthen internal operations and processes.

**5:00 pm** **ADJOURN**

**6:30 pm – 9:30 pm**  
**COCKTAIL RECEPTION/DINNER**  
@Joe's Seafood, Prime Steak & Stone Crab

## Friday, February 21

**7:45 am – 9:30 am**  
*Concorde Conference Room* **BREAKFAST | NETWORKING**

**9:30 am – 11:00 am**  
*Madeline Conference Room* **LATEST INNOVATIONS IN TECHNOLOGY: WHAT LAW FIRM LEADERS NEED TO KNOW**  
In today's highly competitive legal landscape, where law firms face intense pressure not only to attract clients but also to secure market share and top talent, strategic investments in technology are more critical than ever. For independent law firms, making informed decisions about which platforms to adopt, understanding the return on investment for any improvements, and effectively implementing artificial intelligence (AI) tools is key to staying competitive. This panel will offer a forward-looking discussion on the leading technologies reshaping the industry and how to assess and implement them. There will be a special focus on the transformative role of Generative AI (GenAI) in law firms.

**11:00 am – 11:15 am** **BREAK | NETWORKING**

**11:15 am – 12:30 pm**  
*Madeline Conference Room* **BALANCING GROWTH, PROFITABILITY, AND CULTURE: BUILDING A HIGH-PERFORMANCE LAW FIRM**

Fostering a cohesive, high-performance culture while driving growth and meeting goals for greater profitability can present significant challenges for law firm leaders. This session will explore how law firm leaders can navigate this delicate balance through proven strategies for aligning culture with business objectives, tackling difficult conversations around performance improvements, and managing compensation systems to incentivize the right behaviors. Additionally, panelists will address the role of profitability modeling and analysis in shaping performance expectations and how law firms can develop and retain their leading talent.

**12:30 pm – 2:30 pm**  
*Concorde Conference Room* **LUNCH | NAVIGATING CHANGE: FORECASTING THE TRUMP ADMINISTRATION'S IMPACT ON THE GLOBAL LEGAL LANDSCAPE | STEVE TUGEND, KEGLER BROWN**

**2:30 pm – 4:00 pm**  
*Madeline Conference Room* **COLLABORATIVE INSIGHTS: A ROUNDTABLE OF IDEAS**  
This session, facilitated by faculty from Zeughauser Group, is designed to foster open dialogue and the exchange of innovative ideas regarding topics chosen by the group (financial and strategic planning, growth and merger trends, best practices to drive profitability, building and maintaining a strong firm culture, profitable lateral growth). In a structured round-robin format, participants will have the opportunity to briefly share insights, challenges, and best practices from their respective leadership roles. The goal is to generate collaborative discussions, spark creative solutions, and uncover new strategies for addressing common challenges within our firms. By leveraging the collective experience and expertise of the group, the session will provide valuable takeaways that can be applied across firms to drive growth, enhance client service, and strengthen internal processes.

**4:00 pm – 4:30 pm** **KEY TAKEAWAYS & CLOSING INSIGHTS**

**4:30 pm** **ADJOURN**

**5:00 pm** **COCKTAILS/DINNER FOR PARTICIPANTS WHO ARE STAYING IN TOWN**

### MEETING FACILITATORS

**Mary K Young, Zeughauser Group:** With more than 18 years of experience at Zeughauser Group, Mary K has been instrumental in helping law firm clients develop strategic plans, create impactful growth initiatives, launch branding campaigns, and build high-performing operational teams. Known for her insightful analysis and ability to produce tangible results, Mary K excels in driving success through innovation and collaboration. Prior to joining Zeughauser Group, she served as Chief Marketing Officer at a Global 50 law firm, where she led marketing and business development efforts on a global scale. Mary K's deep expertise in law firm strategy and operations has made her a trusted advisor to firms seeking sustainable growth and competitive advantage.

**Paul S. Pearlman, Zeughauser Group:** A highly regarded industry leader, Paul led New York-based Kramer Levin ~~Naftali~~ & Frankel to two decades of impressive financial growth. Drawing on his extensive experience, Paul now applies his deep understanding of building and maintaining successful, creative, and collaborative partnerships to his consulting practice. He specializes in advising law firms on a range of management and governance issues, including strengthening financial performance, strategic planning, compensation systems, practice management, talent development, and high-value lateral partner recruitment. Known for his ability to drive growth and innovation, Paul's expertise helps law firms enhance operational effectiveness and achieve long-term strategic objectives.

**Nikki Shaver, CEO, Legaltech Hub:** With 20 years in law, Nikki has practiced at major firms in Australia, led knowledge and innovation teams at Stikeman Elliott and Paul Hastings, and advised on Legaltech procurement. In 2019, frustrated by the lack of searchable Legaltech resources, she saw a need for better tracking of solutions—an insight that inspired the founding of Legaltech Hub.

### 2025 In-Person Meetings: Save the Details

**May 15 – 16:** Midyear Meeting in Barcelona (Spain)  
**September 18 – 19:** Annual Meeting in Austin, TX (U.S.)

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# Business Development Webinars

## Turning Legal Market Data into Revenue Strategy

**May 13 @ 11:00 AM - 12:00 PM EST**

*This webinar is a complimentary value-added program for SCG Legal members. If the date/time does not work for your schedule, please register anyway so you can receive the recording.*

Law firms have unprecedented access to market intelligence, yet many struggle to convert insight into sustained growth. In this webinar, we will examine where strategy commonly veers off course and how firms can establish guardrails to stay aligned. Attendees will leave with a practical framework for translating market data into client development priorities, strengthening practice leader accountability, and implementing a disciplined cadence that turns strategy into measurable revenue results.

## Why I Find You Irritating:

## Navigating Generational Friction at Work

**June 25 @ 11:00 AM - 12:00 PM EST**

*This webinar is a complimentary value-added program for SCG Legal members.*

*It will not be recorded, so make sure to register today! (SUB WITH NEW LINE)*

Are your colleagues from distinctly different age groups? Are you sometimes baffled or frustrated by their decisions and behaviors? You are not alone. Since the workplace is made up of multiple generations, you are likely to experience generational friction firsthand. But let's be clear: these are not problems to fix. Rather, they are differences to understand, appreciate, and ultimately, embrace.

The American workforce has evolved to include four distinct generational groups. Therein lies the challenge and the opportunity. Each generational cohort comes of age during distinct environmental and socio-economic circumstances; we are all products of our respective times. These circumstances shape our motivations, expectations, and workplace behaviors.

## Business Development Webinar Series

Please join SCG Legal for two 45-minute webinars focused on client relationship development, building your personal brand, and managing your professional career. **The series is complimentary, but registration is required.**

### Your Invisible Network: How to Build and Enrich Relationships With Clients and Within SCG

**February 27 at 10:30 am (EST)**

Relationships are a must-have...not a nice-to-have...when it comes to achieving your leadership and business potential. Internationally renowned executive coach, leadership expert, and lawyer Michael Urtuzuástegui Melcher, author of the book *Your Invisible Network: How to Create, Maintain, and Leverage the Relationships That Will Transform Your Career* (2023), will share insights and practical tips for how to get the most out of your current and future connections based on his years coaching senior leaders across multiple industries.

Through this webinar you will better understand:

- How relationships are a form of wealth that is under your control
- What it means to build and manage a relationship portfolio
- How relationship 'bids' work and how we can offer – and be more receptive to – more bids with clients and colleagues
- 'Minute 32' and the unpredictable ways that conversations unfold
- The limits of pre-qualifying aka why you can't predict who will be most valuable
- The power of research-based principles like 'strength of weak ties'
- Why your discomfort is part of the process...and how to deal with it
- How to do all the above amid a busy career and life

**REGISTER TODAY**

# BUSINESS DEVELOPMENT WEBINARS

### Edelman's 2025 Trust Barometer: Navigating the Evolving Confidence Crisis in Law

**April 8 @ 10:00 - 11:00 AM EST**

*This webinar is a complimentary value-added program for SCG Legal members. If the date/time does not work for your schedule, please register so you can receive the recording.*

Trust is the cornerstone of the legal profession, yet the 2025 Edelman Trust Barometer highlights growing skepticism toward institutions, including the judiciary and legal system.

This webinar examines the evolving trust landscape in law—spanning judicial integrity, corporate ethics, AI in legal decision-making, and crisis management—and equips lawyers with actionable strategies to reinforce confidence, accountability, and ethical leadership.

Through expert insights and real-world applications, the discussion will explore how trust is shaping the future of law and the profession's critical role in addressing societal concerns amid declining institutional confidence.

#### Key Takeaways

- How to lead through this crisis
- How to navigate expectations
- How to deliver results that benefit everyone
- How to prioritize and rebuild trust across your organization and local communities

**REGISTER NOW**

### Building Your Personal Brand

**March 14 at 10:30 am (EST)**

Individual lawyers represent their firm's brand only as well as how they present themselves. Building your personal brand will strengthen your reputation within your firm, with current and prospective clients, and across business-building resources such as SCG Legal.

Sought after Executive coach Kimberly Togman, founder of Scalable Leader and a principal with Next Step Partners®, and Michael Urtuzuástegui Melcher will help you understand your existing brand and ways to optimize it.

Through this webinar you will better understand how to:

- Define, refine, or re-invent your brand
- Communicate your brand
- Explore strategies for aligning your existing network with your brand
- Keep brand at the forefront of your career management strategy

**REGISTER TODAY**

# PROFESSIONAL DEVELOPMENT PROGRAMS ON DEMAND

- Efficiency: Process Improvement, Project Management and the P+Ecosystem
- Well-Being: A six-part webinar series featuring How to Foster and Keep a Sense of Control, A Stress- Resilience Workspace, Virtual Team Building Activities, Habits for Continued Professional and Personal Growth, Healthy Work Engagement vs. Burning Out and The Six Human Needs and Seven Habits of Highly Effective People
- Diversity, Equity and Inclusion: A three-part webinar series featuring Bias-Reducing and Diversity-Promoting Decision-Making for Legal Professionals, Identifying and Confronting Subtle Forms of Bias in the Law Firm and a Fireside Chat with Law Firm Diversity Professionals
- Strategic Communication as Law Firms Re-Open Their Doors
- Developing Business in a Virtual Landscape
- Post-pandemic Future: How to Orient Your Business for the Changes We've Seen and the Changes to Come
- Drive Client Loyalty and Build Business by Understanding the Voice of Your Client

**203 Alumni**  
**Organizing Annual**  
**Alumni Meeting**

## Executive Coaching Sessions

Group sessions + online training modules (video tutorials). Run-time average of six-minutes or less ensures minimal impact on billable time.

Immediately actionable with clear step-by-step instructions on how to apply each strategy.

- **How to Expand Your Professional Network Virtually**
- **Prospecting for New Clients in a Virtual Environment**
- **How to Succeed in a Virtual Pitch**
- **How to Differentiate from the Competition**
- **How to Enhance Your Professional Reputation with Social Media and Thought Leadership**



**2026: 2 Classes (47 Participants)**

# NEW PARTNERS INSTITUTE (NPI)

## MODULE ONE – FEB 19

VIRTUAL WORKSHOP – TWO HOUR PROGRAM

### INTRODUCTIONS & BUILDING A STRONG FOUNDATION

*PROGRAM WELCOME, SALES V. MARKETING, & EFFECTIVE INTRODUCTIONS*

**PURPOSE:** To discover the roadmap to follow and the specific steps to achieve business development goals. To develop, practice and refine a unique "elevator speech" and facilitate connections among the participants. Participants are introduced to each other as well as the marketing cycle and sales process. This module includes addressing the reluctance some lawyers have in "selling" by defining exactly what it is in the context of selling professional services. By laying out the specific phases of the sales process and detailing what activities should be undertaken at each juncture from planning to retaining and growing clients, lawyers have a clear roadmap to follow and an in-depth understanding of what can and should be done to advance to the next step.

Creating and delivering an elevator speech is essential for effective relationship development and networking. First impressions can make or break a relationship. In this program, participants learn what it is (a 10 second "tagline" that is succinct and memorable, focused on benefits and delivered effortlessly) and then practice and revise it as appropriate to the situation.

The FIRM Guidance "Elevator Speech Worksheet" will be provided for the small amount of advance work required in this kickoff.

## MODULE TWO – MAR 17 AND APR 16

TWO VIRTUAL WORKSHOPS – ONE HOUR EACH

### LEADERSHIP

**PURPOSE:** To develop leadership skills, identify and leverage individual style, and build high-performing teams.

#### AGENDA FOR THIS MODULE:

These workshops are designed to help you develop your personal leadership, team leadership, and project management skills specifically in the legal context. Participants will also develop a personal leadership plan to put their learnings into action and transform as a leader. In this module, you will:

- Identify your personal leadership style and the emotional intelligence components that support effective leadership.
- Understand how legal training impacts emotional intelligence and leadership.
- Understand the components necessary to build and lead an effective high-functioning team.
- Learn how to incorporate personal leadership and team leadership to successfully manage a process improvement project.
- Identify opportunities for the development of personal leadership, team leadership, and/or project management skills and develop a plan to expand those skills.
- Learn how to incorporate leadership skills to matter management.
- Draft actionable steps to expand leadership, team and project skills.

## MODULE THREE – MAY 13 AND JUN 17

TWO VIRTUAL WORKSHOPS – ONE HOUR EACH

### PRACTICE MANAGEMENT, DESIGN THINKING, AI & PROCESS IMPROVEMENT

**PURPOSE:** To learn key process improvement and project management tools, understand how Design Thinking and AI can enhance legal practice, and create efficiency and client value.

