

January 2022

# Paradigm

President's Podium:

## Looking Forward

## The Six Pillars: A Firm Foundation

**P** PRIMERUS

The World's Finest Law Firms

# The Primerus Paradigm

January 2022



## About Our Cover

In 2022, Primerus celebrates its 30<sup>th</sup> anniversary. To mark this special occasion, in this issue of *Paradigm* we explore the Six Pillars, those foundational values that all Primerus members commit to follow in their daily practice of law. The Six Pillars have been around since the beginning of Primerus and will continue to be critical to the next 30 years.

Articles in this publication are intended for informational purposes only and do not convey or constitute legal advice.

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A Firm Foundation**  
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Every lawyer in Primerus shares a commitment to a set of common values known as the Six Pillars:

- Integrity
- Excellent Work Product
- Reasonable Fees
- Continuing Legal Education
- Civility
- Community Service

For a full description of these values, please visit [primerus.com](http://primerus.com).

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## President's Podium

John C. Buchanan



# Looking Forward

Hello, Primerus friends. It was such a pleasure to meet with many of you in person at the 2021 Primerus Global Conference in Leesburg, Virginia. After many months of gathering virtually, I welcomed the opportunity to see longtime friends face-to-face and to meet new friends as well.

In 2022, Primerus celebrates its 30<sup>th</sup> anniversary. We founded Primerus during a low point in our profession to bring together “good people who happen to be good lawyers.” We wanted to help uplift our profession, return

to the great traditions of service that made us want to become lawyers in the first place, promote justice and the rule of law, and help people find a good lawyer when they needed legal help. We set high standards for admission called the Six Pillars: Integrity. Excellent work product. Reasonable fees. Continuing legal education. Civility. Community service.

I hoped the organization would be around for decades to come and that we would make a lasting impact on the legal profession. Because of the commitment of our members – the world’s finest attorneys, from small to medium-

sized firms around the world – we have been able to do that.


In this issue of *Paradigm*, we have focused on these Six Pillars to mark this milestone anniversary. Throughout this magazine, you will read about what the Six Pillars mean to our members, as well as how Primerus member firms have incorporated them into their firm’s culture and work.

I often think about the Six Pillars in the context of history, going all the way back to June 1215 with the signing of the Magna

Carta. This set the foundation of our Western democracies, including the Constitution of the United States, and the birth of individual rights. Though the legal profession goes all the way back to ancient Greece and Rome, it evolved into the kind of profession we know today around the time of the Magna Carta, when canon law was the law of the land in the West and stare decisis was beginning to shape English common law. That is when courts, judges and lawyers began to be very important in protecting democratic principles, individual rights and the rule of law over the rule of man.

The big turning point occurred in 1776 with the creation of the United States and what has become known as “The Great American Experiment” in self-government, the balance of powers, the Bill of Rights and the Rule of Law. That is when the legal profession rose to the powerful and prestigious profession that we are all part of today. That is also when the principles of the Six Pillars came into being in defining what it means to be a “good lawyer.” All Primerus did was to coin the phrase and convince its members and all lawyers to live and practice law according to these high, and extremely important, standards.

The Magna Carta recently celebrated its 800<sup>th</sup> anniversary. With the benefit of recorded history, we can look back and see how it evolved into the many “rule of law” legal systems we have today. Primerus, with its 3,000 lawyers and 180 law firms in 50 countries throughout the world, is a microcosm of the world’s legal systems. No country in the world, regardless of its political form of government, can survive and prosper in isolation in our highly interdependent globalized world. Every country must put into effect sound, just and reliable rule of law legal systems with “Six

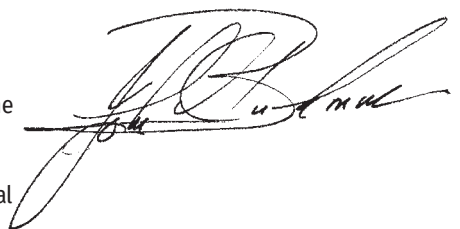


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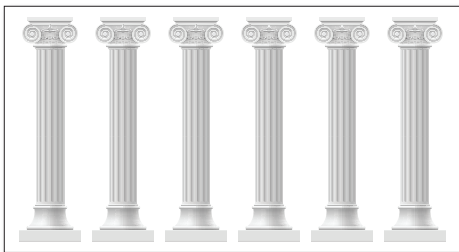
Pillar” judges and lawyers if they expect to do business with any other country in the world. Add to this the need for cooperation between countries in solving very serious global problems such as climate change, the COVID-19 pandemic, extreme poverty, and the biggest of all, avoiding a nuclear holocaust that could drive mankind back to the stone age to start everything all over again.

The single profession that will have the greatest impact in shaping the world during the next 800 years when we celebrate the 1,600<sup>th</sup> anniversary of the Magna Carta will be the legal

profession in all countries across the globe. Without exaggeration or boasting about our magnificent profession, I think it is reasonable to say that “Six Pillar” lawyers who live true to these ideas will be the peacemakers of the future that make the dreams of a unified and harmonious world come true. Let us all do our part in making that happen.



# The Six Pillars: A Firm Foundation



***Integrity.***

***Excellent work product.***

***Reasonable fees.***

***Continuing legal education.***

***Civility.***

***Community service.***

The Six Pillars have been part of Primerus since its beginning, standing firm as the common values that guide every member firm and individual attorney.

To mark the 30<sup>th</sup> anniversary of Primerus in 2022, we're taking a deeper look at the Six Pillars. Why were they created? What impact have they had within – and beyond – Primerus? And what's the future of the Six Pillars?

## **Looking Back**

Primerus was founded in 1992 by John C. "Jack" Buchanan, a trial lawyer from Grand Rapids, Michigan, who was becoming increasingly concerned about the future of the legal profession. He decided he couldn't stand idly by as the standards of professionalism among some lawyers declined, resulting in distrust from the public. He was particularly concerned about this rise of law firm advertising, causing the law firms with the biggest ad campaigns to attract clients, regardless of their reputation or quality.

So, Buchanan released some ads of his own – ads which reminded the public about the nobility of the justice system and educated them about the importance of lawyers. One of those ads, featuring pictures of Hitler, Stalin and Ayatollah Khomeini along with the headline "Three leaders who really knew how to streamline a legal system," went on to win first place in the American Bar Association's first Dignity in Lawyer Advertising competition.

As part of his effort to help people understand what makes a quality lawyer and how to find one, in the early 1990s Buchanan published a brochure called "How to Judge an Attorney." The ideals outlined in that brochure would go on to become the Six Pillars – values that every member of Primerus to this day must adhere to in their daily practice of law.

"When I think of the Six Pillars, I often think of Atticus Finch," said Buchanan, referring to the lawyer in Harper Lee's 1960 Pulitzer Prize-winning novel *To Kill a Mockingbird*.

“He was honest, highly moral, had upstanding character and was willing to fight for justice even in the face of great personal costs,” Buchanan said. “These are the ideals lawyers should embody.”

In September 1992, Buchanan founded Primerus, seeking out small and medium-sized law firms who were committed to the Six Pillars.

It didn’t take long for law firms throughout the United States to take notice and want to be part of Primerus. Word really spread when on July 15, 1993, *The Wall Street Journal* published an article referring to Primerus as a “sort of Good Housekeeping Seal of Approval for lawyers.”

Thirty years later, Primerus has grown to have 180 member firms with 3,000 lawyers in nearly 50 countries around the world.

### Solid Values

One of the early members of Primerus, **Joel Collins** of Collins & Lacy in Columbia, South Carolina, called Buchanan after reading about

Primerus. It was in that conversation that Buchanan told him about the Six Pillars and his hopes to bring dignity back to the legal profession.

