



IBA YOUNG LAWYERS CORPORATE GOVERNANCE FORUM 2025

Tuesday, 2 December 2025

Frankfurt, Germany



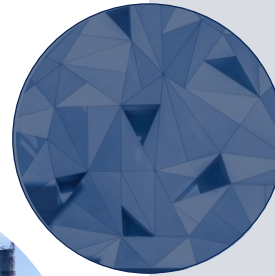
IBA Young Lawyers Corporate Governance Forum 2025

Key Facts

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Date and Time

2 December 2025, 11:00 am until 4:15 pm CET, followed by networking drinks



Forum Location

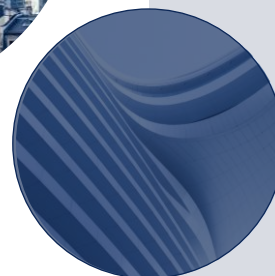
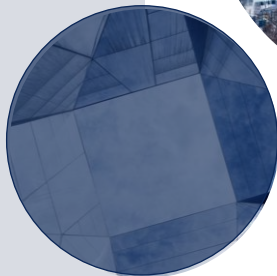
Gleiss Lutz
Taunusanlage 11
60329 Frankfurt a.M.

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Your Conference Co-Chairs

- Keavy Ryan, A&L Goodbody
- Nanette Heide, Troutman Pepper
- Dr. Ralf Morshäuser, Gleiss Lutz
- Dr. Melina Grauschopf, Gleiss Lutz
- Florian Schorn, Gleiss Lutz
- Dr. Theresa Lauterbach, Hengeler Mueller
- Dr. Ioanna Tsotsa, Hengeler Mueller
- Dr. Timm Gaßner, Noerr
- Anne-Kristin Schiller, Noerr



Who Should Attend?

Young practitioners under 15 years of practice (whether in-house or in private practice)

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IBA Young Lawyers Corporate Governance Forum 2025

Program

11:00 am - 11:15 am

Opening of
Conference by Co-
Chairs Keavy Ryan,
Nanette Heide and
Dr. Ralf Morshäuser

11:15 am - 12:30 pm

PANEL
Corporate
Governance in M&A
Deal Focus: lessons
from recent
transactions

12.30 pm - 1:30 pm

Networking Lunch
Break

1:30 pm - 2:30 pm

PANEL
Corporate
Governance
Preparation for
Private Equity
Investment: best
practices and key
considerations



2.30 pm - 2:45 pm

Networking Coffee
Break



2:45 pm - 4:00 pm

PANEL
Board Leadership in
Times of Crisis: the
influence of external
factors such as war,
geopolitical uncertainty,
shifts in DEI policy and
the ever-evolving role of
the Board of Directors

4:00 pm - 4:15 pm

Closing Words,
Outlook and Thank
you from the
Conference Co-
Chairs

From 4:15 pm

Networking
Drinks

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Panels

Corporate Governance in M&A Deal Focus: lessons from recent transactions

In mergers and acquisitions, corporate governance plays a key role. It influences deal structures, risk management and post-transaction integration. The panel will examine recent high-profile M&A transactions to highlight key governance challenges and best practices. The panel will discuss:

- the role of the board in evaluating and approving the transactions;
- fiduciary duties and conflict management in deal negotiations;
- governance risks in post-merger integration and leadership transitions; and
- lessons learned for future transactions. The panel will also discuss from lessons learned, guidance for how companies can proactively address governance risks in M&A transactions.

Moderators

Dr. Melina Grauschopf – Gleiss Lutz
Dr. Ioanna Tsotsa – Hengeler Mueller

Panelists

Philippe Harles – Arendt & Medernach
Dr. Vera Naegeli – Bär & Karrer
Isabelle Touré-Farah – Darrois Villey Maillot Brochier
Greg James – Macfarlanes
Jon Rastad – Mannheimer Swartling

Corporate Governance Preparation for Private Equity Investment: best practices and key considerations

Private equity investors are paying close attention to corporate governance structures and companies seeking investments must be well prepared to meet the expectations of their new investors. The panel will explore the essential governance frameworks, policies and structures that make a company attractive to PE investors. The panel will discuss:

- governance elements that PE firms prioritize in due diligence;
- board composition, independence, and fiduciary responsibilities;
- structure of management incentive plans to align with goals; and
- preparing for post-investment governance shifts and operational insight.

Moderators

Florian Schorn – Gleiss Lutz
Anne-Kristin Schiller – Noerr

Panelists

Diogo Pessanha – Abreu Advogados
Christina Rahbek – Gorrissen Federspiel
Daniel Häusermann – Homburger
Krzysztof Libiszewski – Wolf Theiss

Board Leadership in Times of Crisis: the influence of external factors such as war, geopolitical uncertainty, shifts in DEI policy and the ever-evolving role of the Board of Directors

This panel will address the ever-evolving role of the Board in times of crisis and uncertainty, whether that be as a result of changes in political policy, outbreak of war or changes in attitudes of stakeholders to Diversity, Equity and Inclusion (DEI) in general. The panel will discuss:

- the impact of geopolitical uncertainty on governance generally and how boards have had to evolve during such times of crisis.
- how the recent political shift following President Trump's re-election has led to significant changes in the landscape of DEI initiatives; and
- how these external factors are influencing corporate strategy and how stakeholder influence is shifting.

Moderators

Dr. Theresa Lauterbach – Hengeler Mueller
Dr. Timm Gaßner – Noerr

Panelists

Mykola Stetsenko – Avellum
Anup Kulkarni – JSA
Luis Cuesta – Macdonel, Cuesta, Llaca & Esquivel
Petra Zijp – NautaDutilh
Scott Levi – White & Case