

Corporate / M & A

# Clarity Under Pressure

>> Clarity is not a style.  
It is a professional advantage

# Contents

## Table of Contents

- 03** | Cover Profile — Jostein Løken
- 07** | The Deal Mindset — The Market That Recovered and the Questions That Remained
- 11** | The Client Trust Index
- 15** | Profile — Espen Ulland The Partner Who Turned Consumer Law Into a Trust Machine
- 18** | Inside the Firm — Forbrukeradvokaten: How a Six-Lawyer Firm Reached the Top of Advokatguiden
- 22** | Up & Coming — Three Rising Legal Talents to Watch
- 29** | Ethics & Reputation — The Norwegian Labour Market Goes to Court

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In Norway's demanding legal arena, few profiles match the depth and reliability of Jostein Løken. >>

## Jostein Løken

The highest number of client reviews.





## Jostein Løken

### A Trusted Litigation Partner Featured on Advokatguiden

After nearly four decades in Norwegian courtrooms, Jostein Løken has built the kind of reputation most lawyers only aspire to. A partner at Elden Advokatfirma AS, one of Norway's most prominent litigation firms, Løken has tried cases ranging from criminal defense to child welfare, immigration appeals and complex civil disputes. His profile on Advokatguiden, Norway's leading lawyer directory, carries a distinction that belongs to no other attorney on the platform: Løken holds the highest number of reviews from former clients of any lawyer listed on the site.

### A Career Timeline of Steady Ascent

Løken admitted to the bar in 1990, he brings decades of wide-ranging legal experience to every case. During the 1990s, he served as both a deputy judge and a police prosecutor, gaining invaluable insight into how the justice system operates from multiple perspectives. Since 2001, he has worked full-time as a lawyer, dedicating over two decades exclusively to advocating for his clients

By the early 2000s, his practice had expanded considerably. He moved into higher stakes territory, representing criminal defendants, victims of violence and families caught up in welfare disputes. In 2013, he was named partner at Elden Advokatfirma AS, a firm widely regarded as one of Norway's strongest in litigation. He has remained there since, taking on the cases that define his career. His standing on Advokatguiden, where no other lawyer has gathered as many client reviews, reflects that steady accumulation of trust across hundreds of cases.

## Core Practice Areas: Where Expertise Meets Impact

- >> Core Practice Areas: Where Expertise Meets Impact  
Løken's caseload spans several of the most consequential areas of Norwegian law. In criminal proceedings, he is known for mounting rigorous, carefully prepared defenses. He represents victims of violence with a practice that balances empathy with a results oriented approach. Child welfare and custody cases, often the most emotionally charged matters in any courtroom, form a significant part of his work. He also handles divorce and family law disputes, immigration cases, administrative law challenges and civil compensation claims.

What connects these practice areas is their human dimension. Many of Løken's clients come to him at vulnerable points in their lives, facing the power of state institutions or navigating legal systems they do not fully understand. His particular strength, according to those who have worked with him, lies in his willingness to take on public authorities and his ability to construct arguments that hold up under pressure.

### What Former Clients Say

- >> The reviews on Advokatguiden paint a consistent picture. Former clients describe a lawyer who communicates clearly, responds quickly during moments of crisis and builds the kind of trust that lasts well beyond the resolution of a case. The volume of that feedback is itself noteworthy. **Løken has more reviews from former clients than any**

**other lawyer on the platform**, a distinction that carries real weight in a profession where client satisfaction is notoriously difficult to measure.

People generally do not take the time to write reviews unless the experience made a genuine impression. That so many of Løken's former clients have done so suggests a practice that consistently delivers, not only in legal outcomes, but in the way those outcomes are communicated throughout the process. His long tenure at Elden reinforces that impression, signaling reliability that clients and colleagues tend to value.

### Advokatguiden's Role in Spotlighting Excellence

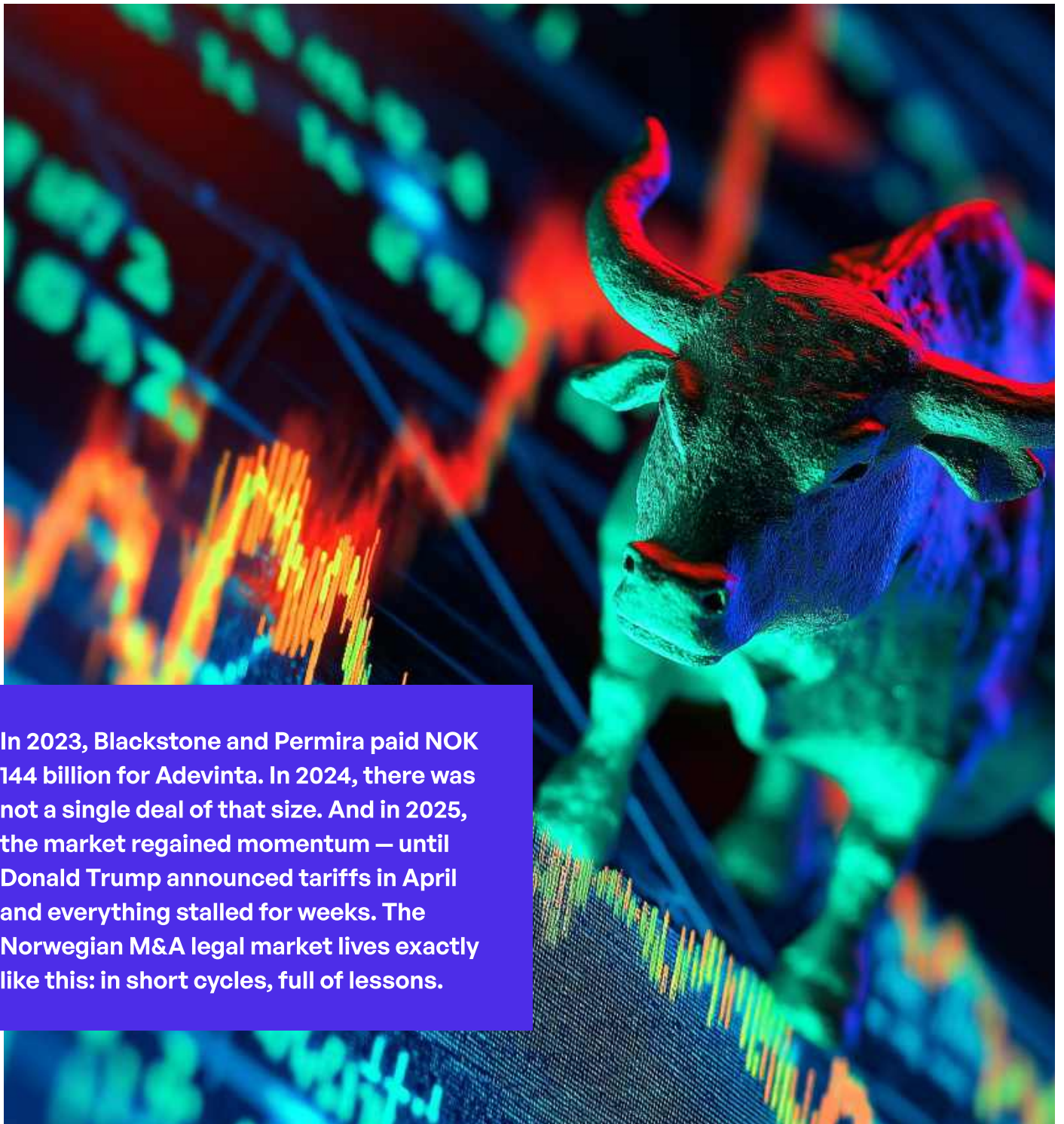
- >> Advokatguiden exists to bring transparency to a profession that has traditionally been difficult for the public to evaluate. The platform verifies lawyer profiles and publishes authentic client reviews, giving individuals and families a reliable basis for choosing representation. Løken's profile stands as one of the strongest on the site, not only for its ratings, but for the depth of client testimony it contains.