“Those Six Pillars cover all of the qualities that I think a good lawyer and a good law firm should display and live by,” said Collins, whose firm joined Primerus in 1996.

In fact, his firm takes them so seriously that they’re displayed in the firm’s lobby for all to see.

“When a client reads about the Six Pillars, the client comes away with the impression that ‘this is the kind of firm I want to represent me and my company,’” Collins said. “They want to hear that you’re committed to community service and reasonable fees and continuing legal education. They want to know you have pledged to working with civility and integrity and to always produce the best quality work product. To me, the client is reassured to learn that these are the qualities we hold out and aspire to live by.”

Collins believes that the Six Pillars have stood the test of time, and will continue to.


“These are solid, bedrock qualities,” he said. “They don’t shift around. Integrity – it was, it is and it always will be the bedrock... Nothing has changed and nothing needs to be added. We just need to recommit ourselves to those qualities and hold them out.”

Another longtime Primerus member, **Duncan Manley** of Christian & Small in Birmingham, Alabama, said that when his firm joined Primerus in 2003, he was concerned about how the public spoke about lawyers in a disrespectful manner.

He said the vast majority of Primerus members aspired to the Six Pillars before joining Primerus – otherwise they would not have received the endorsements from clients, judges, etc. which are required for membership.

In fact, many members – including his firm – were attracted to Primerus because they aligned with the Six Pillars.

“If we comply with the Six Pillars, we set a good example for other lawyers to



“When I think of the Six Pillars, I often think of Atticus Finch,” said Buchanan, referring to the lawyer in Harper Lee’s 1960 Pulitzer Prize-winning novel *To Kill a Mockingbird*.



follow, and in the process, we do our share in trying to improve the reputation of the legal profession,” Manley said. “It is probable that the Six Pillars are vaguely in the back of the minds of many lawyers, but certainly they are not as important to them as to us. Membership in Primerus keeps them in the forefront of our minds.”

Manley, who has been practicing law for 55 years, said he has always felt proud to be an attorney.

“The Six Pillars are a reminder of what you’re supposed to be when you’re a lawyer,” he said. “Sometimes lawyers forget that, and the reason is that the practice of law has become more of a business than a profession. The Six Pillars brings it home that this is a profession.”

He said clients respect the Six Pillars as well.

“I think clients feel comfortable working with Primerus lawyers, and a lot of it is because of the Six Pillars,” Manley said. “They know we are obligated to comply with the Six Pillars in order to continue membership with Primerus.”

## What Clients Say

That’s absolutely true, according to one Primerus client.

**Colleen Taylor**, claims administrator at WernerCo., manufacturer of climbing products, jobsite storage systems and fall protection equipment, has relied with confidence on Primerus attorneys over

the years. Before she was acquainted with Primerus, when the company had a claim in an area where they didn’t already have legal representation established, they didn’t have many reliable resources to help.

“Now, Primerus does all the work for us by vetting law firms. We know they adhere to the Six Pillars and that we can trust them. The legwork is already done for us, and we can just focus on the case. It’s been a tremendous tool for us,” Taylor said.

Knowing Primerus attorneys are committed to the Six Pillars helps her to trust them and build strong partnerships with them, she said.

“If I could sum it up in one word, I would say they’re trustworthy,” Taylor said. “I have built relationships with Primerus attorneys over the years and they have proven that they are more than willing to go above and beyond the scope of handling a typical claim.”

Taylor said Primerus attorneys are willing to help their clients with whatever needs they have, whether that be presenting on a topic at a seminar, being a resource on a topic that doesn’t involve the case they’ve been hired to work on, and more.

“This is just another example of the quality service you get when you choose Primerus,” she said.

According to **Robert Bivins**, managing shareholder at Bivins & Hemenway in Valrico, Florida, the concepts ingrained in the Six Pillars help guide Primerus lawyers and firms at large to be the kind of people clients can

trust – with their legal challenges but also important personal situations.

“Clients trust our integrity and ethics, respect the soundness of our advice, and trust our legal skills, all the while having confidence our fees are reasonable and knowing that where necessary, they are adjusted downward when the help they need exceeds their ability to pay,” Bivins said. “Our clients are at ease with our lawyers, who can relate and empathize with the client’s plight, and our clients trust our advice in part because they know we continually keep up with developments in our fields of expertise.”

## Looking Ahead

In many ways, Bivins said, the Six Pillars are more important now than ever.

“The practice of law in many cases has become an expensive, impersonal commodity that only the wealthy can afford,” he said.

Bivins said some attorneys are driven by “the desire for personal gain, wherein they charge in fees whatever the market will bear and feel no need to show empathy or civility toward other lawyers or the public at large as they encounter them in their daily lives.” This had led some to hold a negative perception of attorneys.

“The concepts embedded into the Six Pillars are important for all attorneys to live by if the profession is ever to truly play the role in our country that our founding fathers counted on us to play,” he said.





**Kathryne Baldwin**, an associate at Wilke Fleury LLP in Sacramento, California, is part of the generation of attorneys who will be carrying the Six Pillars into the next 30 years. The firm joined Primerus in 2010, and in 2015 she joined Wilke Fleury as an intern while she was still in law school.

She saw the results of the Six Pillars in action before she even knew what they were. When she attended her first Primerus Young Lawyers Section Conference in Las Vegas, Nevada, in 2017, she was struck by the quality of the attorneys she met there.

“Everyone there was fantastic and so easy to work with,” Baldwin said. “I thought, ‘This is a great group of people I can get to know and learn with.’”

It wasn’t until later when she saw the Six Pillars hanging in a conference room at Wilke Fleury that she started to think about those qualities as she saw them exemplified in the people at the conference.

“It made a lot of sense when I realized the level of professionalism I was dealing with in Primerus,” she said. “There was a difference between the attorneys who were in Primerus and attorneys as a whole.”

Baldwin also notes a difference in the quality of work product from Primerus firms, as well as an emphasis on staying current in their area of practice.

“The quality of work product clients are getting from a Primerus attorney is well above the usual norm,” she said.

Baldwin also loves that Primerus helps attorneys keep community service as a

priority, including organizing outreach projects as part of Young Lawyers conferences. In 2018, for example, attorneys attending the Primerus Young Lawyers Section Conference in Charleston, South Carolina, visited a local Title I school to read with students, play on the playground with them, and attend an after-school program. In 2019, they did a similar project in Denver, Colorado, for Wish for Wheels, donating \$3,500 to purchase bikes and helmets for second grade students and then going to a local elementary school to help the students build the bikes.

“It allows us as attorneys to take a step back and really feel good about what we are doing. It creates circumstances for us to be grateful and reflect on our own gifts, as well as appreciate the fact that we do have an excellent opportunity to make a difference,” Baldwin said.

**Jaclyn Gans**, an attorney with Elam & Burke in Boise, Idaho, said the Six Pillars were a large factor in her firm’s decision to join Primerus in 2017.

“Part of what drew our firm to Primerus and what made it a good fit were the Six Pillars, because I think we were already using them as guiding principles in our firm,” Gans said.

Gans noted that civility and integrity are paramount, particularly in a smaller city like Boise.

“Because we have such a small bar here, civility is so important when you’re repeatedly working with or against the same

people. I think we do a good job of that here,” she said. “Your reputation in our legal community takes a while to build up, but it can be damaged so quickly.”


Gans said Elam & Burke is also proud to be a local firm in a market with several other regional and national firms who have offices in Boise.

“A lot of us know their rates are higher, but we think our work product is just as good if not superior in many cases,” Gans said. “We pride ourselves on our work product. We really do try to put out a high-quality product for a reasonable rate.”

## A Lasting Tradition

For these reasons and more, the Six Pillars will remain at the foundation of Primerus moving into the next 30 years.

Buchanan said that in a world marked by division, the Six Pillars stand as a simple formula for attorneys – and citizens in general – to uplift humanity.