#### AGENDA FOR THIS MODULE:

Process improvement, project management, AI and Design Thinking are being used by the legal profession to produce efficiency, predictability, excellence in work product and service delivery, while enhancing employee and client experience and improving the chances of successful outcomes. No trade-offs are needed by either the firm or the client when employing these approaches and resources, because everyone wins.

The program includes a brief introduction to key process improvement terms and methodologies, an explanation of project management, and how AI, PI and PM work together. In this module, you will:

- Learn about process improvement, AI tools, project management, and how they work together.
- Understand what Design Thinking is and how it is used in the legal industry.
- Find out how to get started on a PI/PM/DT program.
- Practice using PI, PM, and DT for competitive advantages: case studies of what others in the legal profession are doing.
- Learn about practical AI tools for research, drafting, and client engagement.

## MODULE FOUR – JUL 16 AND SEP 9

TWO VIRTUAL WORKSHOPS – ONE HOUR EACH

### PLANNING FOR SUCCESS

**PURPOSE:** To build personal business plans and strengthen networking, collaboration, and relationship development skills.

#### AGENDA FOR THIS MODULE:

- Set SMART goals.
- Develop your individual business plan that leverages your strengths.
- Focus on actionable plans to build long-term business development habits and solidify your relationships.
- Develop a long-term business development strategy and execute your short-term business development plan.
- Building referral sources and clients for life.
- Leverage firm and SCG Legal referral opportunities.
- Share best practices for cross-selling and collaboration.
- Guided exercise to develop individual goals aligned with practice strengths.



**FIRM GUIDANCE/MACDONAGH CONSULTING**  
Catherine Alman MacDonagh, JD is an award-winning lawyer entrepreneur, consultant, professor, author, and speaker. With FIRM Guidance, she offers planning, organizational development, marketing, and business development consulting services with a particular focus on the legal profession.



**THE LEGAL LEAN SIGMA INSTITUTE**  
LLSI is the first and only organization that offers a full range of consulting services and certifications in process improvement and project management as well as certificate programs and workshops for legal departments and law firms / offices.



Adam Pabarcus  
Larkin Hoffman  
US: Minnesota



Alana Mitchem  
Erickson | Sederstrom  
US: Nebraska



Alexandria Russell  
Rath, Young, and  
Pignatelli  
US: New Hampshire



Anastasiia Klian  
GOLAW  
Ukraine



Anna Okła-Woźniak  
Domański  
Zakrzewski Palinka  
Poland



Andrew Tague  
Goodell, Stratton,  
Edmonds & Palmer  
US: Kansas



Angela Beierbach  
Field Law  
Canada: Alberta



Austin Jones  
McGinnis Lochridge  
US: Texas



Austin Provost  
Robinson+Cole  
US: Massachusetts



Bir Bahadur Singh  
Sachar  
JSA  
India



Brittney Lehtinen  
Kaempfer Crowell  
US: Nevada



Caitlin Cobb  
Capell & Howard  
US: Alabama



Clara Fazio  
Barreiro  
Argentina



Colin Cloherty  
Wiley  
US: Washington, DC



Denisse Ortiz-Torres  
O'Neill & Borges  
Puerto Rico



Dylan Castellino  
Poyner Spruill  
US: North Carolina



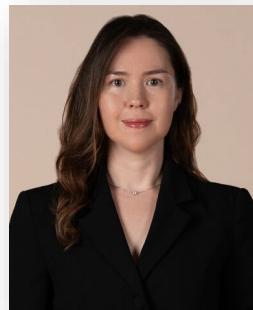
Emil Brockstedt  
Marburger  
Skau Reipurth  
Denmark



Emile Khoury  
Boutin Jones  
US: Sacramento, CA



Emma Plaxton  
Mills & Reeve  
UK



Fulya Kurar  
Moroğlu Arseven  
Turkey



Gabriel d'Amécourt  
Veil Jourde  
France



Giselle Pérez Reyes  
Guzmán Ariza  
Dominican Republic



Hunter Schoen  
Adams & Reese  
US: Louisiana



Jamie Riley  
Parsons Behle &  
Latimer  
US: Idaho



Jay Cho  
Patterson Belknap  
Webb & Tyler  
US: New York, NY



Jean-Rodolphe  
Fiechter  
Kellerhals Carrard  
Switzerland



Joel Wee  
CNPLaw  
Singapore



Jordi Abras Carbó  
AGM Abogados  
Spain



Josafat Izaguirre  
ALTA Melara &  
Asociados  
Honduras



Kari K. Noborikawa  
Starn O'Toole  
Marcus & Fisher  
US: Hawaii



Kartik Jain  
JSA  
India



Katherine Binsted  
Wynn Williams  
New Zealand



Leslie Wong  
Clark Wilson  
Canada: British  
Columbia



Lia Boritz  
WeirFoulds  
Canada: Ontario



Magdalena Ozarowski  
Ausley McMullen  
US: Florida



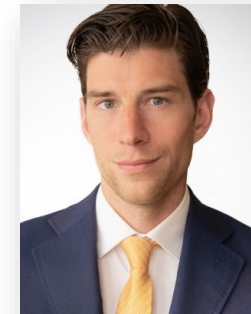
Miguel Ángel Soto  
Philippi Prietocarrizosa  
Ferrero DU & Uría  
Peru



Nick Bratis  
L Papaphilippou & Co  
Cyprus



Oleri Galope  
Travers Thorp Alberga  
Cayman Islands



Peter Dalmay  
Jonsson & Hall  
Iceland



Peter Lennartz  
RosholmDell  
Sweden



Robert Couch  
Parsons Behle &  
Latimer  
US: Idaho



Ruari O'Sullivan  
Berman Fink Van Horn  
US: Georgia



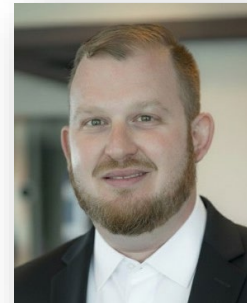
Sheniqua Hodge  
Webster  
Anguilla



Sven-Erik Holm  
GvW Graf von Westphalen  
Germany



Theresa Bowman  
Mitchell Silberberg & Knupp  
US: Los Angeles, CA



Yan Feldman  
Amit, Pollak, Matalon & Co.  
Israel

# SCGLEGAL<sup>®</sup>

A WORLDWIDE NETWORK OF LEADING LAW FIRMS

## Weekly Global Roundup

Vol 2025 Issue Feb 17

The Members of SCG Legal's global community are consistently offering critical opportunities – **thought leadership, industry guides, in-person events, podcasts, webinars, and more** – with direct impact on attorney, firm, and client success. If your firm would like to contribute to this weekly e-communication, please send details to [sharealerts@scglegal.com](mailto:sharealerts@scglegal.com).

## IN THE SPOTLIGHT

### [SCG Legal 2025 Midyear Meeting | May 15-16 | Barcelona, Spain](#)

The legal landscape is shifting rapidly, influenced by technological advancements, geopolitical uncertainty, economic fluctuations, and evolving regulations. Navigating this ever-changing landscape requires more than just expertise—it demands collaboration, foresight, and strategic innovation.

This Midyear Meeting is designed to equip lawyers with the tools, insights, and connections needed to not only manage but lead through challenges and changes

## WEBINARS to watch



### THIS WEEK

#### February 18

- [The Tax Reform of Trapped Profits - User Guide](#) presented by Amit, Pollak, Matalon & Co. (Israel)
- [How To ... Assert Employer's Rights With Your EPLI Insurer](#) presented by Barnes & Thornburg (US: Indiana)

#### February 19

- [Artificial Intelligence and Ethics](#) presented by Mitchell Silberberg & Knupp (US: Los Angeles, CA)
- [Understanding the New Administrative False Claims Act](#) presented by Wiley (US: Washington, D.C.)

#### February 20

- [Immigration Insights: Weekly Fireside Chats](#) presented by Barnes & Thornburg (US: Indiana)
- [2025 Employment Law "Year in Review"](#) presented by Mitchell Silberberg & Knupp (US: Los Angeles, CA)
- [SBA's New Size Recertification Rules for Multiple-Award Contracts](#) presented by Wiley (US: Washington, D.C.)

## Want to be Featured in the Next Newsletter?

Have news you want to share with the SCG community? Please send emails to [sharealerts@scglegal.com](mailto:sharealerts@scglegal.com).



## News from the Network

### In the Spotlight

**AGM Abogados (Spain)** announced the launch of their new ESG – Regulatory Compliance and Sustainability practice area. The new practice is led by **Marta Salvador Mateo**, lawyer in the Immigration area, and **Héctor Déniz Guedes**, Head of the Penal and Compliance area.

**Fraser Trebilcock (US: Michigan)** The firm's growth continues with Grand Rapids office relocation. New office address: 300 Ottawa NW Suite 810.

We're just three weeks away from SCG's 2025 Midyear Meeting in Barcelona on May 15–16! If you plan to attend but haven't registered yet, please click [HERE](#) to register.

We're also excited to announce that registration is now open for our **Annual Meeting**, taking place **September 18–19 in Austin, TX**. Click [HERE](#) for additional information. The first round of invitations for this event will go out to our network tomorrow.

Given the current global political, regulatory, economic, and legal uncertainties, we are hoping for strong member participation in Austin—ideally with two to three attorneys from each member firm. All SCG meetings are valuable opportunities to connect across firms and practice areas, and now more than ever, it's essential that we come together. These meetings not only highlight business development opportunities but also foster deeper collaboration to support clients in today's unprecedented environment.

In addition to Barcelona and Austin, we want to highlight two important **regional meetings** happening this year. We will have participation from all regional firms, ideally with two to three attendees per firm across different practice areas. If you or members of your firm are interested in attending and/or speaking, would like to promote your firm and practice, or have clients in Canada or the Asia-Pacific region and want to expand relationships there, please let me know.

**Canada Regional Meeting – Calgary, June 19–20, 2025:** This meeting will bring together our Canadian firms from across Alberta, British Columbia, Manitoba, New Brunswick, Northwest Territories, Nova Scotia, Nunavut, Ontario, Quebec, Saskatchewan, and Yukon. Discussions will include a wide range of topics—from M&A to litigation—and offer a strong focus on business development and cross-selling among firms.



Search...

## Welcome to SCG's Global Spin Studio

Home to SCG Legal's attorney-to-attorney webcasts focusing on the issues and conversations that matter to you.



Disclaimer: SCG Legal's Global Spin and Global Spinette webcasts are for informational purposes only and do not constitute legal or professional advice. Listening does not create an attorney-client relationship. Always seek advice from an attorney licensed in the relevant jurisdiction.



Jul 9

### Foreign Merger Deals in Today's Ukraine

In this very timely Global Spin, SCG Legal Member GOLAW (Ukraine) offers critical insights on why foreign deals need merger clearance...



Jun 24

### Residency by Investment in Anguilla + Turks &...

In this special Caribbean edition of SCG Global Spin, our Member firms – Webster LP in Anguilla and Miller Simons O'Sullivan in Turks &...



Jun 13

### Playing the Odds: An Update on Sports Betting i...

It's been seven years since the U.S. Supreme Court struck down a federal ban on sports betting, meaning each state gets to determine...

# MEMBER-TO-MEMBER POD/WEBCAST



## Thought Leadership

Showcase expertise to global legal community and clients.



## Network Building

Forge connections with peers in specialized practice areas.



## Production Support

Full production assistance included at no additional cost.



# 2025 Past Meetings



## IBA Cocktail Reception

Toronto: November 3, 2025



## Austin, TX

Annual Meeting: September 18-19, 2025



## Barcelona, Spain

Midyear Meeting: May 15 – 16, 2025



## Calgary, Canada

Canada Regional Meeting: June 19-20, 2025



## Kuala Lumpur, Malaysia

Asia & Pacific Rim Regional Meeting: July 10-11, 2025

# MEETINGS



## 2026 Locations

**MIDYEAR MEETING in Melbourne: March 26 - 27**

INTA Cocktail Reception in London: May 3

Team Canada in Winnipeg: June 11 - 12

**ANNUAL MEETING in Washington, DC: September 17 - 18**

IBA Cocktail Reception in Copenhagen: October 4

**CMO & COO Roundtables: TBD**



## 2027 Locations

**MIDYEAR MEETING in London: May 13 - 14**

INTA Cocktail Reception

Team Canada

**ANNUAL MEETING in New York: September 22 - 24**

IBA Cocktail Reception

**Law Firm Leaders Roundtables: TBD**

**TEAM ASIA & PACIFIC RIM in New Delhi: February 25 - 26**

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**2026 ANNUAL MEETING**  
September 17-18 | Washington, DC



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**WASHINGTON, DC**



# 2027 MIDYEAR MEETING

## LONDON

### MAY 13 – 14



AN *d* AZ™ | LONDON  
LIVERPOOL STREET



## Client Referral Network



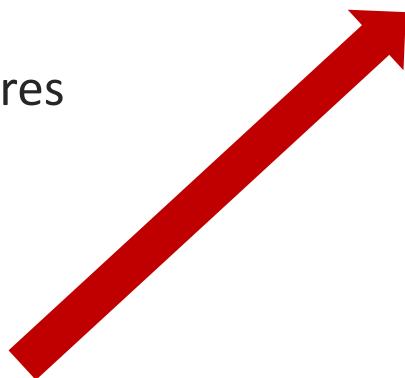
### Identify Need

Determine when your client requires assistance in another jurisdiction



### Find Resources

Visit [www.scglegal.com/firms](http://www.scglegal.com/firms) or contact CEO Alina Gorokhovskiy



### Make Connection

Connect with the listed representative in the needed jurisdiction












### Track Referral

CC your voting rep and SCG's CEO on all referral communications



During breaks and cocktail reception,  
look for **stickers** to meet your dinner companions + coordinate travel to restaurants.