## A Record Built One Case at a Time

- >> What emerges from Løken's career is the portrait of a lawyer whose reputation rests on accumulated results rather than self promotion. Nearly 40 years of courtroom work, a partnership at one of Norway's leading firms and the highest number of client reviews on Advokatguiden all point in the same direction. Visit his full profile on the platform to see that record for yourself.

## The Market That Recovered – and the Questions That Remained

- >> Norwegian M&A weathered the turbulence of 2024, accelerated into 2025, but American tariff instability changed the rules of the game. What does this mean for the lawyers working in this market.



In 2023, Blackstone and Permira paid NOK 144 billion for Adevinta. In 2024, there was not a single deal of that size. And in 2025, the market regained momentum – until Donald Trump announced tariffs in April and everything stalled for weeks. The Norwegian M&A legal market lives exactly like this: in short cycles, full of lessons.



## What Is Being Bought and Sold

The most active sectors in 2025 are energy and natural resources (29% of total value), technology (17%), and business services. The most talked-about deals of the year include DNO's acquisition of Sval Energy, the merger between Saipem and Subsea S.A., and – in financial services – DNB Bank's acquisition of Carnegie Holding AB. In healthcare, Thommessen advised on three transactions simultaneously, including the BerGenBio/Oncoinvent merger.

A new theme talked about widely among M&A lawyers: the defence sector. With public defence spending increasing in Norway, the phrase "dual use" has entered the vocabulary of deal practitioners companies that can demonstrate both military and civilian applications for their products have become highly attractive acquisition targets.

>> The Norwegian M&A market recorded 751 transactions in 2024, more than in 2023, but with a total value that fell from €34 billion to €16 billion. The reason is simple: without mega-deals, volume grows but money shrinks. The average deal size fell from €203 million to €88 million – the lowest of the Nordic countries.

Then, in 2025, the market turned. In the first nine months, 1,131 transactions were worth EUR 129 billion – a jump from €84 billion in the same period of 2024, according to Wiersholm data. Thommessen, one of Norway's largest M&A firms, advised on 54 deals in the first half of 2025, with a total deal value of €3.4 billion.



## The April 2025 Problem: Tariffs and Uncertainty

- >> The first quarter of 2025 started strong, buoyed by optimism from Q4 2024 and expectations of US investor appetite. Then, on 1 April, Washington's tariff announcements slowed everything down. April and early May were the slowest months of the year. The market recovered in May and June, but bilateral processes became permanently slower a trend lawyers say will continue.

What buyers want now are "resilient" companies businesses that do not depend on volatile transoceanic supply chains and have a domestic client base. This preference is reshaping what gets bought and therefore what M&A lawyers need to know how to advise on.

## The Instabank Case: When M&A Goes to Court

- >> In February 2024, Oslo City Court ruled that Danish bank Lunar Bank could not withdraw its takeover offer for Instabank ASA on grounds of lack of regulatory approval – a condition the court found unsatisfied. The case, settled out of court in December 2024 before the Court of Appeal hearing, became the year's reference point for public M&A disputes in Norway.

The pattern worries lawyers: in 2023 and 2024, there were multiple public disputes in the Norwegian takeover market. The question of private placements versus rights issues – and whether certain shareholders are receiving unjustly favourable treatment – has become a recurring theme in the courts.



## What the Competition Authority Is Doing

- >> The NCA (Konkurransetilsynet) remains highly active. In 2025, the competition appeals tribunal confirmed the largest fines ever imposed on the Norwegian grocery sector – NOK 4.9 billion applied to supermarket chains in the so-called "price hunter case." Additionally, four acquisitions were subjected to Phase 2 review in 2025, and a new market investigation tool came into force granting the NCA extensive powers. From 2026, disclosure obligations extend to more markets and companies, including the electric vehicle charging sector.

## What This Means for the Lawyer Market

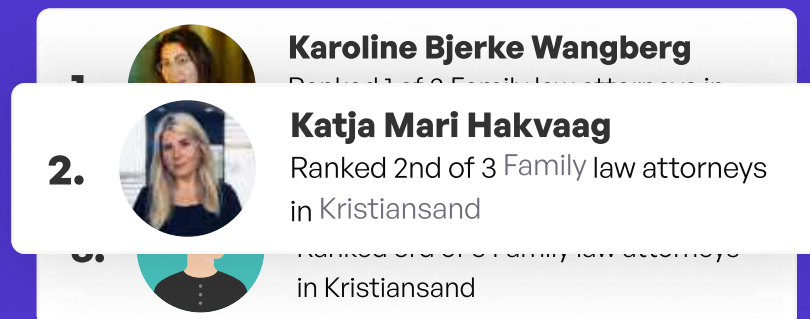
- >> The firms that dominate this market – Thommessen, Wikborg Rein, BAHR, Schjødt, Wiersholm, Haavind – have limited presence on Advokatguiden, because their clients are corporate and rarely leave public reviews. But the pressure on these firms is real: longer due diligence, more contested conditions precedent, and clients who want more certainty in a less predictable market.

Featured lawyers on Advokatguiden working in selskapsrett, M&A, and tvisteløsning reflect exactly this pressure in their profiles: clients praise those who explain risk clearly, respond quickly, and do not promise results that the market cannot guarantee.

**To find lawyers with verified business law, M&A, or dispute resolution expertise in Norway, visit [advokatguiden.no](https://advokatguiden.no) and search by legal category.**

# What "Top Ranked" on Advokatguiden Actually Means and What It Doesn't

Over 13,000 lawyers. 738 reviewed profiles. A ranking that thousands of Norwegians consult before choosing legal representation. Before you use Advokatguiden's ranking to make a decision or stake your reputation on it you need to understand exactly how it works.



## The Client Trust Index

>> Advokatguiden.no is Norway's most comprehensive public directory of lawyers, with profiles ranging from solo practitioners in regional towns to partners at Oslo's largest commercial firms. Its ranking system which the platform itself describes transparently is simultaneously one of its most useful and most misunderstood features.

This article explains the mechanics, the signals of trust it captures, and – critically – the limitations that every sophisticated user should understand.

### How the Ranking Works: The Three Inputs

- >> According to Advokatguiden's published methodology, the ranking of lawyers is calculated based on three data points, all measured over a rolling 30-day window:
  - **Profile page views:** How many users visited the lawyer's profile in the past month
  - **Review score:** The average rating (1.0–5.0) from verified client reviews
  - **Number of reviews:** The total count of verified reviews received.