“Even though Primerus has applied this formula to the legal profession for the past 30 years, these six simple concepts are equally applicable to everyone,” Buchanan said. “Just two of the six – integrity and civility – could drastically change the course of history for the better if they became the only acceptable standard of human behavior. Add the other four pillars as they apply to various cultures and walks of life, and then humanity has a chance to ultimately achieve its great potential.” 

Since the firm was founded in 1960, it has built longstanding relationships on the traditional values of diligence, dedication, loyalty and hard work.



**Mateer Harbert, P.A.**  
Orlando, Florida

Mateer Harbert is a mid-sized law firm with offices in Orlando, Florida. Since the firm was founded in 1960, it has built longstanding relationships on the traditional values of diligence, dedication, loyalty and hard work. These guiding principles have enabled the firm to grow from a group of four attorneys to a full-service law firm offering counsel on a wide range of legal matters. The firm serves clients across the entire spectrum of law – with a particular focus on litigation, real

estate, healthcare, construction and business law. Because of its size, Mateer Harbert can respond with agility and act decisively to deliver solutions that best meet the clients' needs.

Mateer Harbert received a Tier 1 ranking in *U.S. News-Best Lawyers* "Best Law Firms." It was also recognized by the *Orlando Business Journal* in a list ranking central Florida law firms in the areas of real estate and construction.

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**Brian Wagner** is a shareholder with the Orlando, Florida-based law firm, Mateer Harbert. He is a commercial litigator and has experience in litigating disputes in federal and state courts as well as arbitrations. He is widely published and speaks nationally and internationally on various legal topics.

**Brian Wagner**



A reputation of integrity can take a lifetime to develop but can be destroyed in one single instance.



## Integrity: The Foundation of the Six Pillars


There is an old saying, “Success will come and go, but integrity is forever.” I’m not sure who first coined that phrase, but it is as true today as the day it was first spoken. There are many ways to define integrity, but the concept is simple. Integrity means doing the right thing, no matter what the consequences and even when no one is watching. Integrity cannot be faked, and those who sacrifice integrity will eventually be exposed. Whatever short-term benefit that can be obtained by compromising integrity will be vastly out-weighted by the eventual cost.

A reputation of integrity can take a lifetime to develop but can be destroyed in one single instance. Every person reading this article can think of countless examples of individuals whose reputation of integrity and honor was destroyed by a single act or a lapse in judgment. The media is quick to knock celebrities and politicians off their pedestals. Nothing sells more newspapers

or gets more “views” or “clicks” than a moral scandal. Having integrity means never falling into that trap. Cadets at the United States West Point Military Academy must abide by a simple honor code: “A Cadet will not lie, cheat, steal or tolerate those who do.” If one were seeking a concise definition of integrity, it would be hard to find a better one than those 12 words.

Historically, there were three learned professions: medicine, theology and the law. These professions were common callings of people with dignified character and integrity. As lawyers, we hold a special place in society. Lawyers are sworn to vigorously represent the interests of their clients. However, lawyers are also sworn to represent their clients’ interests within the established rules of ethics. Failure to do either can subject the attorney to discipline. The intersection of those two duties is where integrity becomes apparent and – I would suggest – essential. A lawyer with integrity will never cross those ethical lines, even if that means a client’s

case may suffer. A lawyer who is willing to sacrifice his or her ethics for the sake of winning a case will, inevitably, suffer because of it, as will the entire legal profession. If clients know their lawyer is willing to engage in unethical behavior to win their case, they will assume that the opposing attorney will do the same. This distrust can spread through the profession like a cancer. One could argue that it already has. This is precisely why Primerus only seeks lawyers of integrity for their membership.

When Primerus was formed, integrity was included in the Six Pillars – those values which all Primerus lawyers must follow. However, it could accurately be said that each of the pillars flows directly from the pillar of integrity. From the seed of integrity sprouts all of the desirable attributes that clients look for in an attorney. For those lawyers seeking success, they must first find integrity. 

The firm and its attorneys have a reputation for taking a down-to-earth and common-sense approach to complex legal issues representing companies and individuals both domestically and internationally.

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**Widerman Malek, P.L.**  
Melbourne, Florida



Widerman Malek, P.L. is a national law firm with a family and community-centered approach as the cornerstone of their practice. The firm and its attorneys have a reputation for taking a down-to-earth and common-sense approach to complex legal issues representing companies and individuals both domestically and internationally in a full range of legal services. The firm maintains offices in Melbourne and Orlando, Florida,

with each location boasting a robust economy focused on tourism and technology. The firm's services include intellectual property, intellectual property litigation, general litigation, land use, real estate, employment law, corporate formation, asset protection, estate planning, immigration, government agency representation, family law, bankruptcy and construction law.



Mark Warzecha

**Mark Warzecha** practices exclusively in intellectual property matters representing corporations and individuals with both foreign and domestic needs for patents, trademarks, copyrights, trade secrets, licensing and litigation. His clients range from individuals to large international businesses who rely on intellectual property to protect their inventions, works of art, brands and trade secrets. He is also a founding member and director of the No Bad Days Foundation which purchases medical equipment for children with disabilities.



# Community Service: How to Get Back from Giving Back

What is the cost of not giving back?  
Everything.

Yes, giving back takes time and energy, but it also restores energy and purpose. All of us have prospered in our relationships and businesses because of the community around us. The places we live are our community, but more importantly, our firms and employees are our community.

So, why is giving back so crucial to a firm's success? It fosters a culture of family and belonging.

The need to belong is as vital to a human's health as having food or water – it has also helped humans survive throughout history. Facing challenges such as defending against enemy attacks or searching for food and shelter were easier to do in a group than as an individual fighting alone.

With a third of our adult lives being spent in the workplace, creating a social unit at the office that is committed to giving back is essential. A team working together to build others up, make a difference and feel like they are a part of something bigger than their careers helps a firm grow.

Our firm has had a deeply rooted belief in community service since its inception. Our attorneys consistently try to give time, money, assistance and hope to the community around us. We have found that investing in our personal community builds a professional community based in purpose, allowing our business culture to grow and thrive. Our attorneys and professionals are more likely to work harder, longer and better because they belong to something larger than the firm – they have a work family.

Community initiatives not only give us something to do together as a firm, but they also help build an awareness for the needs of our community and develop civic and social responsibility skills in each person. These are skills that any employee can take anywhere and contribute. Community service also teaches humility and gratitude which are critical in the practice of law.

The Sixth Pillar of Primerus focuses on community service for similar reasons. We are not just lawyers in business for profit. We became lawyers to better our communities, cities and countries. We became lawyers so we could make the law better, make people safer and seek justice. Community service is the embodiment of why many of us became lawyers in the first place. Primerus has “good people who happen to be good lawyers.”

As Anne Frank famously said, “No one has ever become poor from giving.” Truthfully, we do profit in some way from giving back. Our time spent volunteering allows us the opportunity to meet others and tell them what we do for a living, which will likely result in future referrals. However, the desire to help others is not just a profit center, and seeking out or creating meaningful volunteer activities for your firm will help blend giving back with creating meaningful relationships.

In 2012, our firm became aware of a family in need. After being involved in a horrific car accident, their two-year old son sustained a spinal cord injury and needed a medical device which was not covered by insurance. Our staff and attorneys banded together to give their time and resources and we raised nearly \$30,000 to cover the cost of the medical device. The team-building

and culture this exercise brought about was immeasurable. The fundraiser was so great for firm morale, we created the No Bad Days Foundation to raise money for other children in need, as a firm and a “family.” I am convinced that our firm is stronger than it ever would have been had we not volunteered together for a common cause. Fostering a bond among the attorneys and staff of the firm makes each one want to accomplish whatever goal is before us on any given day. Having your employees want to work for you is priceless and can be achieved by working together toward a common goal.