NO HOST DINNER COLORED DOT KEY  
for THURS, 26 MARCH

	Coda
	Flower Drum
	MoVida   Aqui
	Reine & La Rue
	Rockpool Bar & Grill
	SUD Food and Wine
	Tonka
	Treviso Bar & Dining
	Yakimono



# Hall & Wilcox

## Lawyers

**SCGLEGAL**<sup>®</sup>

**2026 MIDYEAR MEETING**  
26-27 March | Melbourne, Australia



# **DOING BUSINESS IN ASIA: NAVIGATING OPPORTUNITY & COMPLEXITY**

## **Moderator**

- **Patrick Heid > GvW Graf von Westphalen (Germany)**

## **Panelists**

- **Saravana Kumar > Rosli Dahlan Saravana Partnership (Malaysia)**
- **Darcy MacDermid > Matsuo & Kosugi (Japan)**
- **Shivpriya Nanda > JSA (India)**
- **John Tang > DHH (China: Beijing)**

**KEYNOTE | GAME ON: LEGAL CHALLENGES BEHIND  
GLOBAL SPORTS AND ENTERTAINMENT EVENTS**

**Professor Jack Anderson, leading expert in sports law and  
Director of Sports Law Studies at Melbourne Law School**

**Panel Discussion Following Keynote:**

- **Celeste Bruce > Rifkin Weiner Livingston (US: Maryland)**
- **Martin Ross > Hall & Wilcox (Australia: Melbourne)**



**SCG Legal, Sports Law, 2026**  
**Jack Anderson**  
**Professor of Law**  
**University of Melbourne**

[jack.anderson@unimelb.edu.au](mailto:jack.anderson@unimelb.edu.au)

“In the end, this statue isn't just for Pats fans. It will also give Jets fans something to throw their beer at as they leave the stadium – probably in the second quarter,” Brady said.  
“Maybe the third.”

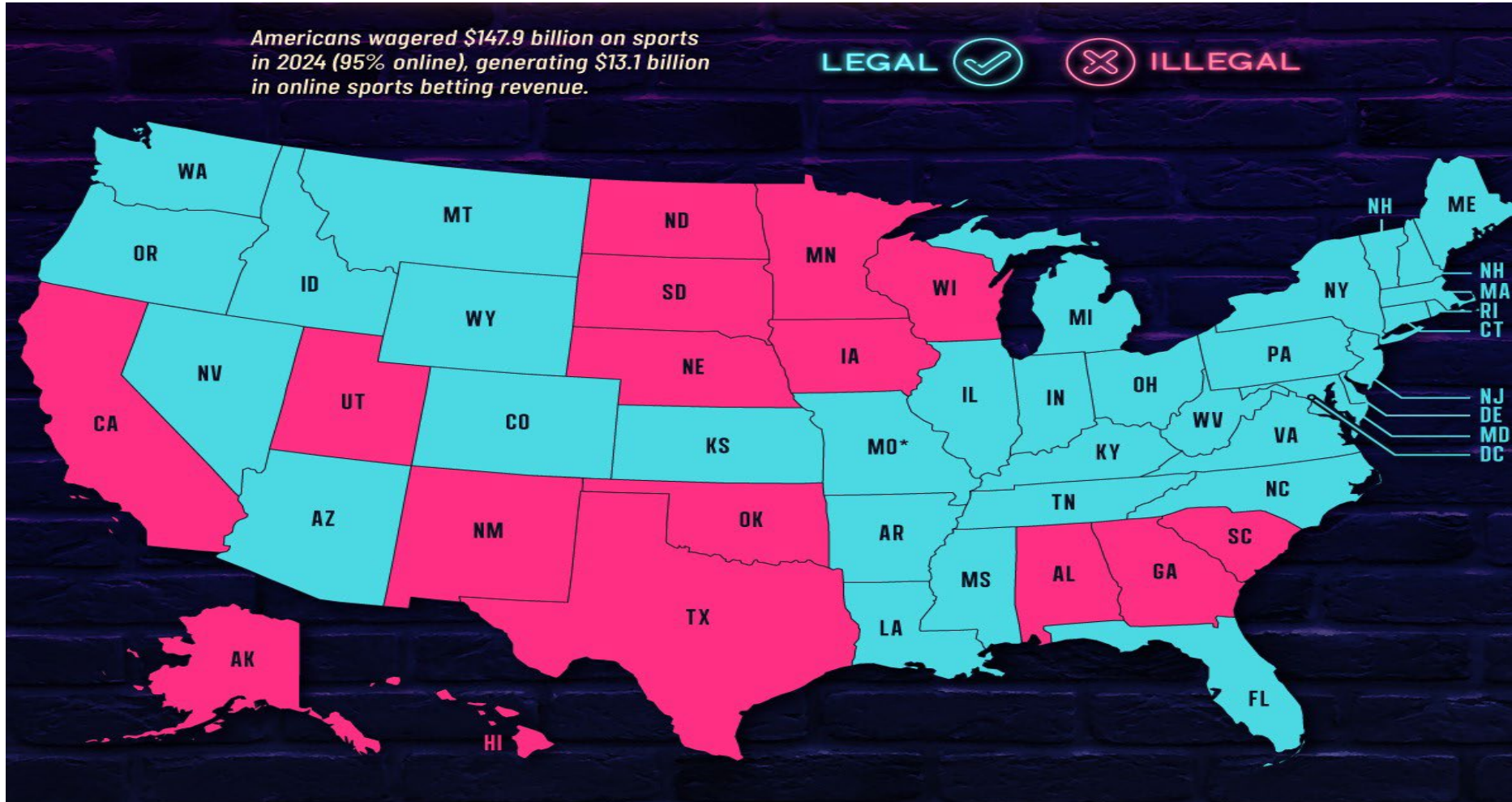




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How many NFL games have ended on a 36-23  
scoreline?

0



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*Sage & Thompson v. DraftKings, FanDuel, the NFL, Genius Sports and others (2026)*

PRESS RELEASE

# Current and Former National Basketball Association Players and Four Other Individuals Charged in Widespread Sports Betting and Money Laundering Conspiracy

Thursday, October 23, 2025

Share >

**For Immediate Release**

U.S. Attorney's Office, Eastern District of New York

## Defendants Allegedly Used Non-Public Injury and Lineup Information to Place Fraudulent Wagers Worth Hundreds of Thousands of Dollars

Earlier today, at the federal courthouse in Brooklyn, an indictment was unsealed charging six defendants — Eric Earnest, also known as “Spook,” Marves Fairley, also known as “Vez,” “Vezino,” and “Vezino Locks”, Shane Hennen, also known as “Sugar,” Damon Jones, also known as “D Jones,” and “Dee Jones,” Deniro Laster, also known as “Niro,” “Payso,” and “Peso,” and Terry Rozier, also known as “Scary Terry” and “Chum” — with wire fraud conspiracy and money laundering conspiracy for their alleged roles in a scheme to use inside information from National Basketball Association (NBA) players and coaches to profit from illegal betting activity.

The defendants, who are located across the country, will be arraigned at a future date in the Eastern District of New York.

Joseph Nocella Jr., United States Attorney for the Eastern District of New York, Kash Patel, Director, Federal Bureau of

TOP

27 Jan 2026



42 days later...







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31 of the 32 NFL teams made the top 50,  
the exception (and the least valuable NFL  
franchise) being....

Cincinnati Bengals

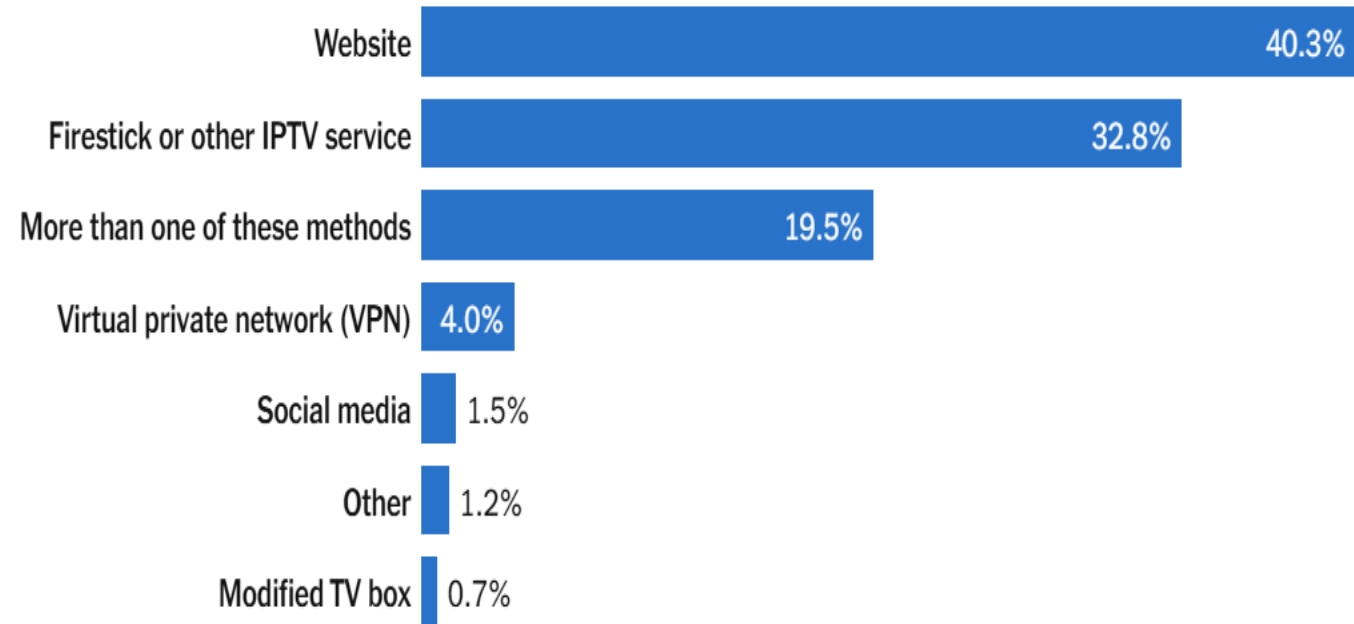


- Rome 1960, US\$1.2m;
- LA 1984, US\$287m;
- Paris 2024, US\$3.25bn
- In last Olympic cycle 2020-2024, IOC's revenue was US\$7.7bn of which 60% was from media rights



- Premier League in UK – US\$400m in May 1992 by Sky over 4 years.
- Latest four-year deal for EPL is US\$2.25bn per year but with an extra US\$2.8bn per year in overseas rights

## What method do you use to access illegal streams?



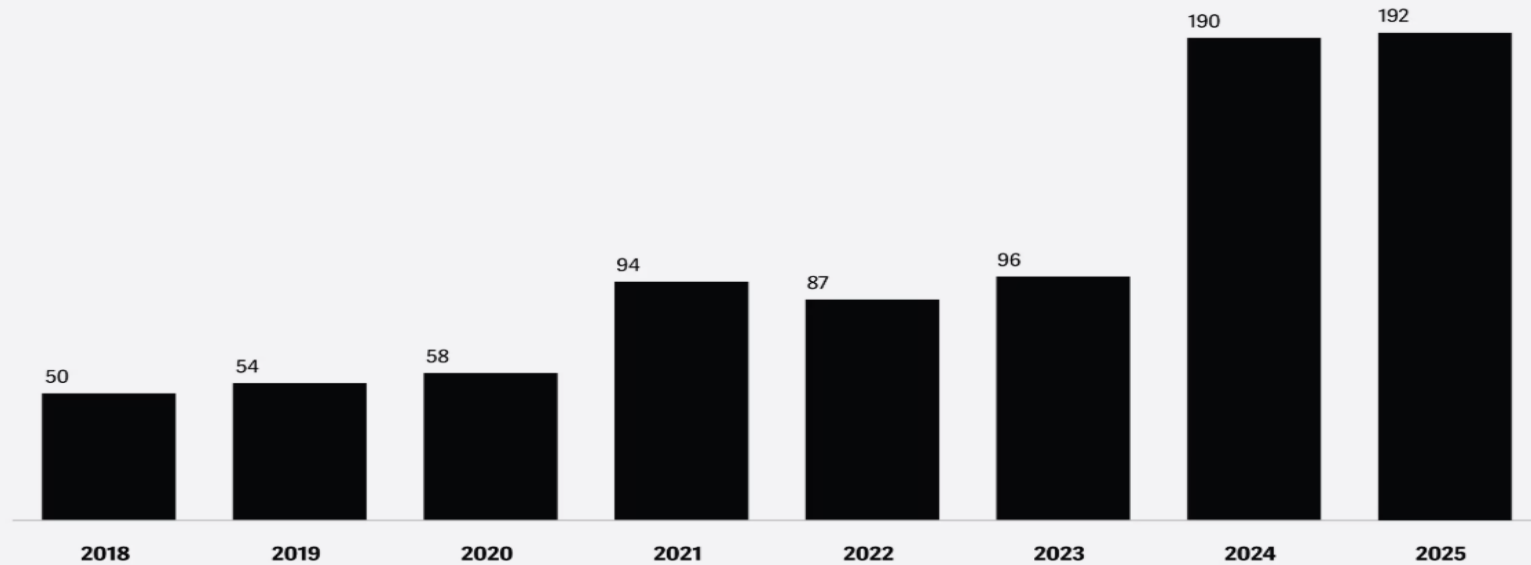
Source: The Athletic survey



Figure 1

## Global private equity transactions in the sports industry are on the rise

Annual number of private equity deals in the sports sector



Sources: Oaklins, "Spot On, Sports," February 2026.