### Summary

Excellent  
**5.0** ★ 11 reviews

Legal skills	5 ★
Availability	5 ★
Quality of work	5 ★
Implementation	5 ★
Communication	5 ★

✎ Write a review

These three inputs are combined into a composite score that determines a lawyer's rank nationally and within their legal category. The platform updates rankings regularly and publishes them publicly at [advokatguiden.no/rank](https://advokatguiden.no/rank). It is important to understand that this is primarily a measure of recent visibility and verified client satisfaction – not professional competence in isolation.

## What the Ranking Signals Well

>> When used correctly, Advokatguiden's ranking reveals several genuine signals about a lawyer's practice:

### Client engagement

A lawyer with 200+ verified reviews has served and communicated with a large volume of real clients – a meaningful indicator of accessibility and responsiveness

### Consistency

A 5.0 average maintained over many reviews reflects sustained quality, not a single good experience

### Responsiveness to feedback

Several top-ranked lawyers on the platform actively reply to reviews – a public signal of client-centricity

### Practice visibility

High page views reflect public demand and/or effective digital presence

### Niche trust

In specialised categories (family law, personal injury, immigration), top-ranked lawyers have earned concentrated, domain-specific trust



## Dimensions of Client Trust

Drawing on the review language visible across Advokatguiden's most-reviewed profiles, client trust in Norwegian legal services clusters around six consistent dimensions:

- 1 **Responsiveness** – Does the lawyer reply quickly, even outside business hours?
- 2 **Clarity** – Does the lawyer explain legal complexity in plain language?
- 3 **Outcome alignment** – Does the lawyer understand what the client actually wants to achieve?
- 4 **Predictability** – Does the client feel informed about next steps, costs, and timelines?
- 5 **Ethics** – Does the lawyer give honest advice, even when it is unwelcome?
- 6 **Empathy** – Does the lawyer acknowledge the human dimension of the legal problem?

# How to Improve Your Profile on Advokatguiden

When used correctly, Advokatguiden's ranking reveals several genuine signals about a lawyer's practice:

## 1 Complete your profile

Include a clear practice description, areas of law, and contact details. Empty profiles receive significantly fewer page views.

## 2 Invite satisfied clients to review

After closing a matter successfully, a simple message explaining the platform and asking for feedback is standard practice among top-ranked lawyers.

## 3 Respond to reviews

Several top-ranked lawyers reply to every review publicly. This signals professionalism and engagement – and it is visible to prospective clients.

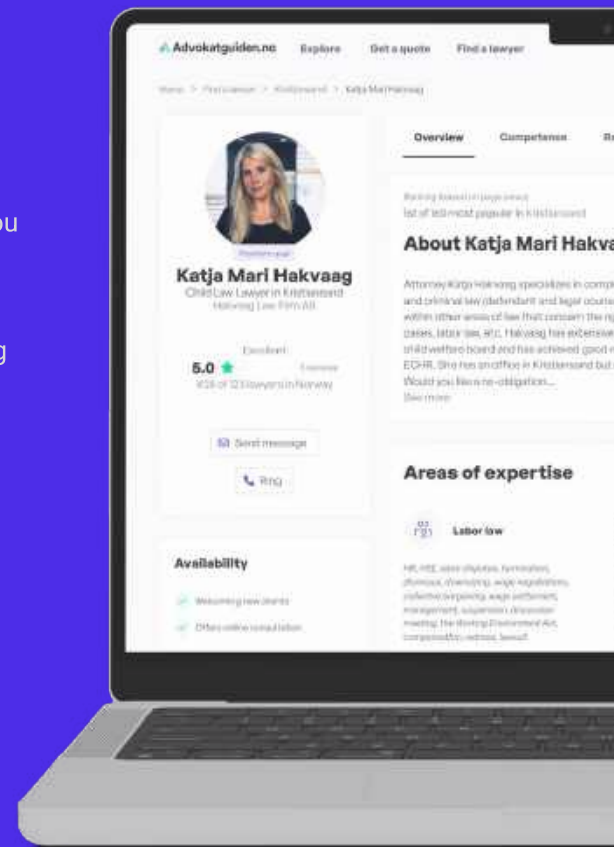
## 4 Update your profile regularly

Active profiles signal an active practice.

## 5 Be accurate

Do not list practice areas you do not cover. Misleading profiles erode trust when clients arrive with the wrong expectations.

Verify your lawyer profile at [advokatguiden.no/for-advokater](https://advokatguiden.no/for-advokater).



# Espen Ulland

The Partner Who Turned Consumer Law  
Into a Trust Machine



# Espen Ulland

## The Partner Who Turned Consumer Law Into a Trust Machine

Rank #1 (national) | Forbrukeradvokaten AS, Oslo | ★4.9 | 70 verified reviews

Contract Law

Real Estate Disputes

Consumer Law

Construction

Insurance

Few lawyers in Norway have built a more legible reputation for client trust than Espen Ulland. His Advokatguiden profile – third in Norway's national ranking with a 4.9 score across 70 verified reviews – reads less like a lawyer's directory listing and more like a practitioner's open diary of accountability.

### What the Profile Shows

>> According to his publicly available Advokatguiden profile, Espen Ulland is a partner at Forbrukeradvokaten AS, based in Oslo. He has held this role since at least 2005, according to the firm's own description, building expertise across contract law (kontraktsrett), real estate disputes (boligkjøpstvister), construction and craftsman services (entreprise og håndverkertjenester), and consumer law generally. His profile indicates he advises both private individuals and small-to-medium businesses, and that he litigates regularly in the Norwegian courts.

The firm, Forbrukeradvokaten AS, lists six lawyers and positions itself explicitly

around consumer protection, an unusual and deliberate focus in the Norwegian legal market. Ranking data from Advokatguiden shows that Ulland's profile generated 215 page views in a single recent month, placing him 29th most viewed among more than 5,000 Oslo registered lawyers. That level of visibility speaks to a growing public awareness of his work.

### Why He Inspires Trust: Signals from the Review Record

With 70 verified client reviews averaging 4.9 out of 5.0, Ulland's profile offers a rare and detailed longitudinal window into how a lawyer builds and sustains trust over the course of many years. The language patterns across his reviews are remarkably consistent and instructive for anyone evaluating legal representation.



Clients repeatedly describe him as available outside normal hours, responsive by both phone and email. Multiple reviews note that Ulland communicated the legal situation clearly and with full candour, including when the prognosis was uncertain. Several reviewers describe him as a solid sparring partner who presented options with their trade offs rather than simply delivering answers. The word honest appears again and again across the reviews, suggesting that clients trust him precisely because he does not over promise. One reviewer describes him taking over a case from a previous firm that had been inactive, and delivering what was described as initiative, clarity, security, and competence in a single engagement.

## Communication Habits: What the Pattern Suggests

- >> While specific internal working methods cannot be attributed to Ulland beyond what appears in his public profile and verified reviews, a consistent and telling communication pattern emerges from the review record, one that can serve as a practical model for the wider profession.

Espen Ulland's profile:

[advokatguiden.no/en/advokat/10953-espen-ulland](https://advokatguiden.no/en/advokat/10953-espen-ulland)

He appears to set expectations early and clearly. Clients report understanding what to expect from the very first contact. He documents risk with full transparency. Reviews suggest clients always understood the legal risk as it actually stood, not a sanitised version of it. He replies to reviews publicly on Advokatguiden, a visible choice that signals accountability and professional openness. His profile also explicitly mentions free initial case assessments, which reduces the entry barrier for clients facing uncertain situations.