In 2004, firm partners and brothers Jeff and Jim Ippoliti founded the Celebration Exotic Car Festival (CECF) in honor of Jeff's late wife, Laura Ippoliti, who died in a car accident in 2001 at 32 years old. Laura was a Ferrari and Formula One enthusiast, who also had a deep love of children. When the Ippoliti brothers' law firm in Celebration, Florida, merged with Widerman Malek in 2017, the firm wholeheartedly embraced the event.

The CECF includes two days of private racing at Daytona International Speedway – making it the only private event the Speedway allows on its grounds. There are also two VIP evening events – one at Universal Studios Hard Rock Live where celebrity entertainers perform, with all net proceeds being donated to the festival's causes. Some of the past performers have included Steve Martin & Martin Short, The Beach Boys, Jay Leno, REO Speedwagon and STYX. The second VIP event features a world



class food and wine pairing gala with silent and live auctions at the Four Seasons Resort in Orlando. Most of the proceeds go to Make-A-Wish Foundation, but other non-profits benefit as well.


The event is run completely by volunteers, including attorneys and professional staff from Wideman Malek,

which has been a fun and engaging way to give back for the firm.

There is also an opportunity for Primerus firms to join in the excitement of the event and support important work for children in need by donating VIP items to the live auction in turn raising money for the charity of the donating firm's choice.

When we look into the way we can make a difference in our community, we should

also look at the ways we can enhance our firm culture through volunteerism and service.

"We make a living by what we get, we make a life by what we give." – Winston Churchill 

We invest heavily in the interface of technology and law, and are committed to staying at the forefront of current trends in the commercial landscape.

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**Kohner, Mann & Kailas, S.C.**  
Milwaukee, Wisconsin

Since 1937, Kohner, Mann & Kailas, S.C. (KMK), has provided business advice to our clients and represented them in high-stakes litigation. From our base in Milwaukee, Wisconsin, KMK has evolved into an international business law firm. Our business and financial services department provides transactional advice, negotiates and prepares financial contracts, and assists our creditor clients with debt restructuring and bankruptcy representation. KMK's commercial collections department manages a large portfolio of national and international commercial debt and helps our clients manage, liquidate and collect on their accounts receivable. Last but not least, our litigation department provides full-service litigation representation, ranging from small contract disputes to bet-the-company litigation.

KMK has consistently adapted our range of expertise to ensure that, while we continue to offer our clients small-firm flexibility and cost structures, we also provide insight and support across the broad commercial and legal spectrum for all sizes of clients and complexity of tasks. We invest heavily in the interface of technology and law, and are committed to staying at the forefront of current trends in the commercial landscape.

KMK attorneys are committed to maintaining the highest standard of professional and ethical behavior. We believe that this, combined with our insistence on intimately understanding our clients' businesses, has been the reason why we have had the privilege of representing a great many of our clients continuously for decades.



Ryan M. Billings

**Ryan M. Billings** is chair of litigation for Kohner, Mann & Kailas, S.C. He graduated from Harvard Law School and Princeton University. After beginning his career in New York, he returned home to Wisconsin in 2011. He practices complex commercial litigation across a broad spectrum of subject matters, but with particular focus on non-compete, dealership and trade-secret law.



# Excellent Work Product: The Promise We Make to Ourselves and Each Other

The 18<sup>th</sup> century German philosopher Immanuel Kant famously said: “Act only according to that maxim whereby you can, at the same time, will that it should become a universal law.”<sup>1</sup> Countless books have been written about exactly what Kant meant.<sup>2</sup> To me, Kant’s categorical imperative is many things. Certainly, it is a guiding principle for moral philosophy. It is also a way of auditing one’s decisions and attempting to remove bias and self-interest. But, most importantly, it is an idea that in everything we say, think and do, we are helping to shape the world we live in. With every act of kindness, we are willing the world to be kind. With every act in anger, we are willing the world to be angry. Each decision we make creates a ripple that, although small, combines with billions of other decisions to establish the norms of society and the world of human experience.<sup>3</sup>

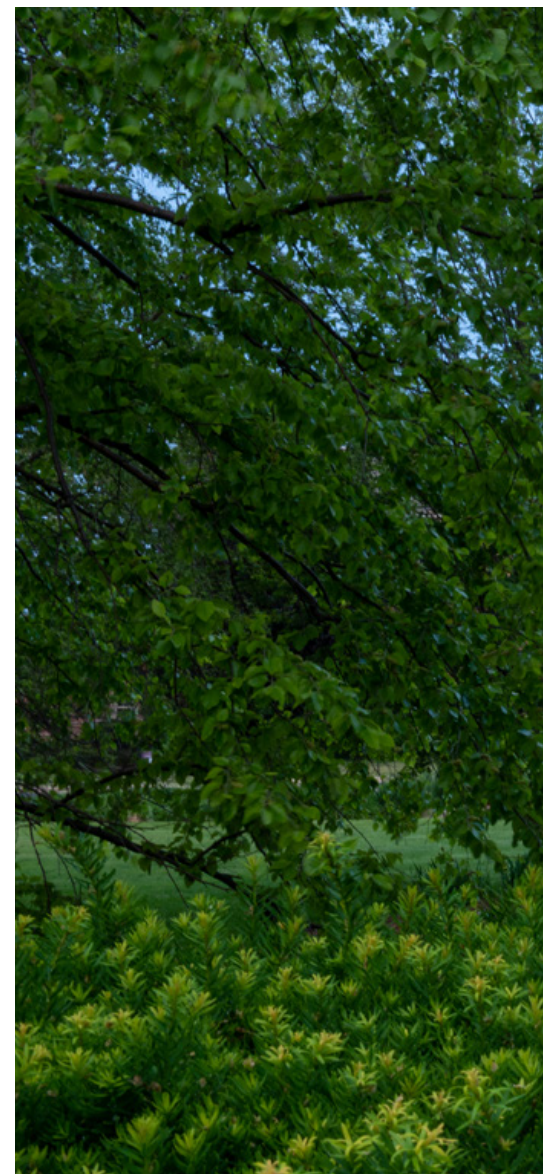
In the practice of law, we lay down universal principles constantly. Parol evidence may not be offered to alter the terms of an integrated agreement. A plaintiff has a duty to mitigate their damages. Everyone has the right to the quiet enjoyment of their property. Because we are advocates and clever, we find exceptions to these principles just as frequently. But the law to me is the search for universal principles through which we can live in a just and good world. The Six Pillars of Primerus are universal laws that, when followed, create a valuable organization that does real good. “Excellent work product” is not only an obligation that all members agree to uphold, it is a promise we make to each other that wills the existence of a better Primerus.

Every time we pick up the phone, send an email or initiate a video-conference with another Primerus member to handle a matter or provide advice, we are entrusting our client’s problems to the care of each other. If the matter is handled well and the advice is sound, we have served our client, demonstrated the worth of Primerus and created a win-win. On the other hand, if the ball is dropped, if our client is treated poorly or the matter is not handled competently, we hurt our client, undermine the worth of Primerus and create a lose-lose. I view “Excellent work product” as a categorical imperative, because without it, Primerus cannot exist. As Kant would say, if we want Primerus to be an organization where quality representation is the universal rule, we must provide excellent work product every time we are on the receiving end of a request for assistance from a fellow Primerus member.

I began my career with a large firm in New York City. Rightly or wrongly, the expectation at my Big-Law firm was that we would always be the best. It was common for attorneys to stay up all night before a deadline to make sure there was not a single misplaced comma in a legal brief. That was considered normal, and the standard for quality. The idea that a fact would ever be represented inaccurately, or a case misquoted or mischaracterized, was abhorrent. Similarly, the idea that the lawyers on the other side of a case would be better prepared or more versed in the applicable law than we were, was unthinkable. That was the mentality of a law firm with 500 attorneys and 1,000 support staff, all working together in a single building in midtown Manhattan.