Deloitte | [www.deloitte.com/tmt-research](http://www.deloitte.com/tmt-research)

## PE investment

- Due diligence
- Governance control
- Exit strategy



### Expansion (Domestic)

- Monopoly
- Antitrust Law
- Athlete agency
- NCAA/NIL = female athletes and sport

### Expansion (Global)

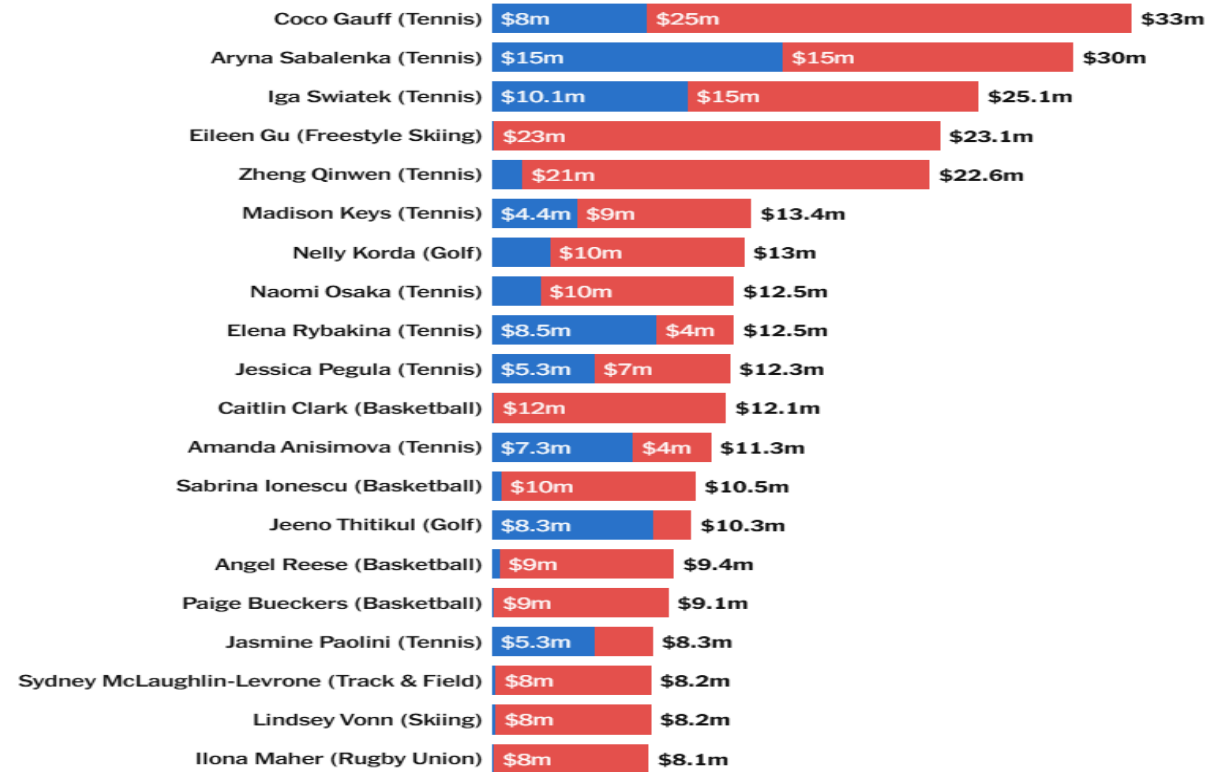
- Multi-club ownership
- (National) league expansion
- Regulatory/integrity issues
- Transnational law, tax etc



## Highest-paid female athletes in the world

Figures from 2025

■ On-field earnings ■ Off-field earnings



## Premier League - multi-club relationships

Club	Multi-club Ownership	Country
Arsenal	Kroenke Sports & Entertainment	USA
Aston Villa	V Sports	Egypt / USA
Bournemouth	Black Knight	USA
Brighton	Tony Bloom	England
Burnley	ALK	USA
Chelsea	BlueCo	USA
Crystal Palace	Harris & Blitzer	USA
Everton	Friedkin Group	USA
Leeds United	Red Bull	Austria
Liverpool	FSG	USA
Manchester City	City Football Group	Abu Dhabi
Manchester United	INEOS	England
Newcastle United	PIF	Saudi Arabia
Nottingham Forest	Evangelos Marinakis	Greece
West Ham	Daniel Kretinsky	Czech Republic

Prepared by @SwissRamble

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EUROPE	AMERICAS	AUSTRALIA & ASIA
Manchester City FC →	New York City FC →	Melbourne City FC →
Girona FC →	Montevideo City Torque →	Yokohama F. Marinos →
Lommel SK →	Bahia →	Shenzhen Peng City FC →
ESTAC Troyes →	Club Bolívar (Partner) →	
Palermo FC →		

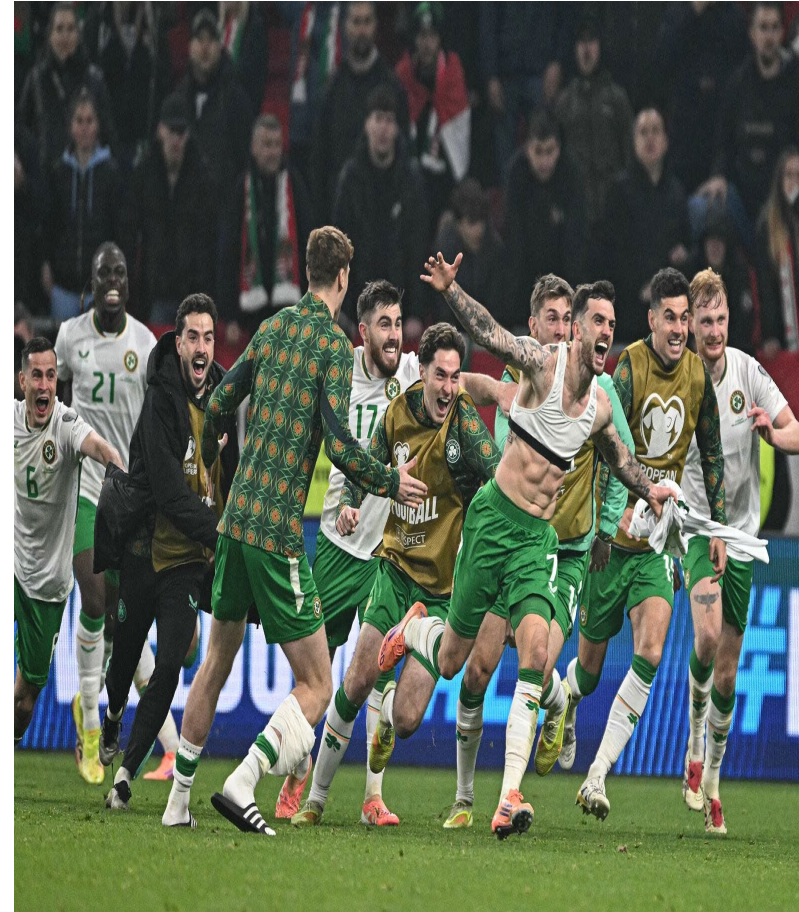


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- NFL: cloud-based ecosystem built on Amazon Web Services (AWS): 90 billion rows of fan data, with over 250 dimensions per fan, ingesting thousands of daily data feeds
- FC Bayern Munich: working with SAP, Bayern combined data from 52 platforms to create a 360 degree view of their fans called the 'golden fan record.'
- FC Barcelona's EUR 280 million sponsorship deal with Spotify was constrained by the club's lack of customer data.



**KEYNOTE | GAME ON: LEGAL CHALLENGES BEHIND  
GLOBAL SPORTS AND ENTERTAINMENT EVENTS**

**Professor Jack Anderson, leading expert in sports law and  
Director of Sports Law Studies at Melbourne Law School**

**Panel Discussion Following Keynote:**

- **Celeste Bruce > Rifkin Weiner Livingston (US: Maryland)**
- **Martin Ross > Hall & Wilcox (Australia: Melbourne)**

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**NETWORKING BREAK**

**15:30 – 15:45**



**#RAPIDiNSIGHTS | THE MODERN LITIGATOR:  
ELEVATING DISPUTE MANAGEMENT WITH  
INTEGRATED TECH AND GENAI**

**Speaker:** Kapilan Rasiah > Director, Business Development  
TransPerfect Legal

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**MELBO****RNE**

**SESSION**  
**16:15 – 17:00**

**DEALS UNDER THE MICROSCOPE: NAVIGATING M&A  
AND COMPETITION LAW IN A HEIGHTENED  
ENFORCEMENT ERA**

**Moderator**

- **Ed Paton > Hall & Wilcox (Australia: Melbourne)**

**Panelists**

- **Hayley Buckley > Wynn Williams (New Zealand)**
- **Kate Newman > Mills & Reeve (UK)**
- **Bee Hong Ooi > Rosli Dahlan Saravana Partnership (Malaysia)**

**17:45 >> HOTEL GROUND LOBBY**  
**TRANSPORTATION TO HALL & WILCOX**  
**18:15 >> HALL & WILCOX**  
**BUSINESS MADE SOCIAL RECEPTION**  
**19:30/20:00 >> NO HOST DINNERS**



***Enter via 100 Queen Street***

All reservations under **SCG LEGAL**.

Refer to your calendar invitation for details related to your specific dinner reservation. Restaurant details are also available in the SCG Legal mobile app under

**Events > 2026 Midyear Meeting: Melbourne > Venues**

**Look for stickers to coordinate travel to no host dinners!**



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**2026 MIDYEAR MEETING**  
**26-27 March | Melbourne, Australia**



# U.S. POLICY GLOBAL REACH: NAVIGATING GOVERNMENT IMPACT WORLDWIDE

## **Moderator**

- **Robert Rieger > Adams & Reese (US: Louisiana)**

## **Panelists**

- **Doug Chin > Starn O'Toole Marcus & Fisher (US: Hawaii)**
- **Heather Harris > Barnes & Thornburg (US: Indiana)**
- **Duane Pozza > Wiley (US: Washington, DC)**
- **Randi Valverde > Capitol Counsel & Consulting (US: New Mexico)**

# **FROM BREACH TO POLICY: MANAGING CYBERSECURITY & LIABILITY**

## **Panelists**

- **Stephan Menzemer > GvW Graf von Westphalen (Germany)**
- **Greg Simms > Wynn Williams (New Zealand)**
- **Eden Winokur > Hall & Wilcox (Australia: Melbourne)**

# Cyber, privacy, and insurance

SCG Legal Conference

March 2026

[hallandwilcox.com.au](https://hallandwilcox.com.au)

# Agenda

1. Global cyber trends
2. State of play - Cyber insurance
3. Panel discussion



24/7 cyber incident hotline

**+61 2 8267 1599**

[cyber@hallandwilcox.com.au](mailto:cyber@hallandwilcox.com.au)

# Global cyber trends

# Headlines

SecurityBrief Australia

## AI-fuelled cyber attacks now steal data in 72 minutes

AI-driven hackers can now steal data in just 72 minutes, as faster, multi-surface attacks overwhelm complex, over-trusting enterprises.

3 weeks ago

DJ Daily Journal

## Small business, big target: The rising threat of ransomware

For too long, many small business owners have assumed they won't be targeted, although it appears the criminals see them as easy targets. And even if you're one...

20 Oct 2025



The Guardian

## Global ransomware payments plunge by a third amid crackdown

Australian Cyber Security Magazine

## Australia experienced highest ransomware rate globally, second highest in ransom payments

The study also shows that Australian organisations experienced the highest rate of ransomware attacks globally in the past 12 months, at 35 per...

9 Dec 2025



SecurityBrief Australia

## Australian businesses lose AUD \$2.03 billion as AI scams surge

Australian businesses have lost AUD \$2.03 billion to increasingly sophisticated AI-driven scams in 2024, signalling a growing threat to the...

21 Aug 2025



BleepingComputer

## Ransomware gang exploits Cisco flaw in zero-day attacks since January

The Interlock ransomware gang has been exploiting a maximum severity remote code execution (RCE) vulnerability in Cisco's Secure Firewall...

5 hours ago



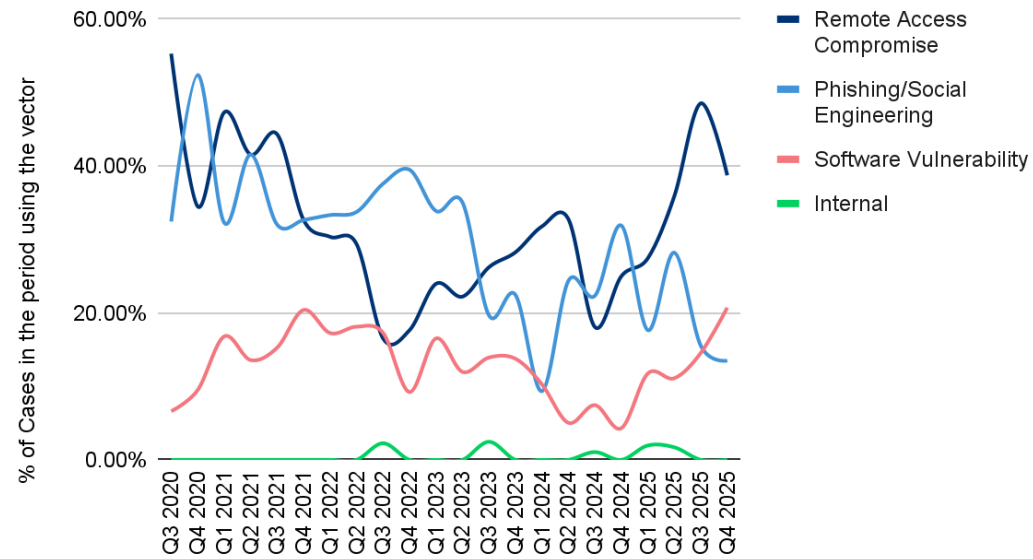
# How many attacks are there?