These behaviours, from expectation setting and honest risk communication to responsiveness and public accountability, are the building blocks of what the Norwegian legal market is beginning to recognise as professional trust architecture. Ulland's profile on Advokatguiden stands as one of the clearest and most compelling examples of that standard in practice today.

## Forbrukeradvokaten: How a Six-Lawyer Firm Reached the Top of Advokatguiden

- >> The Oslo firm that bet on consumer law when the market was obsessed with corporate. What their model reveals about the future of specialist firms in Norway.

**“Most successful Norwegian firms built their reputation in energy, M&A, or high-value commercial disputes. Forbrukeradvokaten did the opposite: it specialised in defending house buyers, service consumers, and small businesses. Twenty years later, it is one of the best-rated firms on Advokatguiden and a model for how specialisation generates durable reputation.”**

**Editor's note:** This analysis is based exclusively on publicly available information from Advokatguiden.no, including firm and lawyer profiles, review content, and ranking data. No claims are made about the firm's financial data or internal operations.



## The Market Context the Firm Operates In

- >> Forbrukeradvokaten's work is directly linked to the most active trends in the Norwegian consumer legal market. Three are especially relevant in 2024–2025.
- **The new avhendingslova (property transfer act)** In force since January 2022, the law governing the sale of second-hand property was amended to prohibit sellers from disclaiming liability with generic “sold as is” clauses. The result was a wave of new post-purchase disputes – buyers who previously had no recourse now have a legal basis. The number of real estate disputes reaching court increased visibly. Two of the firm’s partners, Ola Fæhn and Anne Mette Hårdnes, have co-authored the annotated commentary edition of the new Norwegian Housing Sales Act. This is precisely the terrain of Forbrukeradvokaten.
- **Rising interest rates and construction contracts** With Norges Bank raising interest rates repeatedly from 2022 to combat inflation, many construction contracts signed in low-rate conditions became problematic for both parties. Disputes over timelines, materials, and construction costs arrived in court in growing numbers
- **The growth of insurance disputes** Forbrukeradvokaten explicitly lists

insurance disputes (forsikringstvister, forsikringserstatning) as a practice area. With clients litigating against home and vehicle insurers in growing volumes, this is one of the fastest-growing segments in Norwegian civil litigation

## What the Firm's Lawyer Profiles Reveal

- >> The most important signal that Forbrukeradvokaten's profiles transmit is not their specialisation – it is their consistency. Several lawyers in the firm describe the same set of values in their profiles: availability, close client follow-up, clear communication, and courtroom experience.

This consistency is not accidental. In a firm of six people, every lawyer is the firm. There is no possibility of a senior partner having a different culture from a junior partner without clients noticing. What Advokatguiden makes visible is exactly this alignment – or its absence.

## Talent Development: What the Data Suggests

- >> Without access to internal firm information, what can be analysed is the development pattern that profiles and reviews make visible.

**Early courtroom exposure:** Several lawyers in the firm, regardless of the

level of experience described in their profiles, are mentioned by clients in active litigation contexts. This suggests a culture where more junior lawyers appear in court early – consistent with best practices at litigation boutiques.

**Accompaniment language versus advisory language:** The firm's reviews describe its lawyers as "sparringspartner" (strategic discussion partner) – not merely providers of a technical service. This points to a culture where lawyers are trained to be active allies of the client, not distant consultants.

**Public replies as professional discipline:** The practice of responding to reviews on Advokatguiden – visible across the firm's profiles – implies that lawyers are trained to treat digital reputation as part of professional service, not as separate marketing.



# 90

## day blueprint for consumer law boutiques:

>> **Days 1–30:** Shadow every practice area the firm handles. Attend at least one court hearing per week. Study the firm's most instructive anonymised cases. Learn the firm's client communication protocols: response time targets, written update cadence.



**Days 31–60:** Take first autonomous role on low-complexity cases under senior supervision. Debrief every client communication with a senior within 24 hours. Attend an external CPD event relevant to the firm's practice areas.



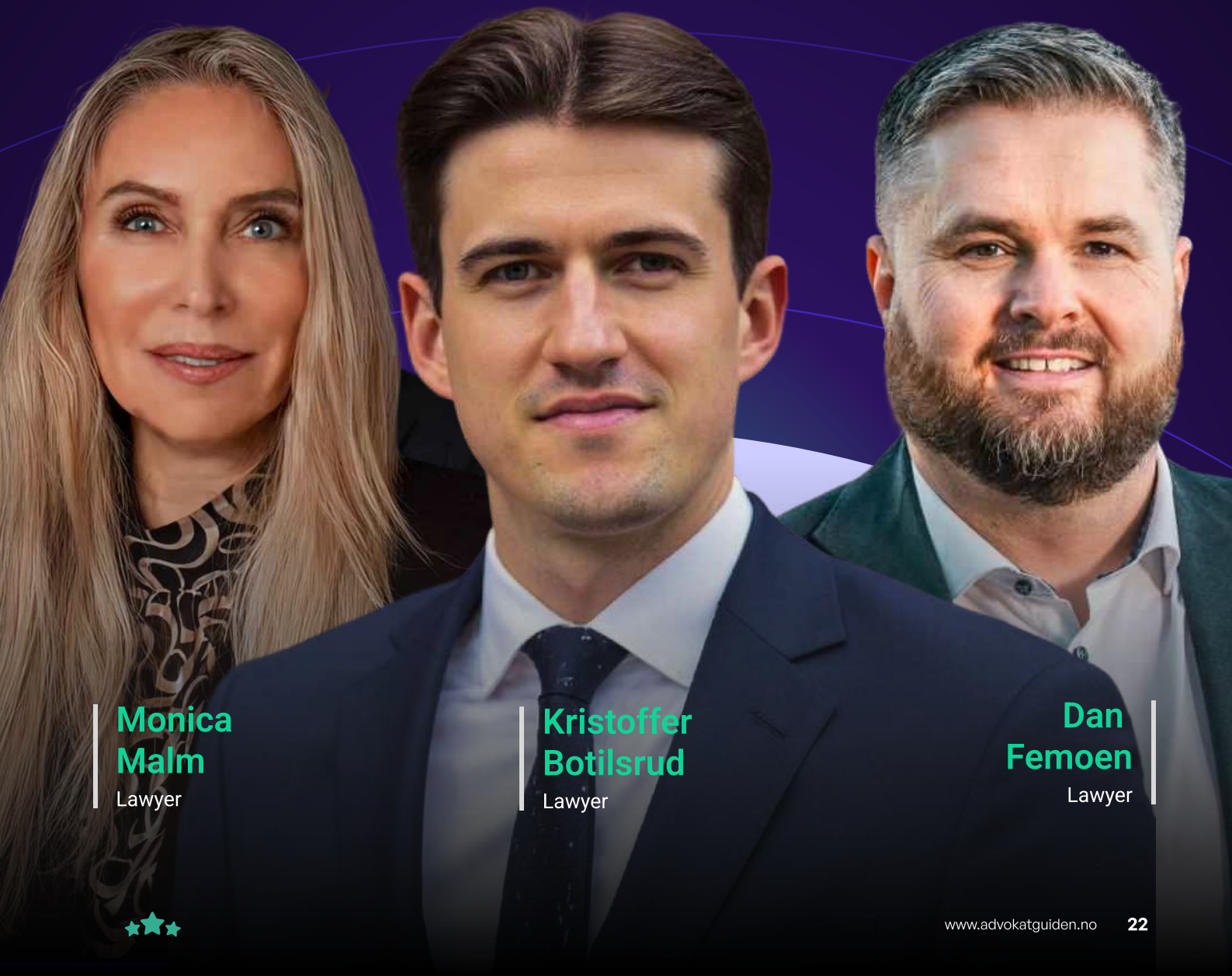
**Days 61–90:** Receive formal written feedback from supervising partner. Conduct self-assessment: where am I strong, where does the client feel the difference? Set 6-month goals. Complete and claim the Advokatguiden profile.