A colleague at my old firm had a sign in his office reminding us that: “The perfect is

the enemy of the good.” I have learned the wisdom of that maxim over the course of my career. At some point, the drive for perfection can be counter-productive, and result in representation that is less than ideal. If a brief is well crafted, with sound case citation and supporting research and a strong argument, it would be a misuse of resources and make no substantive difference to proofread it






15 times just to make certain that not a single comma is out of place. A sense of balance and a sharp eye towards the client's needs should drive everything. But that does not mean that we should be indifferent to even small errors. Any typo in a brief that I have filed (I admit to at least one) burns in my memory, because I fervently do not want it to be there. I still find the thought of representing a fact or the law with less than total accuracy to be abhorrent and unthinkable. But I have learned that the goal is not to achieve cold, technical perfection, but to accomplish warm, human, persuasive advocacy. That requires perspective and the wise sorting of priorities.

Although many of us in Primerus began our careers at big firms, none of us are currently practicing at 500-attorney firms. We know that there are unique niches that

only mid-size and smaller firms can fill, and advantages that only such firms can offer. At this point in my career, while I would not trade away the education and experience I gained at my prior firm, I also would not go back to Big Law for anything. But we must never allow our size to be a disadvantage. To ensure that we can provide a superior quality of service and can compete against anyone, anywhere, we have banded together through Primerus to leverage the power of more than 3,000 attorneys in over 50 countries.

That band only holds if each of us commits at all times to provide the highest quality of work product and the highest caliber of service for our clients. "Excellent work product" is a pillar of Primerus because each time we give our all to a case and the representation of our clients, the pillar grows

a little taller. Should we ever fail to meet that commitment, the pillar would weaken, and Primerus would eventually fall. So, in Kant's terms, providing excellent work product wills a world with a strong Primerus that each of us can comfortably rely on, in the knowledge that our clients will be well cared for by any Primerus member to whom we turn for help. Let that be our universal law. 

- 1 I am certain it is more elegant in the original German.
- 2 This is most commonly referred to as Kant's "categorical imperative," although some argue that it is really the "universalizability principle," one of a number of categorical imperatives. This article will remain untroubled by such distinctions.
- 3 Of course, Kant was not a consequentialist and the idea that we do something solely for its effect would cause him to turn over in his grave. But I find no inconsistency between willing a better world and creating one.



Our attorneys maintain active memberships in legal and trade associations that keep them at the head of new and emerging happenings relevant to their individual practices.



**Krevolin & Horst, LLC**  
Atlanta, Georgia

Krevolin & Horst focuses on corporate, technology, commercial real estate, complex business disputes, education, intellectual property, trial and appellate litigation including white collar defense and whistleblower claims. Our clients include individuals, entrepreneurs and companies nationwide ranging from startups to large, publicly traded and privately held businesses.

All of our attorneys are highly credentialed with specific expertise, especially for a firm of our size. Our attorneys have earned law degrees from some of the top schools in the nation, such as Yale Law School, University of Virginia School of Law and Emory University School of Law. Many of our attorneys worked for large firms prior to joining Krevolin & Horst, including some of the most highly regarded firms in the country. Additionally, all members of our litigation team have clerked for federal judges.

Our attorneys maintain active memberships in legal and trade associations that keep them at the head of new and emerging happenings relevant to their individual practices.

All of our partners have been recognized by prestigious legal organizations for excellence in their practice areas. Our partners have been selected numerous times – several partners for 10 or more years – to Super Lawyers, Chambers USA: Leading Lawyers for Business, ALM Top Ranked Lawyers, M&A Advisor and Georgia Trend’s Legal Elite, in addition to all having AV® Preeminent™ ratings with Martindale-Hubbell.

Our clients see us as trusted advisors, and we are committed to advancing the interest of our clients. We maintain honest relationships with our clients and strive to provide the highest quality service to our clients without compromising the highest standards of integrity and ethics.

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Primerus Member Since: 2009



Douglas P. Krevolin



Adam M. Sparks

**Douglas P. Krevolin**, a partner at Krevolin & Horst, has focused his practice for more than 35 years on representing entrepreneurs, emerging-growth companies, owner-managed businesses, real estate developers and lenders. He has represented clients in acquiring and closing loans on all types of real property, from raw land to shopping centers, office buildings, apartment complexes, storage facilities and hotels, and has represented clients in the development, financing, leasing and sale of properties throughout the Southeast.

**Adam M. Sparks** is a partner at Krevolin & Horst, where he has a diverse practice focused in the political, business and public arenas. He has experience trying cases running the gamut from voting rights and constitutional violations to complex commercial liability and landlord/tenant issues. He serves on several boards and committees aimed at improving life in Georgia, including the American Constitution Society Georgia Lawyers Chapter and the University of Georgia Honors College.



## Committing to Excellence

“Committing to excellence” is a trope to most. But *committing* to a value requires adoption of other values. Aristotle tells us that “it is not one swallow or a fine day that makes a spring, so it is not one day or a short time that makes a [person] blessed and happy.”<sup>1</sup> It follows that excellence is a habit, not an act, and so a commitment to excellence requires exertion and focus *over time* – virtues formed by taking the right actions, repeatedly.

Younger attorneys at Krevolin & Horst are privileged to view the consistency with which senior partners repeat their actions – day after day, client after client, matter after matter – to ensure the strongest possible product results from steadfast effort. There is a tangible difference between adopting and adapting preexisting drafts to get through the day and a dedication to excellence of the craft of lawyering over time, as a client representative and advocate.

Much as voting rights are preservative of other basic rights,<sup>2</sup> excellence in work product is the prerequisite to achieving all other objectives the attorney or firm

might have. It communicates our knowledge of our clients’ respective businesses and industries by emphasizing or explaining their most critical features. It represents our professionalism – a core legal value<sup>3</sup> incorporating honesty, integrity and service above and beyond ethics requirements – by displaying our obligation to melding zealous advocacy for client objectives with a solemn duty to the rule of law and to providing our clients with a moral voice. For private sector attorneys, it affirms our value in the marketplace. To maintain value, our work product must speak for itself, and it does so through excellence in strategy, appearance, form, durability and execution.

One way to tell if your work product is achieving excellence is whether you earn referrals from other attorneys who, having familiarity with what your product is designed to achieve, understand the net value you provide to a client. At Krevolin & Horst, attorney referrals are a prominent source of new clients, and frequently occur to represent affiliates or other related parties involved in complex disputes or negotiations of which the referring attorney is already part. Consistent invitations to join

Much as voting rights are preservative of other basic rights, excellence in work product is the prerequisite to achieving all other objectives the attorney or firm might have.



Excellent work product

another’s party are a sign your commitment to excellence is valued. Another way is when adverse counsel provides a draft document including language you first drafted once upon a time. It has happened again and again over the years at our firm. It has been said that lesser artists borrow and great artists steal;<sup>4</sup> to be stolen from is complimentary larceny indeed, and a sign of your dedication to excellence.

If Primerus members adopt and continue this commitment to excellence, perhaps other lawyers will steal this habit from them. A virtuous spiral of consistent hard work, attention to client detail, notorious professionalism and a strong moral voice would provide a strong foundation for a bright and prosperous future. **■**

1 See Caelan Huntress, “My favourite quote of all time is a misattribution,” Aug. 24, 2017, available at [medium.com/the-mission/my-favourite-quote-of-all-time-is-a-misattribution-66356f22843d](https://medium.com/the-mission/my-favourite-quote-of-all-time-is-a-misattribution-66356f22843d).