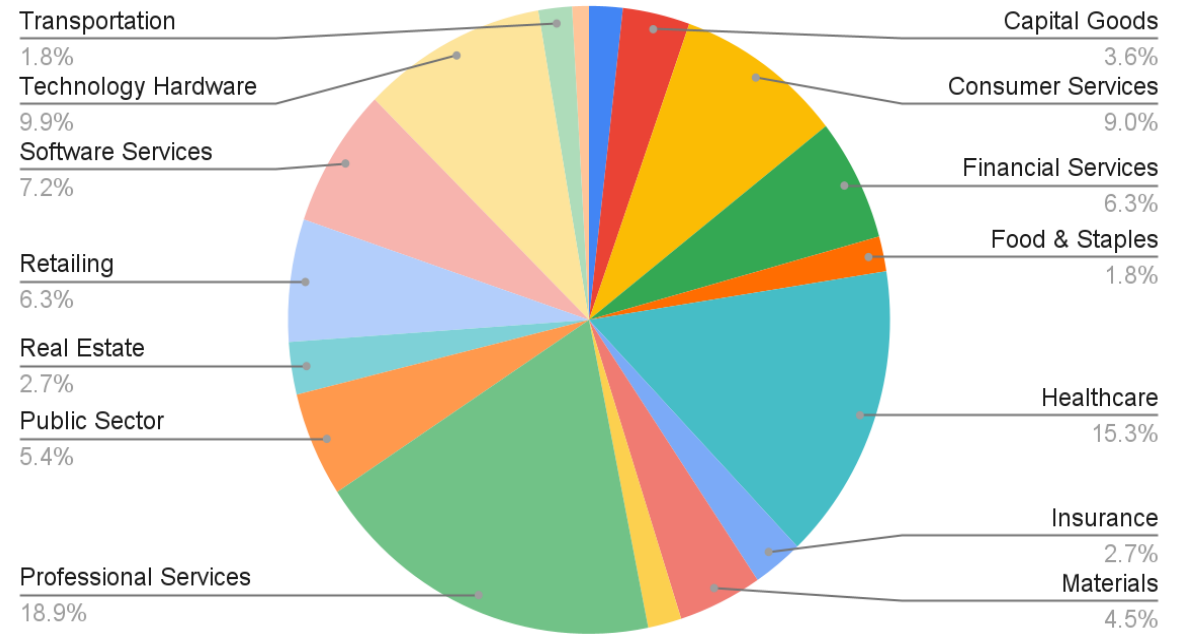
Source: Australian Signal Directorate, Annual Cyber Threat Report 2024-2025

# Cyber frontline – what are we seeing?

## Ransomware Attack Vectors



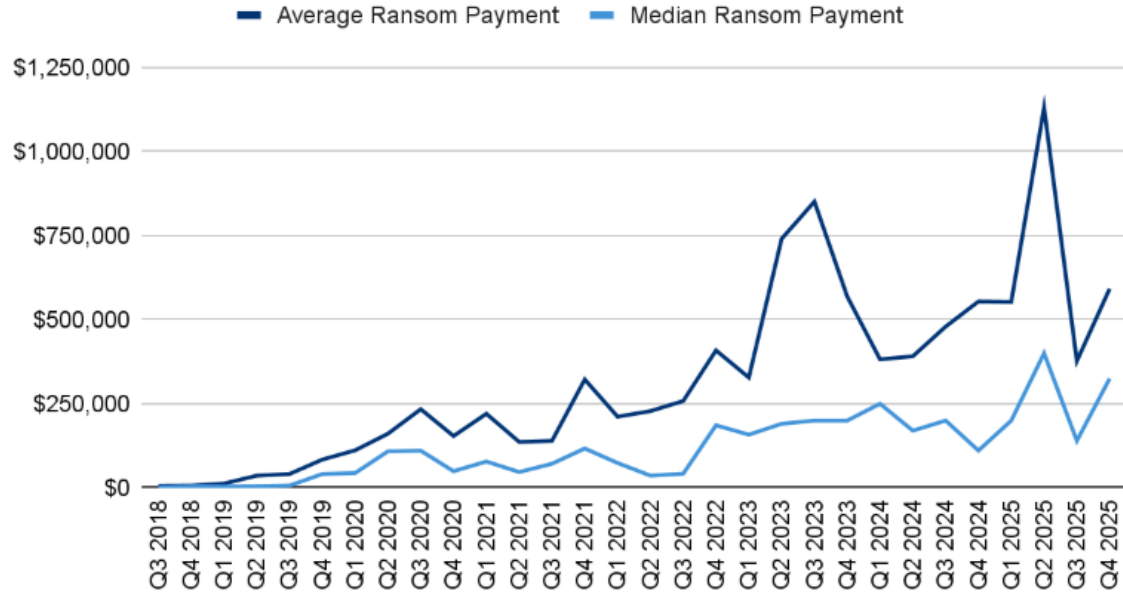
## Industries Impacted by Ransomware Q4 2025



Source: Coveware, Quarterly Report, 3 February 2026

# How big can the losses be?

## Ransom Payments By Quarter



Average Ransom Payment  
**\$591,988**  
+57% from Q3 2025

Median Ransom Payment  
**\$325,000**  
+132% from Q3 2025

Source: Coveware, Quarterly Report, 3 February 2026 (figures in USD)

# Who is paying ransoms?



Source: Coveware, Quarterly Report,  
3 February 2026

# Coordinated global law enforcement

## THE SITE IS NOW UNDER CONTROL OF LAW ENFORCEMENT

This site is now under the control of The National Crime Agency of the UK, working in close cooperation with the FBI and the international law enforcement task force, 'Operation Cronos'.

We can confirm that Lockbit's services have been disrupted as a result of International Law Enforcement action – this is an ongoing and developing operation.

Return here for more information at:

**11:30 GMT** on Tuesday 20th Feb.



# Regulatory action

## Privacy regulatory penalties: A European history

On July 16, 2021, the **Luxembourg National Commission for Data Protection (CNDP)** issued the biggest fine so far for the violation of the **General Data Protection Regulation (GDPR)** in the amount of **€746 million (\$888 million)** to **Amazon Europe Core S.a.r.l.** for non-compliance with general data processing principles.

The CNDP opened an investigation into how Amazon processes personal data of its customers and found **infringements regarding Amazons' advertising targeting system** that was carried out without proper consent.

**Failure to obtain proper consent**

### 1.2 billion euro fine for Facebook as a result of EDPB binding decision

22 May 2023 EDPB

Brussels, 22 May - Following the EDPB's **binding dispute resolution** decision of 13 April 2023, Meta Platforms Ireland Limited (Meta IE) was issued a 1.2 billion euro fine following an inquiry into its Facebook service, by the Irish Data Protection Authority (IE DPA). This fine, which is the largest GDPR fine ever, was imposed for Meta's transfers of personal data to the U.S. on the basis of standard contractual clauses (SCCs) since 16 July 2020. Furthermore, Meta has been ordered to bring its data transfers into compliance with the GDPR.



Andrea Jelinek, EDPB Chair, said: "The EDPB found that Meta IE's infringement is very serious since it concerns transfers that are systematic, repetitive and continuous. Facebook has millions of users in Europe, so the volume of personal data transferred is massive. The unprecedented fine is a strong signal to organisations that serious infringements have far-reaching consequences."

In its binding decision of 13 April 2023, the EDPB instructed the IE DPA to amend its draft decision and to impose a fine on Meta IE. Given the seriousness of the infringement, the EDPB found that the starting point for calculation of the fine should be between 20% and 100% of the applicable legal maximum. The EDPB also instructed the IE DPA to order Meta IE to bring processing operations into compliance with Chapter V GDPR, by ceasing the unlawful processing, including storage, in the U.S. of personal data of European users transferred in violation of the GDPR, within 6 months after notification of the IE SA's final decision.

**Improper data handling**

# Regulatory action

## Developing regulatory enforcement landscape in other jurisdictions

### Recruit Career hit with correction advisory for selling data on student job-hunters

August 27, 2019 (Mainichi Japan)

 Japanese version

TOKYO -- The government's Personal Information Protection Commission (PPC) determined on Aug. 26 that Recruit Career Co. violated the law by selling to companies data on the probability of job-hunting students declining informal job offers and issued a rectification advisory to the firm.

### Equifax

Equifax, in a nationwide settlement, agreed to pay a total of up to \$600 million to resolve allegations that it improperly exposed the personal information of 147 million consumers, including 15 million Californians, in a 2017 data breach. The breach occurred after Equifax had failed to apply a critical software fix and implement security measures, including encrypting consumer Social Security numbers. The settlement requires Equifax to pay up to \$425 million in restitution to affected consumers and \$175 million to states in penalties, as well as provide additional benefits to consumers. The company must also implement and maintain critical data security enhancements.

**Japan**  
'Act on the Protection of Personal Information'

**California**  
'California Consumer Privacy Act'

# OAIC v ACL [2025] FCA 1224 – a \$5.8 million reminder to get cyber due diligence right

## Australian Federal Court

Australian privacy commissioner successfully obtained a \$5.8 million penalty against ACL due to failures to:

- take reasonable steps to protect personal information from unauthorised access, modification or disclosure;
- carry out a reasonable and expeditious assessment of a suspected data breach, and
- notify individuals and the privacy commissioner itself of the data breach as soon as practicable.

Halley J:

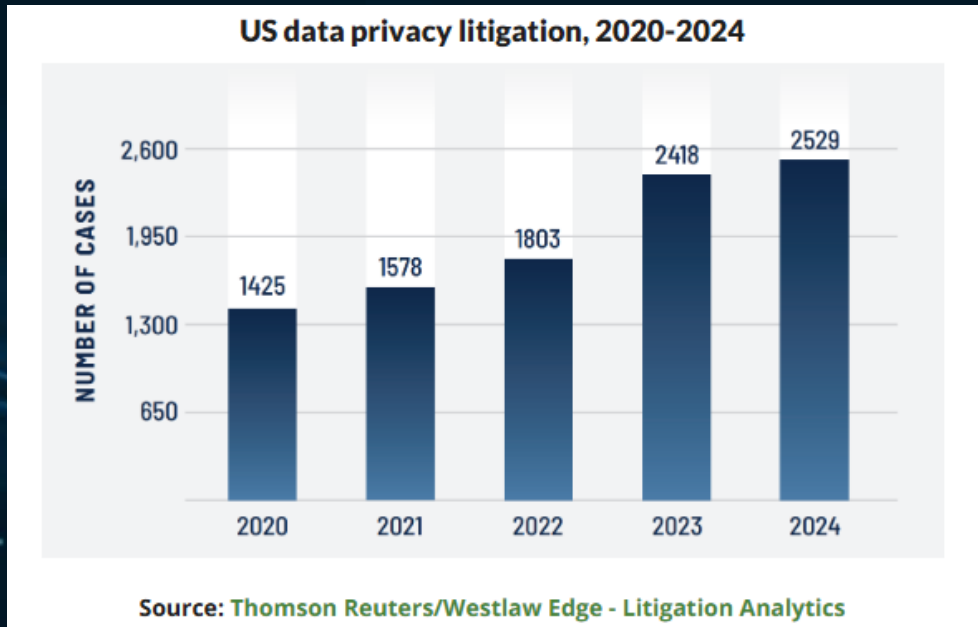
[52] I am satisfied that the agreed facts and admissions ... establish that ACL did not take “such steps as are reasonable in the circumstances” to protect the personal information held on the Medlab IT Systems from, relevantly, “unauthorised access” and “unauthorised disclosure”, in particular having regard to ... **(e) ACL’s failure to identify the Medlab IT Systems Deficiencies prior to their acquisition**

[121] The parties have agreed a penalty of (a) \$4.2 million for the 223,000 contraventions of s 13G(a) by reason of the breaches of APP 11.1 against a maximum penalty of **\$495,060,000,000,**

It is strongly recommended to undertake robust due diligence with the assistance of technical experts to examine cybersecurity posture, control effectiveness, and data governance risk.

# Direct legal action by individuals

United States filings are the primary driver



Legal arguments include alleged breaches of:

- contract
- state laws regarding wiretapping (for website tracking cases)
- data breaches, particularly under the California Consumer Privacy Act for a failure to implement reasonable security
- shareholder derivative actions

Class action approval: USD95 million paid by Apple for alleged sharing of personal information without consent through Siri use

**UNITED STATES DISTRICT COURT  
NORTHERN DISTRICT OF CALIFORNIA  
OAKLAND DIVISION**

FUMIKO LOPEZ, FUMIKO LOPEZ, as Guardian of A.L., a Minor, JOHN TROY PAPPAS, and DAVID YACUBIAN, Individually and on Behalf of All Others Similarly Situated,

Plaintiffs,

v.

APPLE INC.,

Defendant.