**Firm profile:** [advokatguiden.no/en/advokatfirma/19740-forbrukeradvokaten-as](http://advokatguiden.no/en/advokatfirma/19740-forbrukeradvokaten-as)



# Highlighted Lawyers from Advokatguiden

Visible Now on Advokatguiden



**Monica  
Malm**

Lawyer

**Kristoffer  
Botilsrud**

Lawyer

**Dan  
Femoen**

Lawyer



# Kristoffer Botilsrud

Resolve Partners Advokatfirma AS, Drammen | #40 nationally | ★5.0 | 24 verified reviews

Contract Law, Consumer Law, Public Procurement, Property Law

## Drammen's Top Ranked Lawyer With a Perfect Score

In a city with 133 registered lawyers, only one holds the number one ranking on Advokatguiden. Kristoffer Botilsrud, a lawyer at Resolve Partners Advokatfirma AS in Drammen, has earned a perfect 5.0 score across all 24 of his verified client reviews. Every single review awards him full marks on legal skills, availability, quality of work, schedule adherence and communication. For a lawyer still in the earlier stages of what promises to be a long and distinguished career, that record is truly remarkable by any professional measure

## What the Profile Shows

According to his Advokatguiden profile, Botilsrud is based at Nedre Slottsgate 25 in Drammen and works with Resolve Partners Advokatfirma AS. He specialises in public procurement and holds broad expertise in consumer rights law, including disputes over defects in vehicles and properties, employment law and contract law. He advises both private individuals and businesses, accepts new clients and offers online consultations for those who cannot meet in person.

His profile generated 49 page views in a recent month alone. While that figure is modest compared to Oslo based lawyers with larger catchment areas, it places him firmly at the top of the Drammen market, where he ranks first among all registered lawyers in the city. That local dominance tells its own story about word of mouth and client satisfaction in a tightly knit legal community.



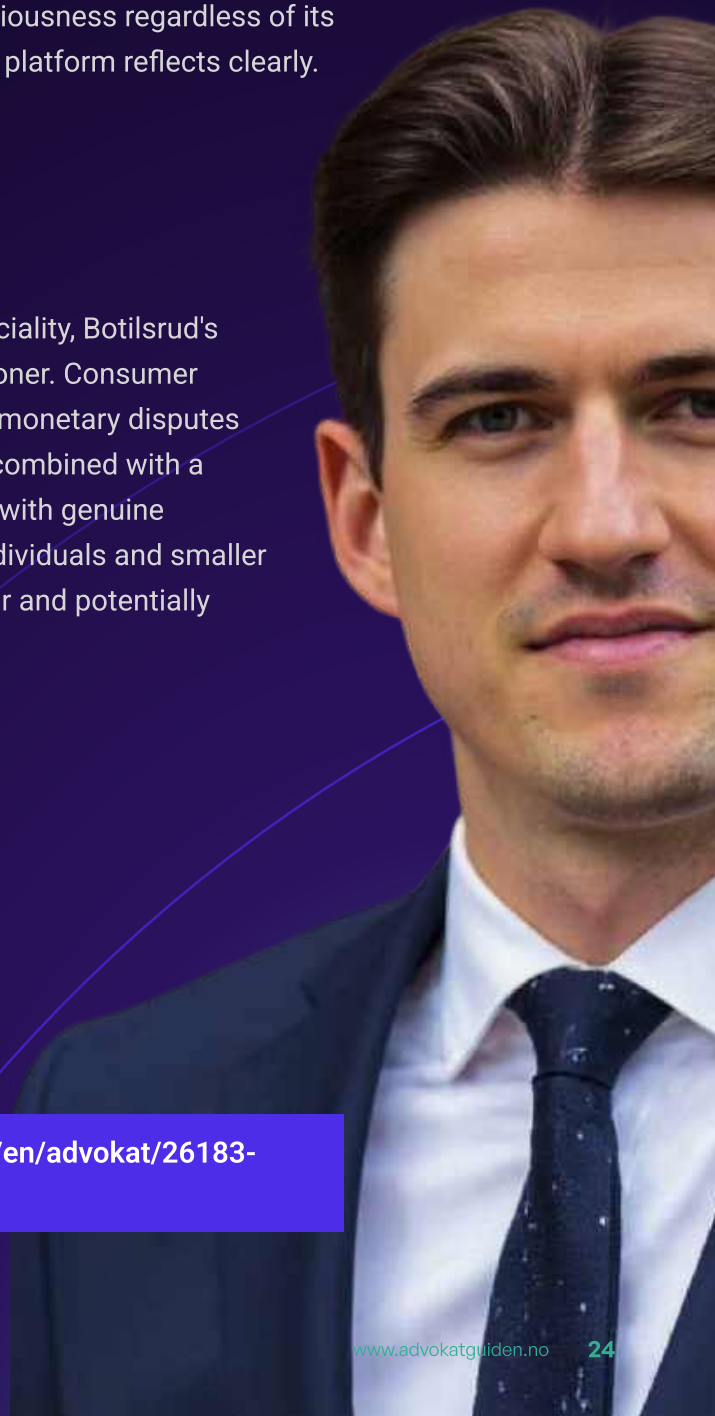
## Why Clients Trust Him

The consistency of Botilsrud's reviews tells a clear story. Clients describe a lawyer who is accessible, thorough and genuinely invested in the outcome of their case. The feedback points to someone who follows up proactively, explains the legal landscape in plain language and keeps clients informed at every stage of the process. In disputes over vehicle purchases and property defects, where clients often feel outmatched by larger and better resourced parties, that kind of attentiveness makes a measurable and often decisive difference.

What stands out across the reviews is not just competence but care. Clients report feeling heard and supported throughout the process, which in consumer law cases can stretch over many months of negotiation and correspondence. Botilsrud appears to treat each case with the same level of seriousness regardless of its financial scale, a quality that his perfect score on the platform reflects clearly.

## A Specialist With Broader Reach

Although public procurement remains his stated speciality, Botilsrud's caseload suggests a versatile and adaptable practitioner. Consumer disputes, contract negotiations, property claims and monetary disputes all feature prominently in his practice. That breadth, combined with a flawless review record, positions him as a generalist with genuine specialist depth. That is exactly the kind of lawyer individuals and smaller businesses tend to need most when facing unfamiliar and potentially daunting legal situations for the first time.