2 *Reynolds v. Sims*, 377 U.S. 533, 561-62, 84 S. Ct. 1362, 12 L. Ed. 2d 506 (1964).

3 Chief Justice’s Commission on Professionalism, “Lawyer’s Creed,” available at [cjcpga.org/lawyers-creed/](https://cjcpga.org/lawyers-creed/).

4 Picasso, Pablo (apocryphal), e.g., “Great Artists Steal,” Utah Valley University School of the Arts, available at [uvu.edu/arts/applause/posts/stealing.html](https://uvu.edu/arts/applause/posts/stealing.html).

Our enduring sense of community has helped forge long-term relationships with clients, as well as with the extended business and government communities.



Wilke Fleury LLP is one of Sacramento’s oldest and largest law firms. For nearly 100 years, the firm has served businesses, governmental entities and individuals by providing comprehensive legal services while maintaining the highest standards of integrity and client service.

The firm’s lawyers represent decades of experience and expertise in litigation; government relations and political law; construction; employment; bankruptcy; business transactions, including sales and mergers; real estate; tax; estate planning and professional liability defense. The firm has also gained a national reputation in the health care arena.

The firm is dedicated to the community of Greater Sacramento and many of the firm’s members assume leadership roles and commit their time and energy to important community organizations. Those organizations include the Shriners Hospitals for Children, Northern California; the Sacramento Metropolitan Chamber of Commerce; KVIE — Northern California’s

Public Broadcasting Station; the American Heart Association; Wonder, Inc. and the Down Syndrome Information Alliance. The firm’s attorneys also take leadership roles in local, state and national bar and professional associations. Many partners of the firm have served as Superior Court judges, state legislators and in public office.

In addition, the firm regularly opens its facilities for use by state and community organizations, such as the Sacramento Hispanic Chamber of Commerce, Women Lawyers of Sacramento and numerous local civic and service groups.

Our enduring sense of community has helped forge long-term relationships with clients, as well as with the extended business and government communities. Our historical perspective, local connections and exceptional experience have resulted in a track record of remarkably effective solutions for our clients. We measure that success by the gratifying degree to which our clients continue to seek our counsel.

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# Mirror, Mirror on the Wall... What are the Fairest Fees of All?

The most reasonable question from an individual or business seeking the services of an attorney is: “What are the fees?” or “How much will this cost?” Once an invoice is generated, the question may be: “Why did this service cost so much?” Certainly, fees and costs associated with legal services are an important factor a client may consider when hiring a law firm, and whether they will retain that law firm in the future. As

Primerus counsel, we are guided by the Six Pillars, which include reasonable fees. So, in the complex world of legal services, what determines “reasonable fees” and “good value” in the minds of the attorney, and most importantly, the client?

There is little formal guidance regarding legal billings and how to determine the value of legal services. In most instances, the valuation process is highly subjective.

Winning a matter helps. But, “winning” itself could be a subjective concept. In some cases, the courts have the power to intervene, but judges often struggle with subjective determinations, although some jurisdictions apply formulas in limited matters.

Rule 1.5 of the American Bar Association (ABA) Model Rules of Professional Conduct first dodges the question of the reasonableness of legal fees and instead





prohibits attorneys to enter into an agreement with a client to charge or collect fees that are “unreasonable.” Model Rule 1.5 (a) then proceeds to provide guidance of “reasonableness” listing the following eight factors to be considered by the attorney:

1. The time and labor required for the matter, the novelty and the difficulty of the questions involved, and the skill necessary to handle the matter properly.
2. The likelihood, if apparent to the client, that taking on this matter will preclude other employment by the lawyer.
3. The fee customarily charged in the locality for similar legal services.
4. The amount involved and the results obtained.
5. Time limitations imposed by the client or by the circumstances of the case.
6. The nature and length of the professional relationship with the client.
7. The lawyer’s experience, reputation and ability.
8. Whether the fee is fixed or contingent.

Although Model Rule 1.5 addresses reasonableness from the attorney’s

perspective, the client’s perception of value is not addressed.


As Wilke Fleury LLP approaches its centennial anniversary, we reflect upon factors that have led to success and longevity. Most assuredly, this success is attributable in large part to our core values which mirror the Six Pillars of Primerus. The culture of quality and commitment to community permeates not only the legal services provided, but how we bill for our services. As we look back over our 100 years, it is gratifying to reflect upon long relationships that we have had with many of our clients.

Like most relationships, communication is one of the most important elements of an attorney-client relationship. This element is of paramount importance when it comes to billing and fees. Whether the law firm is providing services based on an hourly fee, a contingent fee basis or a flat fee, a shared expectation among counsel and the client is important. It is incumbent upon the attorney to initiate this process at the beginning of the matter and to continue this process throughout the representation. The attorney must provide the foundation for client expectations in achieving its goals and the anticipated cost of achieving those goals. At the same time, the client must be clear of

what it is expecting and the anticipated cost. If there is no clarity, the communications must continue until clarity is obtained.

In preparing an invoice, counsel should carefully review each entry to confirm that it adequately reflects the services provided, the time dedicated to that service is appropriate and whether the service being billed for is consistent with the expectation of the client. If there has been clear communication, there should be no surprises.

Prior to sending the invoice, the billing attorney should take one more step – they should place themselves in the position of the client receiving the invoice. Simply put, will the client perceive that they derived “good value” from the services provided? Even if the result is not what the client desired, if expectations regarding legal options, risk and cost were appropriately established at the outset and maintained throughout the matter, an educated client is likely to recognize value and fairness in the amounts billed.

Thus, the final act of the billing attorney should be to look into the mirror and ask: “Is this the fairest bill of all?” In our case, the mirror is 100 years old, but the vision remains clear. 

We specialize in guiding international entrepreneurs who, from the Netherlands, are or want to become active on the European market with 446 million customers.

**Russell Advocaten B.V.**

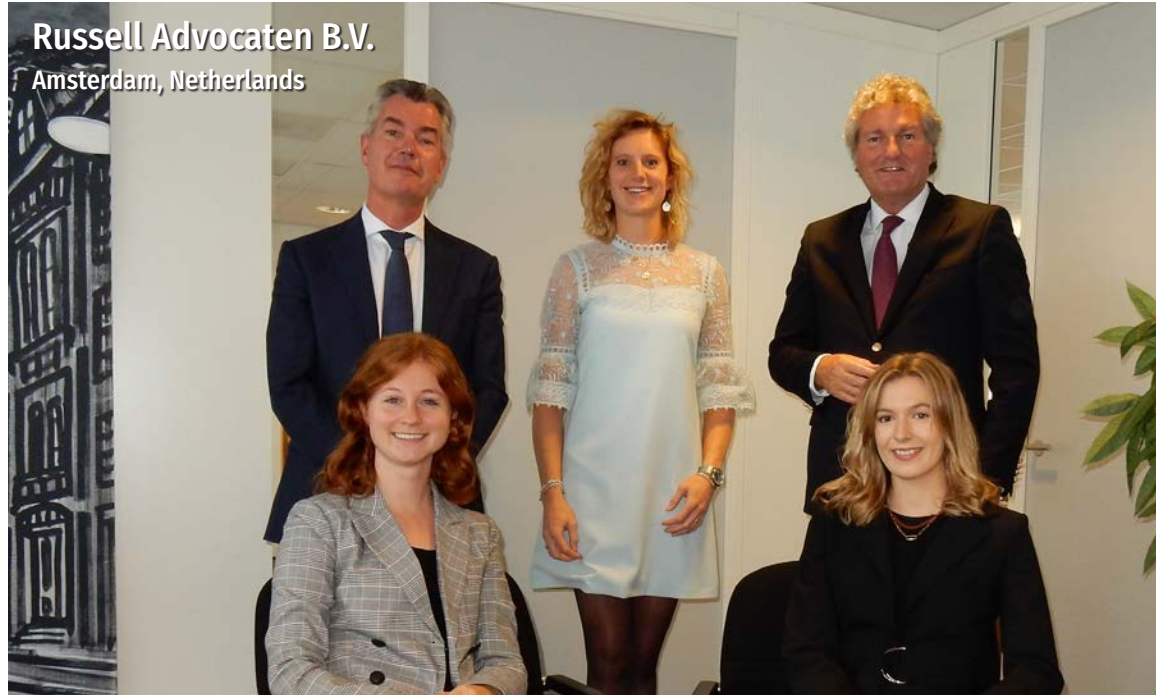
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Russell Advocaten B.V. is an internationally oriented corporate and commercial law firm that assists mainly entrepreneurs, company owners and employers. We also gladly assist works councils and supervisory board members. Russell Advocaten is located in Amsterdam, the business heart of the Netherlands, the “gateway to Europe.” For foreign clients, we are easily accessible both digitally and physically. From Schiphol Amsterdam Airport, you can be at our door in just 15 minutes. And we will be happy to welcome you.