Docket No.: 4:19-cv-04577- JSW (SK)

**PLAINTIFFS' UNOPPOSED MOTION FOR PRELIMINARY APPROVAL OF CLASS ACTION SETTLEMENT**

Judge: Hon. Jeffrey S. White  
Courtroom: 5, 2<sup>nd</sup> Floor  
Date: February 14, 2025  
Time: 9:00 a.m.

# Direct legal action

## Public interest litigation and increasing class actions internationally

### Canada

- Increase from 10 data privacy class actions filed in 2024, to 29 in 2025
- Allegations centre around the unlawful collection, use and disclosure of personal information, and claims alleging negligence or non-compliance with privacy obligations leading to data breaches
- Courts have historically rejected arguments of data breaches causing '*intrusion into seclusion*' for tort law purposes if the defendant merely failed to prevent the intrusion

### GDPR proceedings (Europe)

- Individuals have a right to compensation from the controller of the information if they breach the the GDPR (Art. 82)
- Some public interest litigation by consumer advocacy groups, particularly under Dutch class action litigation:
  - Data Privacy Stichting v Meta Ireland (Court held Meta lacked consent for processing user data)
  - The Privacy Collective vs Oracle/Salesforce (class action, ongoing)

### Australia

- Increasing numbers of class actions, primarily following data breaches
- Australia known as a 'plaintiff-friendly' class action jurisdiction, with low barriers to entry
- Can be brought under multiple avenues, e.g. shareholder claims and consumer claims
- Introduction of a new 'statutory tort' of invasion of privacy, allowing individuals to take action against an organisation or other individuals for an invasion of their privacy (not previously possible)

# State of play: cyber insurance

# Global Gross Written Premium (GWP)

2023  
USD 16.66  
billion



2032  
Projected to be of  
USD 120.47 billion

Source: Cyber Insurance Market Update,  
September 2025, Gallagher.

# What policies typically cover

Legal,  
notification, and  
public relations  
costs

System and data  
restoration costs

IT forensic costs

Ransom  
payments and  
associated fees

Business  
interruption/  
reputational  
damage cover

Misdirected funds  
transfers

Legal liability cover  
- third party claims  
and regulatory  
investigations

... and  
more

# Key benefits of cyber insurance cover

## Incident Response Expertise

- Immediate access to a 24/7 cyber incident response team in a time of urgency and crisis - IT security specialists, forensic investigators, legal advisors, and PR professionals
- Assistance with legal and regulatory obligations, notifications to individuals, and media response, reducing reputational damage

## Business continuity

- Compensates for losses caused by system downtime
- Restoring impacted systems safer and faster
- In the event of data or backup loss, helps absorb the cost of ransom payments and negotiation expenses

## Liability protection

- Additional protection against, and expert assistance with:
  - Legal defence costs for third-party claims
  - Regulatory investigations
  - Fines and penalties (where insurable)

## Pre-breach policy benefits

- Many insurers provide pre-breach support through cybersecurity assessments, discounted policy reviewers, tabletop exercises,
- Can onboard insurer-approved legal, forensic, and PR vendors pre-breach to reduce administrative burden in the event of an incident

# Key coverage issues

- **Minimum security standards:** many underwriters will only accept cover if there are minimum cybersecurity standards, i.e. MFA, appropriate patching timeframes, backups, etc.
- **'Cyber event' trigger:** there can be significant differences in the definition of a 'cyber event' which gives rise to cover, e.g. requiring an actual system breach instead of a suspected/alleged breach only
- **Social engineering transfers:** misdirected transfer losses can be excluded entirely depending on the insurer.
- **Scope of business interruption:** policies can differ in the scope, timeframes and calculation of business interruption

# Addressing cyber risk

## PRIVACY

Data retention policies

Privacy impact assessments

Refreshed privacy policies

Refreshed collection notices

## CYBER

Tabletop cyber simulations

Data and cyber incident response plans

Reviewing contracts for SOCI and CSA compliance

General cyber training

# Panel discussion

# Hall & Wilcox cyber

# Cyber - Australia



24/7 cyber incident hotline

**+61 2 8267 1599**

[cyber@hallandwilcox.com.au](mailto:cyber@hallandwilcox.com.au)

**Hall & Wilcox** has a market-leading team, comprised of lawyers who have collectively handled more than 1,000 cyber security and data breach incidents, including some of the largest and most complex incidents in Australia and other jurisdictions.

Aside from providing exceptional service and technical expertise, one of our points of difference is that we are a full-service commercial law firm. We can provide specialist advice on all issues that arise during data breach incidents including incident response, privacy, disputes, notification obligations, regulatory investigations and compliance with insurance requirements.

With Hall & Wilcox, you get access to:

- a **market-leading** cross-disciplinary team with extensive experience handling all aspects of cyber incidents;
- a dedicated **24/7/365** hotline; and
- access to our **network of expert vendors** including negotiated rates.



**Eden Winokur**

Partner & Head of Cyber

T +61 2 8267 3257

M +61 431 645 450

[eden.winokur@hallandwilcox.com.au](mailto:eden.winokur@hallandwilcox.com.au)

**NETWORKING BREAK**

**10:45 – 11:00**



## **HARNESSING AI: INSIGHTS FOR MODERN LEGAL PRACTICE**

### **Panelists**

- **Alina Gorokhovsky > SCG**
- **Sumith Perera > Hall & Wilcox (Australia: Melbourne)**
- **Jon Stenquist > Parsons Behle & Latimer (US: Idaho)**
- **Kimberley Wong > Wynn Williams (New Zealand)**





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## HARNESSING AI

### HARNESSING AI:

# Insights for Modern Legal Practice

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### MODERATOR

Jon Stenquist · Parsons Behle & Latimer (US: Idaho)

### PANELISTS

Sumith Perera · Hall & Wilcox (Australia: Melbourne)

Kimberley Wong · Wynn Williams (New Zealand)

How are you currently seeing generative AI actually used inside law firms today? What are the most practical, real-world applications you're seeing right now?

For firms just beginning their AI journey, where should they start?  
What are the first use cases that deliver the most immediate value?

- *Consider: What would you tell a firm that hasn't deployed anything yet — 90-day first step?*

Are clients beginning to expect their outside counsel to use AI?  
How is that changing conversations about efficiency and billing?  
Are you charging clients for the firm's AI tools?

■ *Consider: Who pays — and who gets to decide whether AI is even used at all?*

For firms experimenting with AI tools, what separates the successful implementations from the ones that stall out?

- *Consider: Technology, culture, or training — what's the real culprit when pilots fail?*

What are the biggest ethical or professional responsibility risks when using generative AI?

What are you advising clients about AI risks and liability?

How should firms address issues like confidentiality, hallucinations, and accuracy when integrating AI tools?

How do you see AI impacting junior lawyers and traditional training models?

Will AI reduce the number of lawyers needed, or change the skills they need?

- *Consider: If AI drafts the first version of everything — are junior lawyers still learning to think like lawyers?*

If we have this conversation again three years from now, what do you think will have changed most about how lawyers work with AI?

■ *Consider: 90 seconds each · One genuine prediction · No hedging*



# Thank You.

---

*Questions from the floor welcome.*

*The conversation continues.*

Jon Stenquist · Parsons Behle & Latimer

Sumith Perera · Hall & Wilcox

Kimberley Wong · Wynn Williams

## **LITIGATION IN FOCUS: NAVIGATING COMPLEX DISPUTES**

### **Moderator**

- **Guillermo Bayas Fernández > AGM Abogados (Spain)**

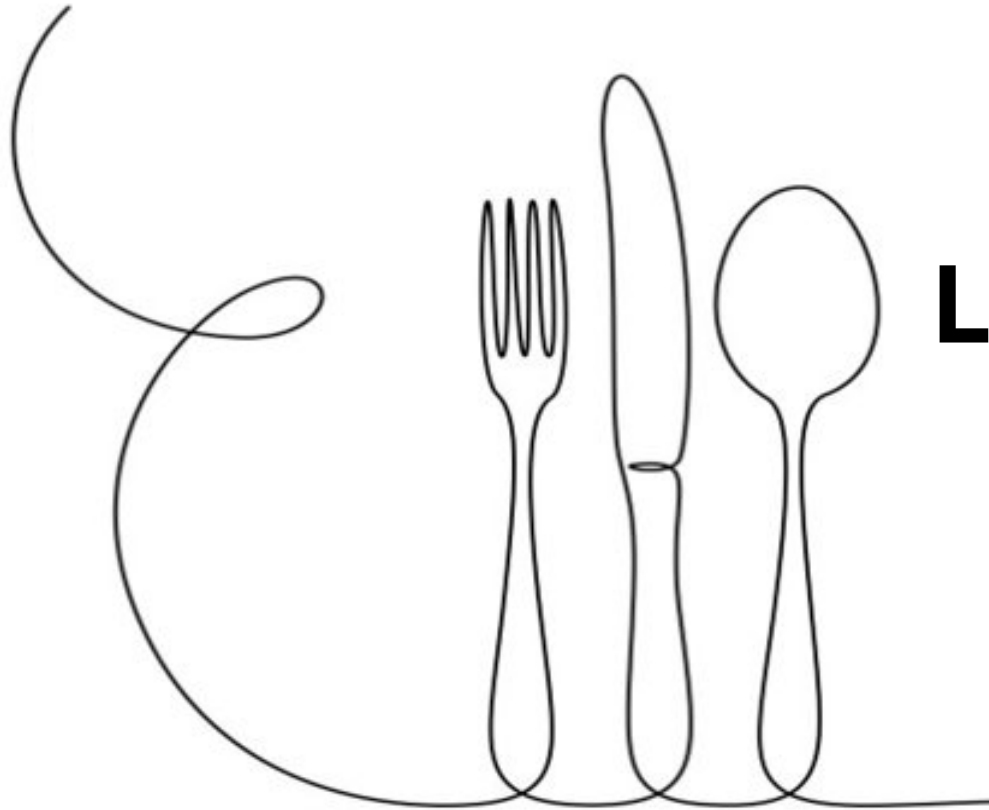
### **Panelists**

- **Ian Clarke-Fisher > Robinson+Cole (US: Massachusetts)**
- **Thomas O'Dwyer > Beauchamps (Ireland)**
- **Rebeca Saunders > Wynn Williams (New Zealand)**
- **Stephanie Scharf > Scharf Banks Marmor (US: Chicago, IL)**