Botilsrud's Advokatguiden profile: [advokatguiden.no/en/advokat/26183-kristoffer-botilsrud](https://advokatguiden.no/en/advokat/26183-kristoffer-botilsrud)

# Monica Malm

Rank 17 in Oslo

Wahl-Larsen Advokatfirma AS | ★4.8 | 16 verified reviews |

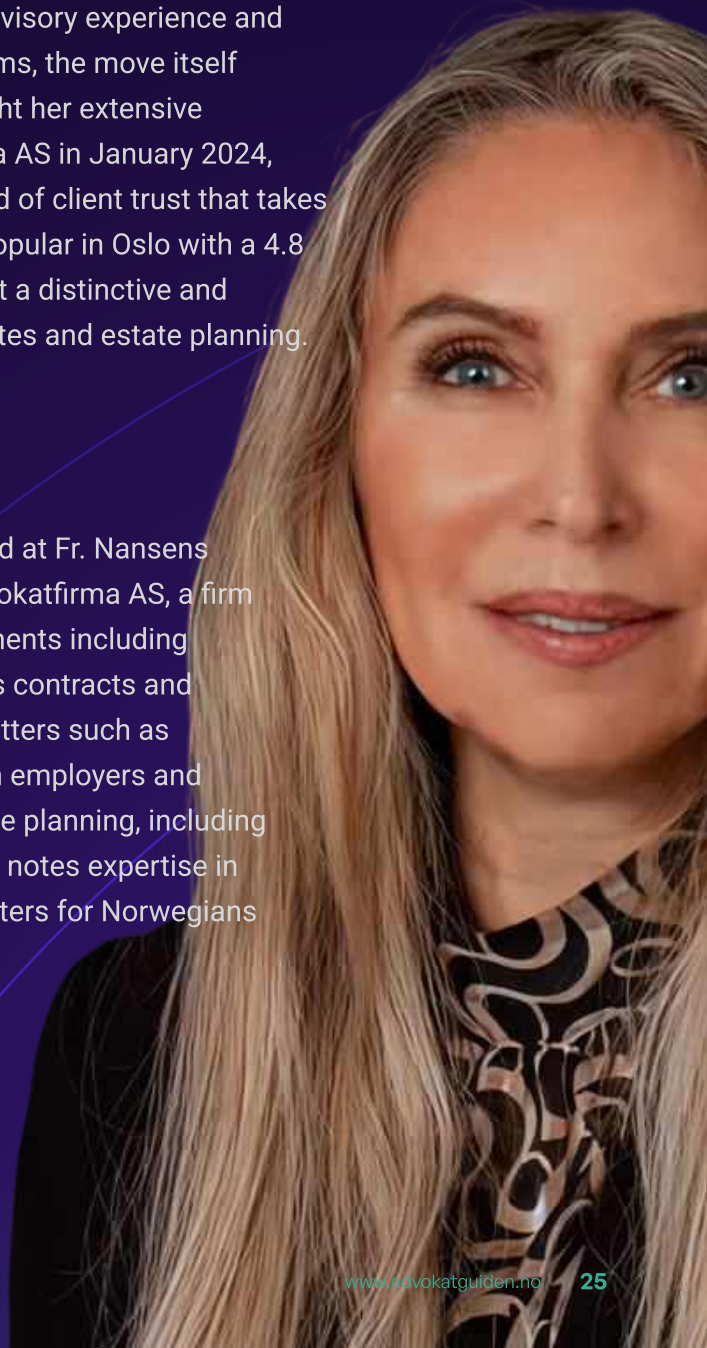
Contract Law, Employment Law, Inheritance, Sports Law

## Two Decades of Commercial Expertise at One of Oslo's Leading Firms

When a lawyer accumulates more than 20 years of advisory experience and then joins one of Oslo's most established litigation firms, the move itself becomes a signal worth reading. Monica Malm brought her extensive commercial law practice to Wahl-Larsen Advokatfirma AS in January 2024, and her Advokatguiden profile already reflects the kind of client trust that takes most lawyers far longer to build. Ranked 17th most popular in Oslo with a 4.8 score across 16 verified reviews, Malm has carved out a distinctive and respected position in contract law, employment disputes and estate planning.

## What the Profile Shows

According to her Advokatguiden profile, Malm is based at Fr. Nansens plass 5 in central Oslo, working with Wahl-Larsen Advokatfirma AS, a firm of 16 lawyers. Her practice spans commercial agreements including shareholder agreements, articles of association, sales contracts and franchise contracts. She handles employment law matters such as warnings, terminations and broader disputes between employers and employees. She also advises on inheritance and estate planning, including wills and future powers of attorney. Her profile further notes expertise in sports law, international employment law and tax matters for Norwegians living abroad.



## Why Clients Trust Her

The reviews on Malm's profile describe a lawyer who is engaging, goal oriented and thorough in her approach to every case. Clients praise her ability to provide objective and competent advice, particularly in situations where emotions run high and clarity is needed most. Several reviewers describe her as a safe and reassuring presence through difficult legal processes, someone who guides clients through each step rather than simply issuing instructions from a distance.

Her previous practices, including Malmadvokatfirma.no and Advokatene på Majorstuen, gave her years of direct client work across a wide range of commercial and personal legal matters. That foundation shows in the way clients describe her communication style: clear, measured and consistently focused on helping them understand their options fully before making any decisions. The trust she has built is evident not only in her ratings but in the specific and personal tone of her reviews.

## A Versatile Practice at a Prestigious Address

The breadth of Malm's expertise sets her apart in the Oslo legal market. Lawyers who handle both shareholder disputes and inheritance planning, both employment terminations and sports law, are genuinely uncommon. That range suggests a practitioner who has spent decades developing the kind of cross disciplinary fluency that allows her to see connections between different areas of law and use them to her clients' advantage. Her move to Wahl-Larsen, a firm known for its litigation strength, adds significant courtroom weight to an already formidable advisory practice. For clients seeking a lawyer who can both advise and litigate with equal authority, that particular combination is genuinely rare in Norway.

Monica Malm's profile: [advokatguiden.no/en/advokat/monica-malm](https://advokatguiden.no/en/advokat/monica-malm)

# Dan Femoen

Rank 2 in Bergen

Law.no Advokatfirma AS | ★4.9 | 28 verified reviews | Employment Law, Contract Law, Dispute Resolution

## Bergen's Leading Employment Law Specialist With a Near Perfect Record

In a city where employment disputes can shape the trajectory of entire careers, Dan Femoen has established himself as Bergen's go to authority on labour law. A partner at Law.no Advokatfirma AS, Femoen ranks second most popular in Bergen on Advokatguiden, holding a 4.9 score across 28 verified client reviews. He also lectures in individual labour law at Høyskolen Kristiania, a role that speaks to a depth of knowledge extending well beyond courtroom advocacy into the academic foundations of the field itself.

### What the Profile Shows

According to his Advokatguiden profile, Femoen is based at Kanalveien 11 in Bergen and works with Law.no Advokatfirma AS, a firm of 22 lawyers. He holds a master's degree in law from the University of Bergen and has built a practice covering the full spectrum of employment law. His listed competencies include employer obligations, employment terms, hiring practices, terminations, worker rights during business transfers, contract interpretation, workplace environment standards and protection against discrimination in the workplace.

Beyond his legal practice, Femoen holds extensive board experience and currently leads the Control Committee for Vestland County Municipality. He is available for client meetings outside standard business hours and on weekends, a detail his profile highlights explicitly and that his reviews confirm time and again. That willingness to adapt to his clients' schedules rather than insisting on his own sets a standard that few lawyers in Bergen can match consistently.