Russell Advocaten provides legal assistance in all issues that shareholders or boards of directors face. We specialize in guiding international entrepreneurs who, from the Netherlands, are or want to become active on the European market

with 446 million customers. From establishment to expansion of the company, we take care of all aspects of your business: corporate, commercial, personnel, real estate, corporate immigration and litigation. We pay special attention to the differences between Anglo-Saxon law and Dutch and European law. This way, you can avoid the issues you thought you had dealt with in a contract, which turn out not to have been dealt with according to Dutch law.

In addition to our general practice, we have some special niches, such as art and law, charities, and embassies and consulates. The quality of our services has been approved by the European Legal 500 since 2005.



Reinier W.L. Russell

**Reinier W.L. Russell, LL.M.** is the managing partner of the Dutch law firm Russell Advocaten B.V. in Amsterdam, which was founded almost 80 years ago. He is an experienced lawyer who serves as outside corporate counsel for domestic and foreign businesses in the retail, luxury, information technology and industry sectors. Russell and his team deal with business formation and reorganization, corporate governance, personnel, real estate, liability and contracts.





# Doing Good Well

The partners at Russell Advocaten have been on boards of various charities for many years. We have learned how good it is to use our experience and capabilities to the advantage of people that are less well-off than we are. But we have also learned that voluntary work may involve great responsibility. This is not solely because, as a board member, you may have to administer the large sums of money that some charities dispose of, but also because charitable work can be life-changing for the people you work for and with. Therefore, we at Russell Advocaten also value dedication to charities at a professional level. It is not something that you can do at leisure. Companies need to take their corporate social responsibility seriously. Doing good is good, doing good well is better.

Our take on the professionalization of charitable work can be best illustrated by several initiatives we have started. In this article, I will discuss three of them: the post-graduate course *Governing Charitable Funds*, the survey of charity law in the Netherlands I have written, and finally how we can help charities that want to become active in the Netherlands and other European countries. It is nice to see that our long-term commitment to philanthropy has also led to a niche in our legal practice.

## Governing Charitable Funds

There are not many young people on the boards of charities. When I became active in charities, I discovered that I was usually the youngest of the board members. In meetings of charitable funds, I did not see many people of my generation. This lack

of age diversity is not good for charities. Especially not in view of the fact that young people donate less to charities than older generations. This does not bode well for the future. Besides, the nature of many charities requires them to keep in touch with developments in all parts of the society.

The reluctance of young people to participate on the board of a charity is partly due to the priority they give and have to give to their family and career. Another important factor is that they often have no idea what governing a charity entails and what responsibilities come with it. Especially, in the case of capital funds, this may include the administration of large sums of money and the ensuing liability. To tackle this issue, I have worked with others to initiate a post-graduate training program on *Governing Charitable Funds* at the Free University Amsterdam. This program offers young professionals the necessary training to act as a professional director of a charitable organization. After all, being a professional in your field of work does not automatically mean that you are a professional when you become a volunteer board member. The program further aims to promote continuity, diversity and expertise within charitable organizations.

To prevent young people from feeling like outsiders on the boards they are members of, we have founded the Network Young Philanthropic Professionals (NYPP). Young professional directors, who successfully completed the course on *Managing Philanthropic Funds*, can join this network. The NYPP facilitates continuing training, seeks to bring together young professionals, and is a platform for young philanthropic professionals to exchange experiences.

## Charity Law in the Netherlands

I have contributed the chapter on the Netherlands to the handbook *Charity Law: A Global Guide from Practical Law*, released by the renowned international legal and financial publisher Thomson Reuters in 2016. This article is regularly updated as part of the online Thomson Reuters Practical Law Charity Global Guide. Here, I introduce Dutch charity law to an international professional audience. My article in this handbook starts out with a brief overview of the long tradition and legacy of charities in the Netherlands. Did you know that many of the famous museums in the Netherlands are located in former orphanages and homes for the elderly? Examples are the Hermitage Amsterdam, the Amsterdam Museum, and the Frans Hals Museum in Haarlem.

More relevant than this fun fact, however, is the outline of possible legal structures for charities, such as foundations and associations, and the requirements for incorporating these. These requirements have changed recently as a result of the introduction of the Dutch Management and Supervision of Legal Entities Act. It equalizes the structure of associations and foundations with that of companies. This affects above all the nonprofit sector and has major consequences for the liability and legal position of board members and directors of charities.

Very important for charities is the favorable tax regime that could apply to them. The Dutch Tax Authorities offer important privileges to charities that are recognized as Public Benefit Organizations (PBO; in Dutch: ANBI). To qualify as a





PBO, a charity has to fulfill a number of requirements, including that at least 90 percent of the organization's efforts must be focused on the general good and that the PBO's costs must be in reasonable proportion to its expenditures.

Charities may be recognized as a PBO and receive tax benefits even if they are not domiciled in the Netherlands. This applies to charities from other European Union Member States and from states that the Dutch government has agreed treaties with regarding the relevant taxation rules. However, they may have to fulfil extra conditions, such as sharing their annual reports with the Dutch Tax Authority. This enables the authorities to verify whether a charity still meets the conditions for being a PBO.

### Gateway to Europe for Charities

We always like to present the Netherlands as the gateway to Europe. This definitely applies to charities. In the Netherlands, there are many charitable organizations that are prominent in society, for instance by collections, lotteries and other public campaigns. In 2018, about 43,000 good causes were active in the Netherlands. They received over EUR 5.7 billion in donations, which equals an average amount of more than EUR 335 per citizen. About 80 percent of the Dutch people donate money to good causes each year. This places the country in the top ten donors in the world.

No wonder that many international charities have decided to start a branch in the Netherlands or have chosen to establish their main office here. Over the

years, Russell Advocaten has assisted many of these charities with incorporating their Dutch branch and achieving the status of a PBO. We also advise on their day-to-day operations, such as employment and rent issues. This requires specialist knowledge as charities must meet strict legal standards to keep their favorable tax regime. Our personal experience on the board of charities is definitely a bonus for these clients and we are proud that we can help them to make this world a better place.

To put it briefly: If your charity wants to become active in Europe, the Netherlands is the place to start. It does not matter whether the charity wants to develop its own projects in Europe, aims primarily at broadening its donor base, or needs a hub for activities in other countries. 

Based in multiple cities across Australia, our longevity has its roots in our continuing commitment to providing all our clients with the highest level of service, skill and legal expertise across all aspects of the law.