**12:30 – 13:30**

**LUNCH > CLARENDON A**

**Lunch tables:  
M&A and Litigation**





**SESSION**  
**13:30 – 14:30**

# **KEYNOTE | CLIENT ILLUSIONS: HOW THE BRAIN SHAPES TRUST, EXPECTATIONS & LEGAL JUDGMENT**

**Alex Moffat**

---



UNLOCK · REFRAME · CONQUER

---

ALEX MOFFAT

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## UNLOCK

Mental Maps

Brain Tour

Social Contagion

## REFRAME

Growth Mindset

Attention

Change

## CONQUER

Neuroplasticity

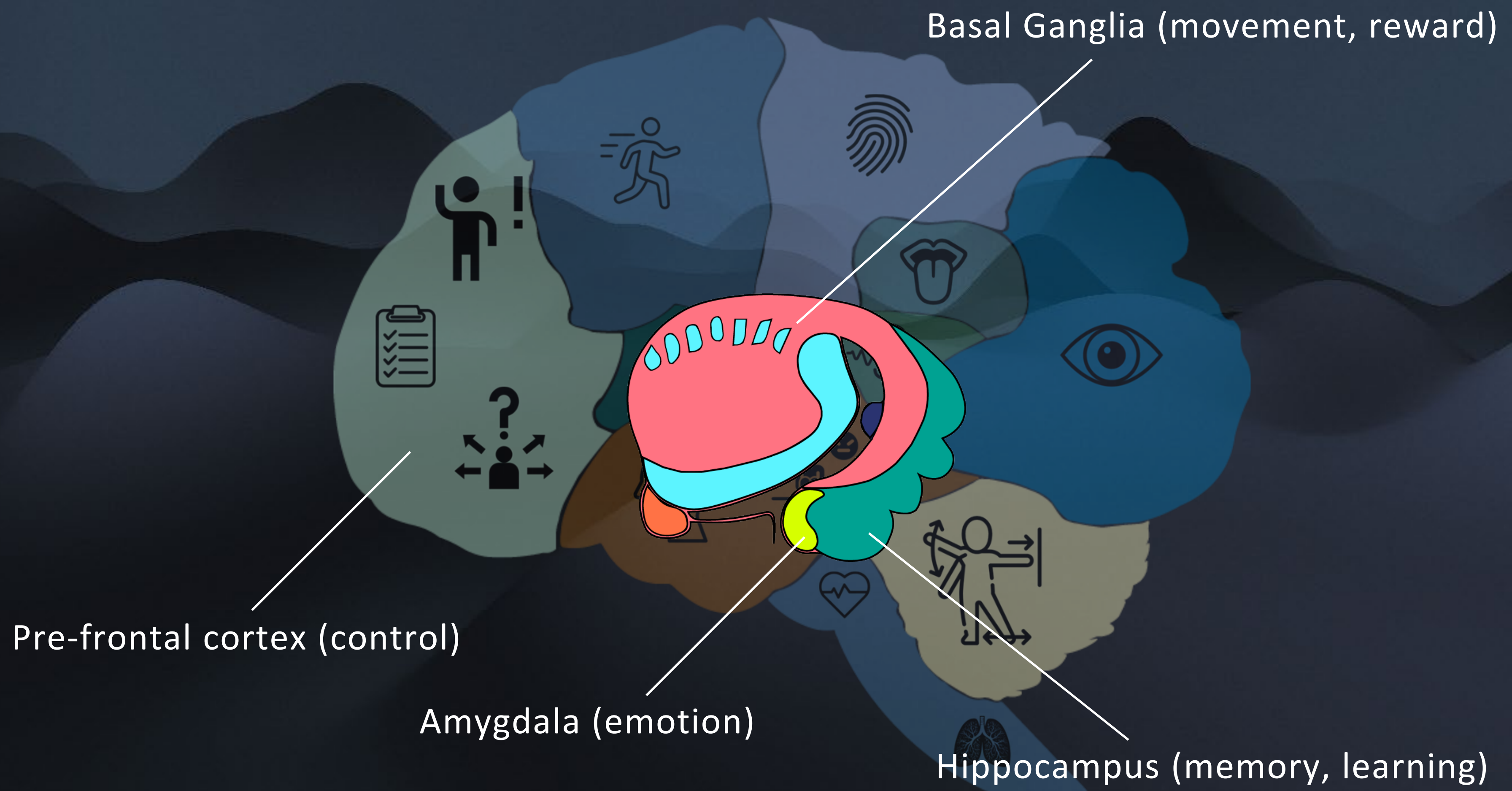
The Predictive Brain

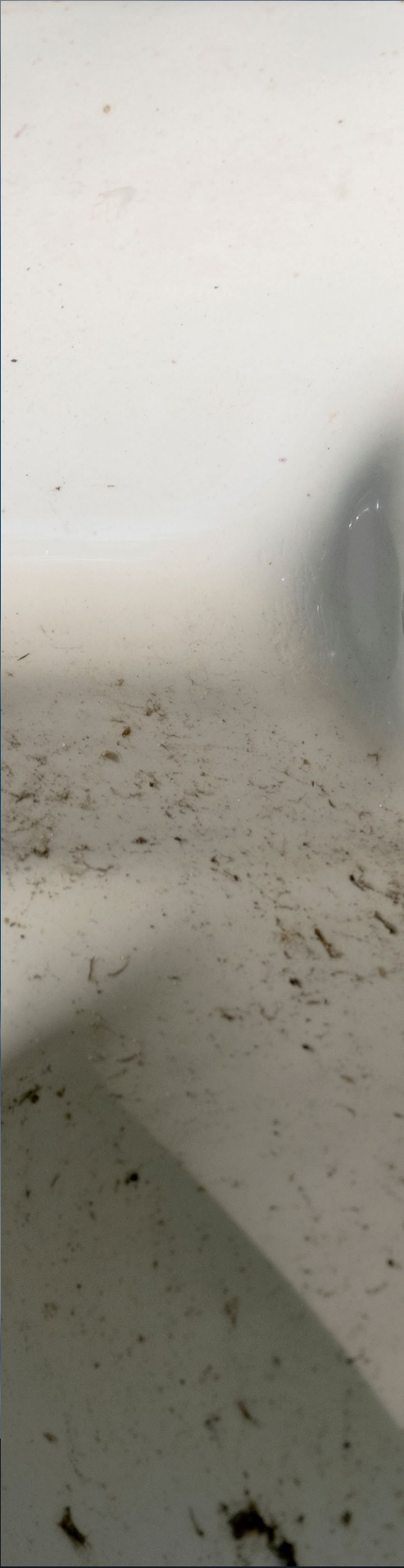
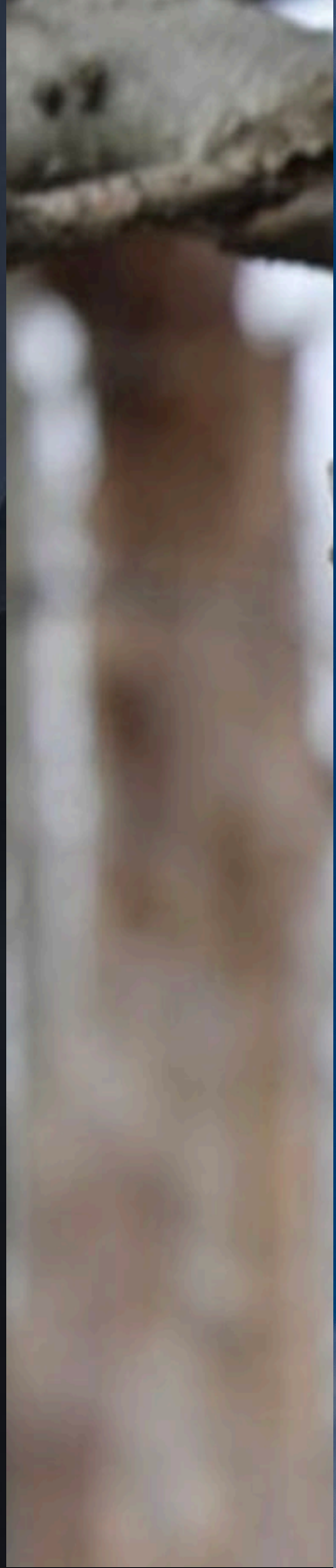
Illusion

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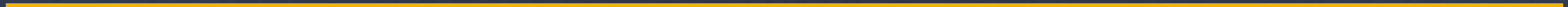
# UNLOCK · REFRAME · CONQUER

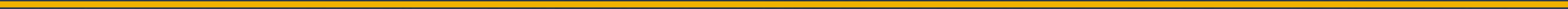












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**HYDRATION**

Friend

Your friend's friend

Friend's friend's friend



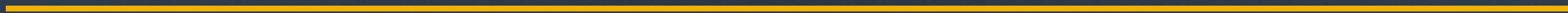
15%

10%

6%

You

Framingham Heart Study



---

Be the author of your own mindset  
and a co-author in others.

Reward

Threat



Dopamine

Cortisol

Perspective > Meaning > Memory > Habits

---

# Growth Mindset Techniques

## Notice & Flip

YET

IF/**WHEN** Situation **X** occurs, **THEN** I  
will perform Behaviour **Y**

80-100% success

vs

20-53% (control)

Gollwitzer, 1999



---

Be the author of your own mindset  
and a co-author in others.

- Senior figures are a prime source of the transmission of emotions and behaviours.
- It can be positive – which is why Role Modelling is an effective strategy.
- It can be negative – occurs if a senior person is stressed, displaying negative emotions or threat responses. This triggers people to be part of a “cognitive escalation”.

If emotion is the symptom,  
disruption is the cure.

- **Name it to Tame it** - labelling the emotion is the brain's braking system.
- Begin to interpret the source of conflict.
- Defuse the situation by actively tuning down the threat responses.
- Turning down the heat on your own emotion, reduces the possibility of contagion – keeping others calm and cool.

---

# Neuroscience of Accountability & Responsibility

- Accountability rises when a 'group' has a joint EXPECTATION.
  - When a group learns to THINK they're jointly responsible, they start to FEEL jointly responsible.
  - Then they start to ACT differently.
- 
- If a senior figure habitually shows: Ownership, Calm, Confidence, Attribution of Outcomes, they Role Model Accountability. This behaviour ripples through a peer group and the firm.
  - If a senior figure habitually shows: Avoidance, Shifting Blame or Responsibility, Stress reactions, they undermine Responsibility. Threat signals impair observers' capacity to think clearly.



---

What are the women saying in this audio?



---

What are the women saying in this audio?



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Being adaptable beats strategy

**Attention** determines perception.

**Emotion** determines priority.

**Repetition** determines wiring.

---

# We're all objective.....according to ourselves.

**Driving Skills** - 93% of drivers rate their driving skills as above average.

Source: Svenson (1981), *Acta Psychologica* — Illusory Superiority

**Bias Awareness** - 85% of people rate their bias awareness as above average.

Source: Pronin, Lin & Ross (2002) — *Bias Blind Spot*

**Leadership Self-Ratings** - Leaders rate themselves as better than others rate them.

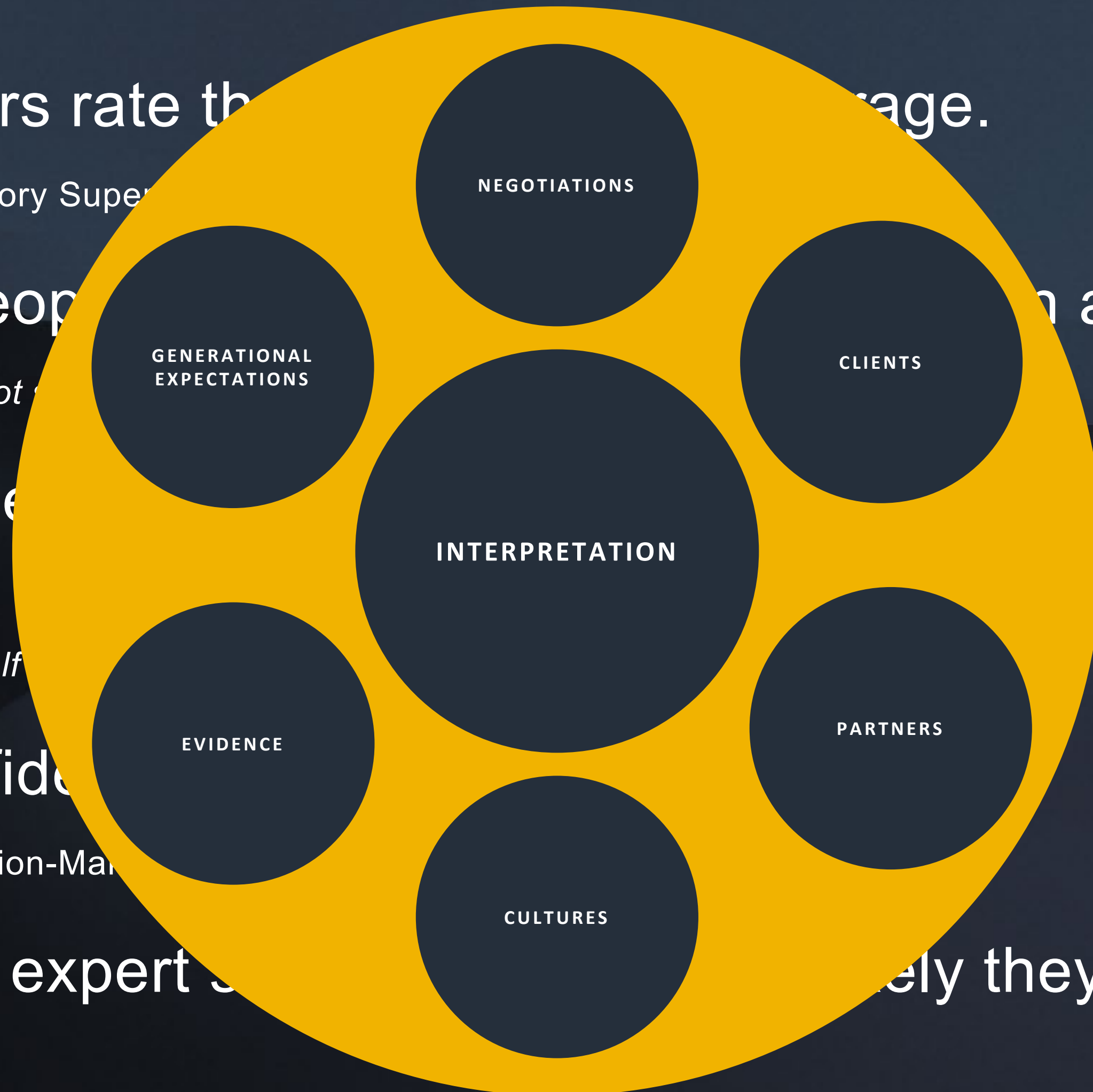
Source: MacKie (2015) — *Leadership Coaching: Self*