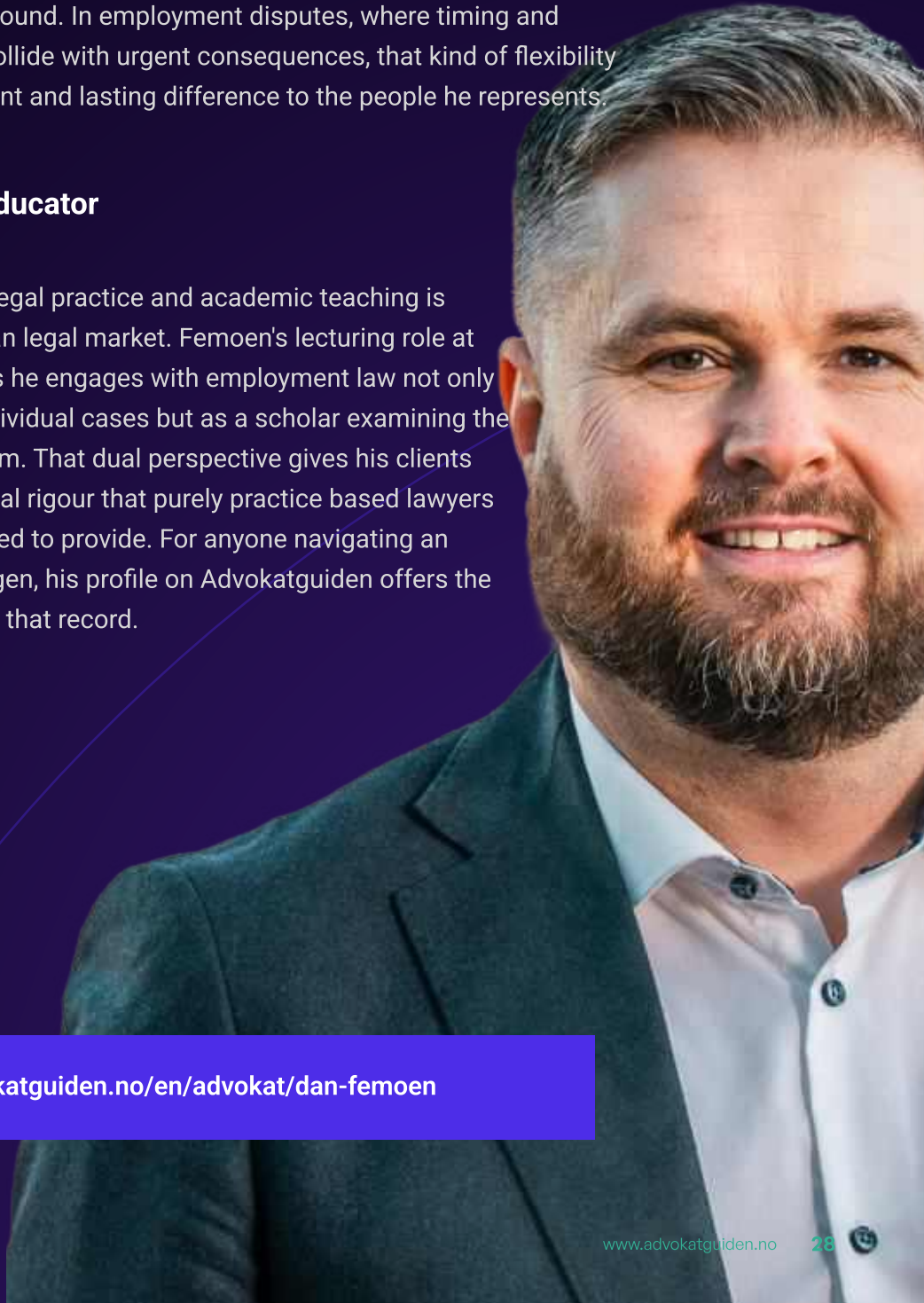
## Why Clients Trust Him

The 28 verified reviews on Femoen's profile describe a lawyer who combines strong legal knowledge with attentive and personal service. Clients consistently praise his ability to explain complex employment law matters in terms they can follow and act on with confidence. The feedback points to someone who takes time to understand each client's specific circumstances thoroughly before recommending a course of action.

His willingness to meet outside regular hours comes up frequently in the reviews, suggesting a lawyer who organises his entire practice around his clients' needs rather than the other way around. In employment disputes, where timing and emotional pressure often collide with urgent consequences, that kind of flexibility appears to make a significant and lasting difference to the people he represents.

## A Practitioner and an Educator

The combination of active legal practice and academic teaching is uncommon in the Norwegian legal market. Femoen's lecturing role at Høyskolen Kristiania means he engages with employment law not only as a practitioner solving individual cases but as a scholar examining the principles that underpin them. That dual perspective gives his clients access to a level of analytical rigour that purely practice based lawyers may not always be positioned to provide. For anyone navigating an employment dispute in Bergen, his profile on Advokatguiden offers the most direct way to evaluate that record.

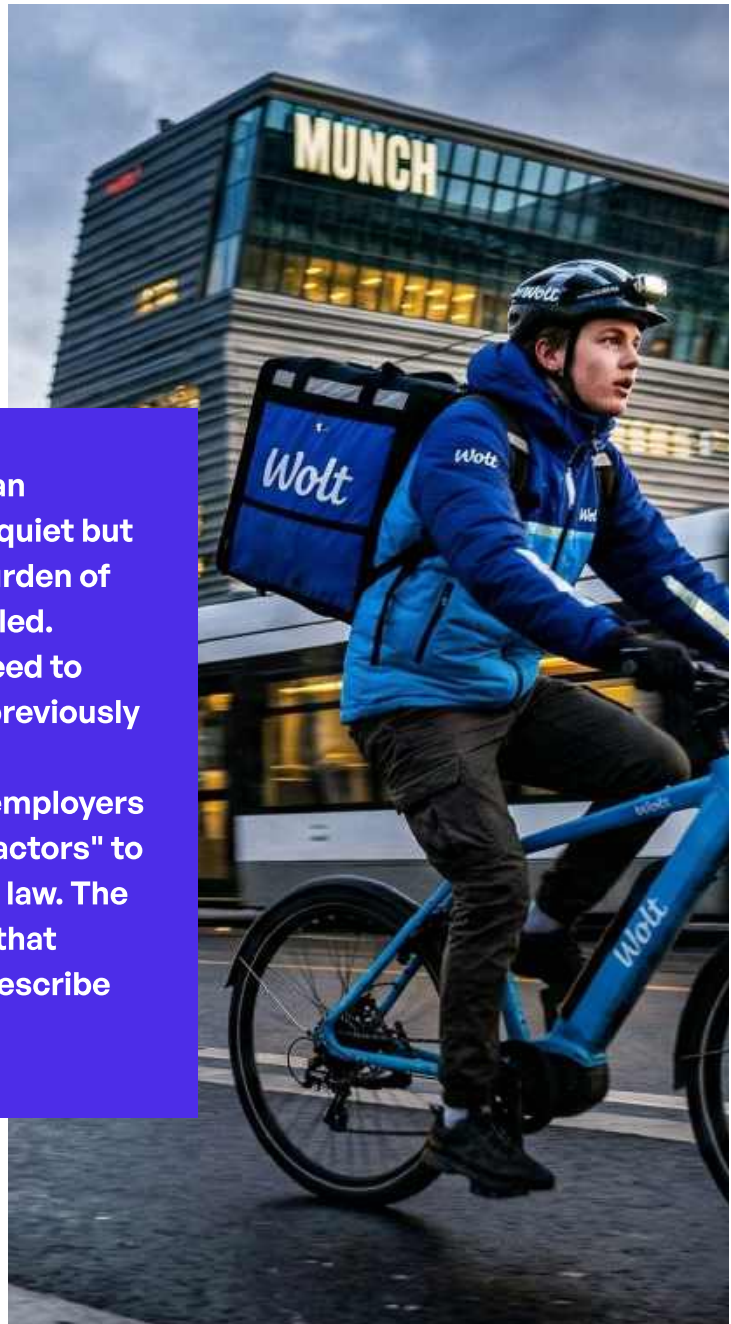


Dan Femoen's profile: [advokatguiden.no/en/advokat/dan-femoen](https://advokatguiden.no/en/advokat/dan-femoen)

## The Norwegian Labour Market Goes to Court

- >> The new definition of "worker", digital platforms, Wolt, Discovery Networks, and the end of easy exits for employers. What changed in Norwegian employment law and why labour lawyers are busier than ever.