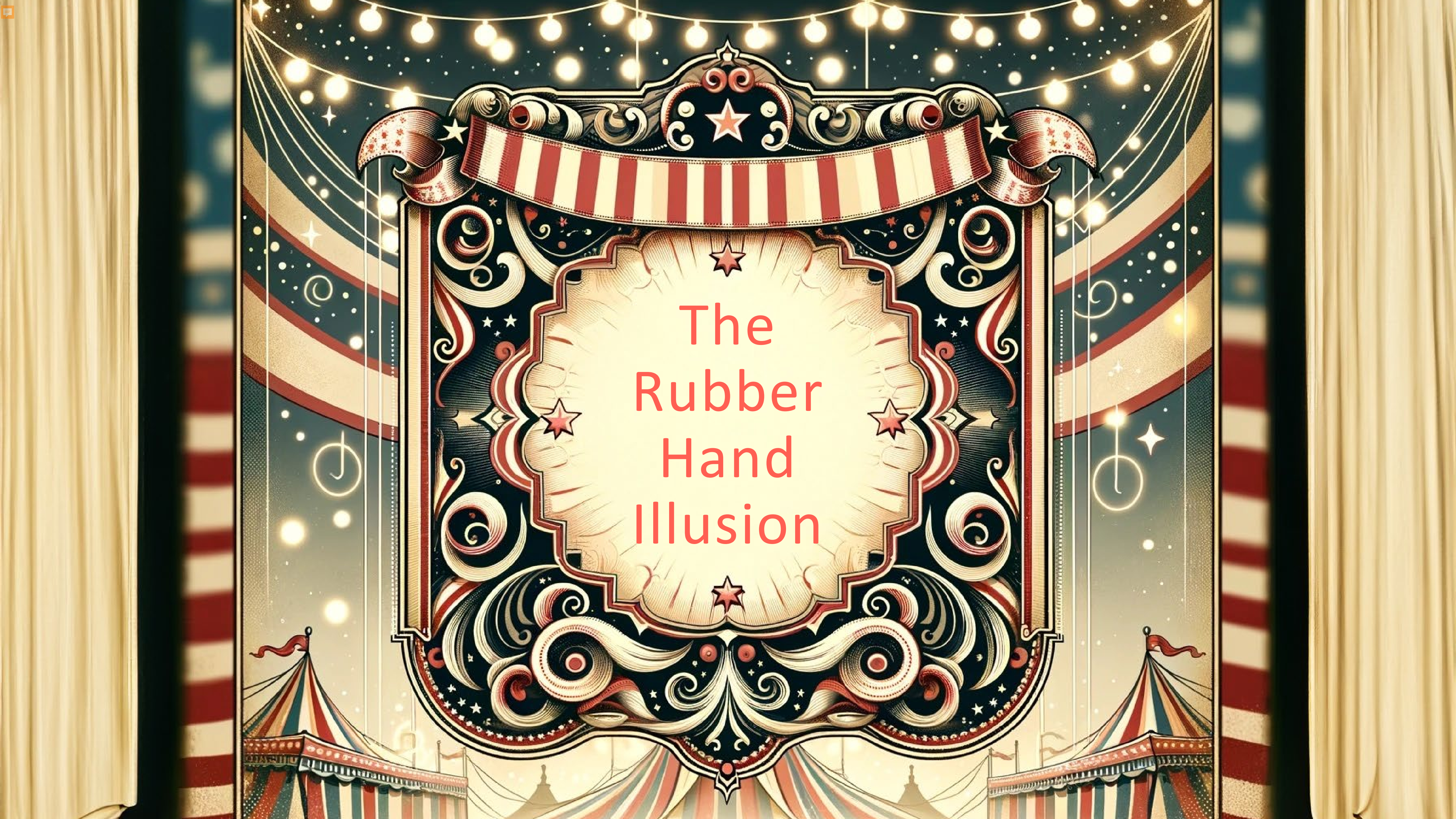
**Decision Confidence** - Confidence

Source: Kahneman & Tversky — *Judgment & Decision-Making*

**Expertise Effect** - The more expert someone is, the more likely they are to seek disconfirming evidence.

Source: Harvard Business Review — *Confirmation Bias in Organizations*





The  
Rubber  
Hand  
Illusion

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## Cognitive Change Techniques

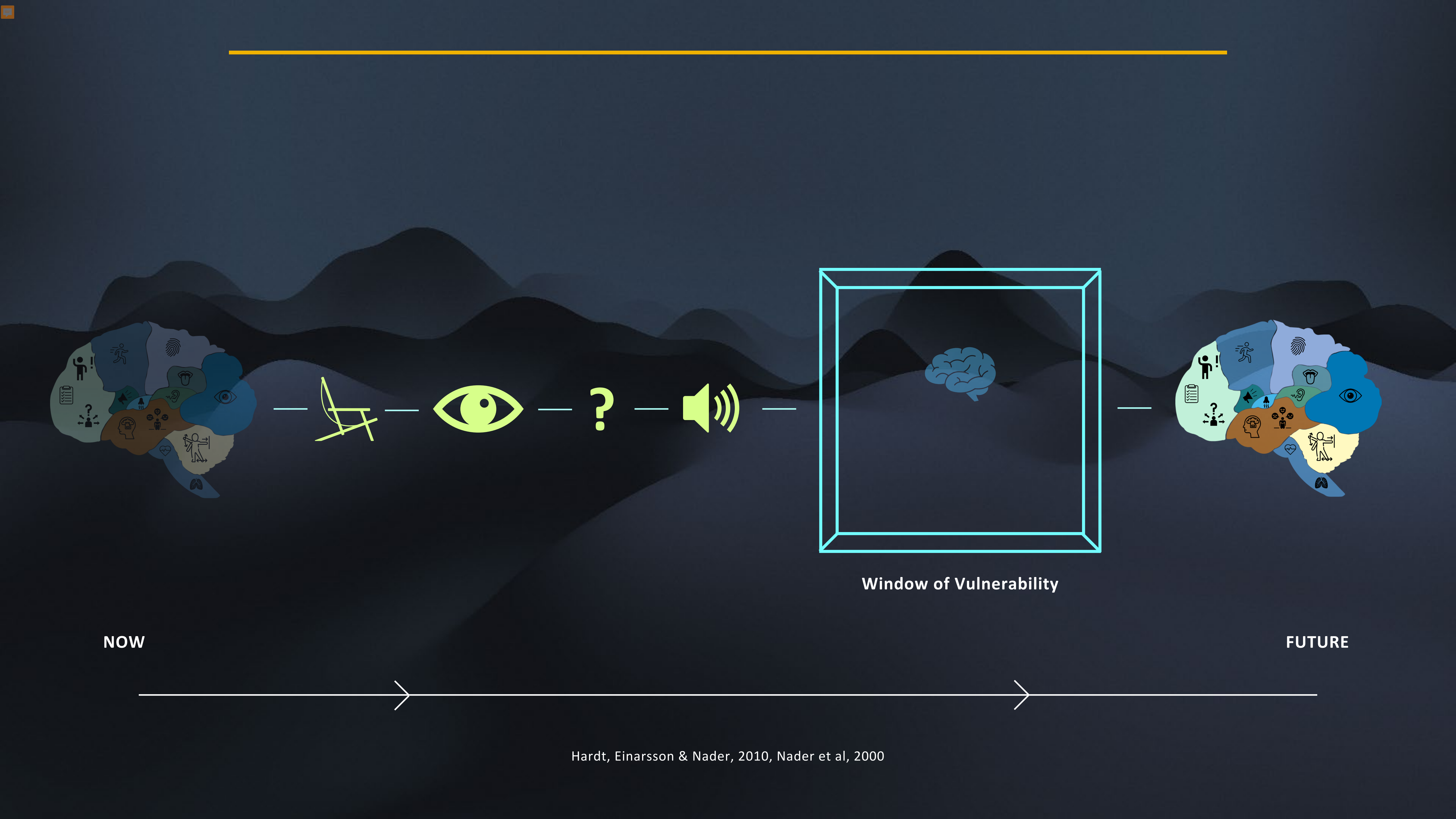
Normalise it	Ask how typical the emotional response you are having is.
Re-prioritise it	Where does this emotional response sit with other challenges or dilemmas? Helps to see the 'big picture'.
Reposition it	See it from the perspective of someone else.
Distance it	Imagine yourself being the third person, zooming out, and seeing from a new perspective. A Helicopter view.
Reframe it	Recontextualise. Think about the challenge or situation differently.

---

Cognitive reappraisal

“Changing one’s emotional response by changing one’s interpretation of the meaning of a stimulus or situation.”

(Gross,1998)



NOW

FUTURE

Window of Vulnerability

# Personal Context

Future challenge

Reappraised challenge

## Calibration questions:

What is my current mindset?

What emotion is being created in me?

Will it make me more resourceful?

If I continue to give this framing life, which reality will I create?

Do I want this scenario to become my reality?

NOW

FUTURE

Window of Vulnerability

# Future challenge reappraisal

Future challenge

Reappraised challenge

Choose your perspectives:

Normalise it	How typical is the emotional response you are having.
Re-prioritise it	Which of your values and skills are strengthened by this situation?
Reposition it	If your best friend was in this situation, what advice would they give?
Distance it	If you were to look back at this situation in 10 years time, what would be your main learning?
Reframe it	If you were to reframe the situation in a humorous way, how might that sound?

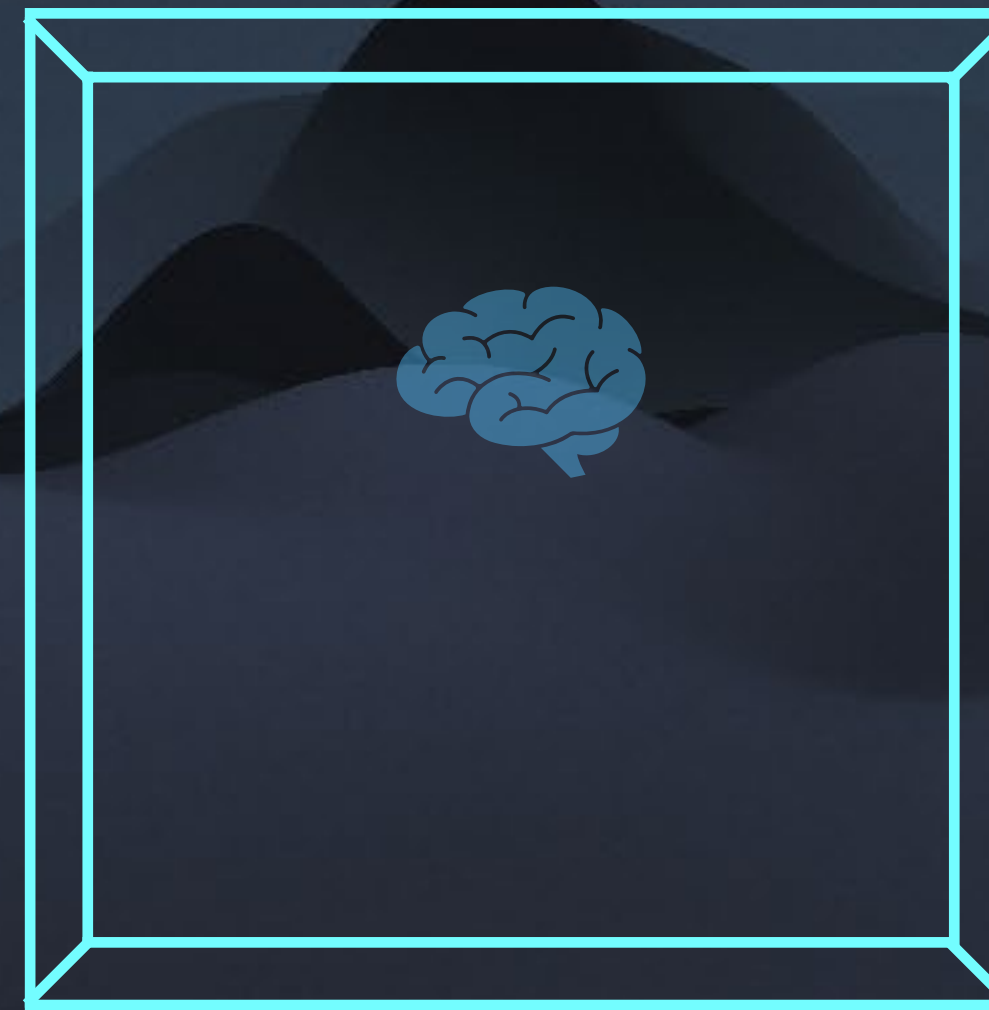
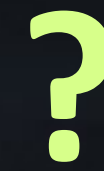
NOW

FUTURE

Future challenge

# Future challenge reappraisal

Reappraised challenge



NOW

FUTURE

Normalise it	Ask how typical is the emotional response you are having.
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Distance it	Imagine yourself being the third person, zooming out, and seeing from a new perspective. A Helicopter view
Reframe it	Recontextualise. Think about the challenge or situation differently.

Window of Vulnerability

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Every interaction you have is  
performed 3 times.

Before any interaction, ask:

What do I want them to feel?

What do I want them to remember?

What do I want them to say about  
me?

---

Update your thinking faster than your environment changes.

Slow down and let the analytical mind have time to follow.

Choose wisely who and what shapes your thoughts.

Interrupt thought patterns & recalibrate.

It's not the outcomes, it's the learning.

The signals you send spread wide.

Reappraise future challenges.

Focus shapes reality.

Name it to tame it.

---

## Signals shape professional environments

Choose wisely who and what shapes your thoughts.

Interrupt thought patterns & recalibrate.

The signals you send spread wide.

## Adaptability shapes success in uncertainty

Update your thinking faster than your environment changes.

It's not the outcomes, it's the learning.

Reappraise future challenges.

## Interpretation shapes reality

Slow down and let the analytical mind have time to follow.

Focus shapes reality.

Name it to tame it.

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**EXPERIMENTATION**

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# **FIRESIDE CHAT | THE ART OF CLIENT LISTENING: INSIGHTS & BEST PRACTICES**

## **Moderator**

- **Tony Macvean > Hall & Wilcox (Australia: Melbourne)**

## **Panelists**

- **Rajeswari Karupiah > Rosli Dahlan Saravana Partnership (Malaysia)**
- **Liz Sobe > Robinson+Cole (US: Massachusetts)**
- **Charles Staveley > Mills & Reeve (UK)**



**NETWORKING BREAK**  
**15:15 – 15:30**



**SCGLEGAL**<sup>®</sup>

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**MELBO****RNE**

**SESSION**  
**15:30 – 16:30**

## **CORPORATE COUNSEL IN FOCUS: NAVIGATING LEGAL & BUSINESS PRIORITIES**

### **Moderator**

- **Oliver Jankowsky > Hall & Wilcox (Australia: Melbourne)**

### **Panelists**

- **Jodi Fullarton-Healey | Chief Legal Officer, Regulatory & Commercial, National Australia Bank**
- **Belinda Muir | Group General Counsel, Fusion5**
- **Anna Tran-Bursill | Legal Counsel, Dennis Family Corporation**

**18:00 >> Buses TO MCG**  
**\*MEET IN HOTEL LOBBY\***

**22:00 pm >> Buses FROM MCG**



**Private Tours Upon Arrival**



**ARIA BAR & LOUNGE**

**OPEN UNTIL MIDNIGHT**

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**2026 MIDYEAR MEETING**  
**26-27 March | Melbourne, Australia**