**In the last two years, Norwegian employment law underwent a quiet but radical transformation. The burden of proof reversed. Fines quadrupled. Employment contracts now need to include information that was previously optional. And courts began systematically ruling against employers who used "independent contractors" to avoid the obligations of labour law. The result is a volume of litigation that employment lawyers in Oslo describe as exceptional.**

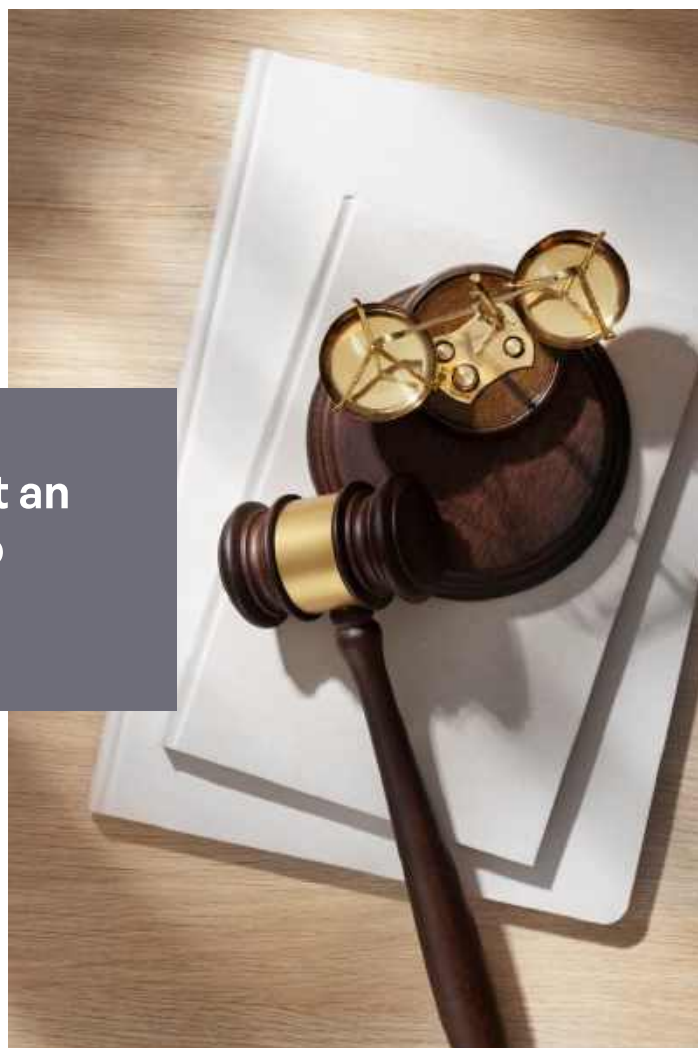


## The Big Change: The New Definition of "Worker"

- >> In 2024, the Arbeidsmiljøloven (Working Environment Act) introduced a new definition of "worker" in § 1-8 – and reversed the burden of proof. Previously, it was the worker who had to prove they were an employee. Now, it is the company that must prove a genuinely independent contractual relationship exists.

**“ It shall be assumed that an employment relationship exists, unless .....**

The text is precise: "It shall be assumed that an employment relationship exists, unless the employer makes it highly probable that an independent contractual relationship exists." Any company that systematically uses "independent" workers for core business functions, without integrating them into the team on employment contracts, is now legally exposed.



## The Cases Already in Court



### Wolt, Oslo

(TOSL-2024-140889)

Oslo City Court assessed in 2025 whether bicycle couriers delivering food for Wolt should be considered employees or independent contractors. The case is paradigmatic of the gig economy platform question – and is being watched closely by the entire industry.



### Discovery Networks

(TOSL-2024-117828)

Oslo City Court found that the contract between Discovery Networks and Monday Sport formally a staffing services agreement was in reality an illegal hiring of employees. The court emphasised that the workers were under Discovery's direct management and performed tasks within the company's core business, which characterises employment, not subcontracting. The workers won the right to permanent employment at Discovery. The case has been appealed and is not yet final.



### Construction site case

(Trøndelag, TTRO-2024-197027)

A carpenter in an 80% position sued his employer for failing to comply with a working hours averaging agreement. The court ruled that such an agreement is invalid without a written work schedule specifying when the employee works and when they are off. Without that schedule, the worker is entitled to a fixed salary regardless of workload fluctuations. The company was ordered to pay NOK 48,380 in compensation plus legal costs.

## The EU Platform Work Directive Reaches Norway

- >> The EU Platform Work Directive entered into force on 1 December 2024 and is considered EEA-relevant. Member states have two years to implement it. The central question whether platform workers should be classified as employees will directly collide with Norway's new definition of "worker," creating one of the most complex legal dossiers of the next two years in the country.

## Pay Transparency Is Coming

The EU Pay Transparency Directive (EU 2023/970) is expected to be implemented into Norwegian law by June 2026. The directive eliminates the practice of asking candidates about previous salaries, requires disclosure of starting salaries or salary ranges, and gives workers the right to information about average salaries by gender for work of equal value. For a Norway with a gender pay gap of approximately 12%, this will generate a new wave of pay discrimination cases.



## Fines Increased Dramatically

From 1 July 2024, the ceiling on fines the Labour Inspection Authority can impose was raised from 15G to the greater of 50G or 4% of the company's annual turnover. With 1G = NOK 124,028, this represents an enormous jump in the financial consequences of non-compliance with employment rules.

## What This Means for Employment Lawyers on Advokatguiden

>> Employment lawyers on Advokatguiden reflect exactly this turbulence. Profiles specialising in arbeidsrett (employment law), oppsigelse (dismissal), and arbeidskonflikt (labour disputes) carry reviews in which clients describe situations of unlawful dismissal, contract reclassification, and disputes with NAV. The review language is charged – these are clients in high-stress situations, with income and stability at stake

The highest-rated employment lawyers on Advokatguiden share a pattern: they explain probabilities clearly, including when those probabilities are unfavourable, accompany the client through what can be a long process, and arrive in court prepared. They do not promise to win – they promise to fight with method.





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### In the Next Issue

In this edition, we explore how legal teams deliver consistent quality: training systems, internal standards, and communication habits that distinguish 'technically strong' from 'trusted at scale'—both in corporate work and client-facing practice.

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