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Carroll & O’Dea Lawyers, established more than 120 years ago, is a modern Australian firm build on strong foundations of providing expert advice and robust advocacy for our clients. Based in multiple cities across Australia, our longevity has its roots in our continuing commitment to providing all our clients with the highest level of service, skill and legal expertise across all aspects of the law – be it business, personal, compensation or community

and associations. Of note, Carroll & O’Dea is proud to have closely assisted charities over its history, and it remains a leading Australian firm in the area of charity law. As Carroll & O’Dea has dealt with charity related issues both local and cross border, we thought it was appropriate to write about some cross border issues for charities for this special edition of *Paradigm*, which brings together so many readers around the world.



Selwyn Black



Lola Imawan

**Selwyn Black** practices in the commercial and not-for-profit sections of Carroll & O’Dea Lawyers and heads the audit committee of a major charity. He enjoys working with not-for-profit organizations to help them achieve their goals.

**Lola Imawan** is a lawyer with a strong interest in advising organizations to assist their local and international communities, and has particular expertise in compliance and dispute resolution.



# Doing Good Across Borders: Key Issues for Charities

As Primerus celebrates its 30<sup>th</sup> anniversary, it celebrates its commitment to upholding integrity and community service across borders. As the nature of charitable work has become further globalized and interconnected, we highlight key legal considerations for charities to consider when operating across borders.

## Charities and Obtaining Charitable Status

### Defining Charity

Across borders, there are variations and similarities in the approaches to charitable status. An international comparative study of the treatment of charities issued by the Canadian Department of Canadian Heritage identified a common definition of charity:<sup>1</sup>

“an organization engaged in the relief of poverty, the advancement of religion or education or other activities of ‘public benefit.’”

For example, Australia defines a charity as a not-for-profit entity which operates for charitable purposes that are for the public benefit, does not have any disqualifying purposes (i.e., purposes unlawful or contrary to public policy) and is not an individual, political party or government entity.

Whether “public benefit” is interpreted in a narrow or broad way depends on the policies and values of the particular jurisdiction. For example, the United Kingdom and New Zealand have interpreted the public benefit of education to include art galleries, museums, libraries and sports facilities. While most countries include religious support as a charitable public

benefit, some countries such as Mexico do not regard religious support as charitable.

Prior to seeking concessions or obtaining funding in a jurisdiction, it is important that charities review the local definition of charity and confirm whether their organization, its objectives and its work align with what that jurisdiction deems as a charity and of “public benefit.” If it does not align, the organization may need to consider making amendments to its structure or operations in that particular jurisdiction.

### Obtaining Charitable Status

Subject to local requirements, charities may elect to operate under an array of not-for-profit structures, including incorporated associations, charitable trusts or corporations limited by guarantee. Irrespective of structure, generally, in order for a not-for-profit organization to be legally deemed as a “charity,” it will need to obtain registration of its “charitable status.” This registration is usually either made through official government review (bureaucratic approach) or review by a government executive agency (arms-length approach).

Obtaining registration as a “charity” may enable not-for-profit organizations to obtain charity tax concessions and exemptions, eligibility for various fundraising options and financial grants, streamlined reporting requirements and increased legitimacy in the public eye.

Additionally, the organization should consider creating a separate legal entity or operating structure in that jurisdiction, or at least, appropriately register itself as a foreign entity in that jurisdiction, as such registration may be a pre-condition to lawful activities. It is important that charities

understand the corporate and regulatory frameworks of the jurisdictions they perform (or intend to perform) work in or fundraise from.

## Taxation

### Tax Exemptions for the Organization

As a rule of thumb, organizations must pay tax on all of their taxable income – unless they qualify for an available tax exemption or concession. In the interests of encouraging activities for the “public benefit,” jurisdictions often provide income tax exemptions for eligible charities and not-for-profit organizations. Beyond income tax, jurisdictions may also allow for parallel exemptions for a broader range of taxes including payroll tax, property tax, goods and services tax, gift tax and rates.

Charities operating in multiple jurisdictions should diligently keep a record of where, what and how much revenue they derive in each jurisdiction. Before operating in a jurisdiction, charities should consider a strategy which ensures that all available and appropriate tax concessions applicable to their purpose are obtained at the outset.

### Tax Incentives for Charitable Monetary Contributions

In a measure that further assists charities, jurisdictions often encourage donors – both individuals and corporations – to make charitable monetary contributions by providing them with tax incentives.

For example, in Australia, Singapore and the United States, donors to eligible charities may be entitled to income tax deductions (which reduce their amount of income subject to tax). In New Zealand and Canada,

individual donors may be eligible for tax credits (which reduce their amount of tax owed) and corporate donors may be eligible for tax deductions. Japan offers donors the choice between a tax deduction and tax credit for eligible donations. The United Kingdom has the “Gift Aid” scheme which enables charities to reclaim the basic rate of tax paid by the donor on donations (i.e., the charity is able to claim more money from HM Revenue and Customs, the United Kingdom’s tax authority), subject to the donor making a “Gift Aid” declaration.

In order to access these incentives, donors must make their charitable contributions to a qualifying donation recipient – namely being an eligible and registered charity in (or given deductible status in) their tax paying jurisdiction. This means that if a donor makes a donation to a foreign charity, even if the charity’s aims and objectives are deemed charitable in the donor’s own jurisdiction, the donor will be unlikely to receive any tax concessions for their donation unless the particular charity has obtained a local deductible gift recipient status. It is noted that some jurisdictions may have applicable international agreements and special schemes which permit the dual-registration of charities (such as the United States and the United Kingdom).

It is in the charity’s interest to support donors by facilitating their eligibility for tax incentives. It is also recommended that cross-jurisdictional frameworks (such as International Conventions, Double Taxation Treaties and Dual-Registration Schemes) are reviewed for their potential applicability.

## Funding

Another key consideration for charities is how funds are allowed to be raised, and also where and how those funds may be used.

## How Charities Raise Funds

Generally, charities need to register to perform fundraising activities in a jurisdiction. In Australia, some states require charities to obtain a license to fundraise and to provide reports on funds raised to the relevant government regulator. Once registration is obtained, charities are able to raise funds through any means they choose – as long as it is aligned with its charitable purpose and compliant with the applicable laws of that jurisdiction.

Charities often raise funds through traditional means, such as street collections, door-to-door appeals and holding fundraising events, such as raffles, charity dinners and charity auctions. Seeking grants and corporate sponsorship is also common. Given these activities are often confined to one jurisdiction, charities are better able to ascertain which relevant fundraising laws they must comply with.

However, as the world becomes more globalized and technologically enabled, charities have had to adapt by developing new and creative means of fundraising. Charities are utilizing the increased connectivity of the world by raising funds through online charity drives, social media campaigns, crowdsourcing and social investment. Given the global reach of these activities, they are likely to apply to various jurisdictions.

From a legal perspective, the charity will need to comply with the jurisdictions where the soliciting of funds occurs, where the fundraising communications are received, where the making of donations occurs and where the donations are received. As there is currently a minimal framework for cross-jurisdictional fundraising (and charity law in general), the onus falls on the charity to concurrently comply with the regulatory regimes of these multiple jurisdictions.

In practice, charities can try to limit their compliance obligations by limiting the source of donations to only come from certain jurisdictions, or excluding certain jurisdictions.

## How and Where Charities Use Funds


There are escalating concerns of the global misuse of charity funds for nefarious purposes. These include corruption, money laundering, modern slavery and terrorism funding. As such, it is paramount that charities perform their due diligence in relation to where and how their funds are used, and who their funds are ultimately benefiting.

Beyond good practice, some jurisdictions also have regulatory frameworks which set out how charities are to manage their resources and activities outside their jurisdiction. In Australia, all registered Australian charities operating outside Australia must comply with the External Conduct Standards. The standards require charities to take reasonable steps to ensure all overseas activities are performed to appropriate standards of behaviour, governance and oversight. To enforce this, the Australian charity regulator has powers to take action against charities if there has been a serious or deliberate breach.

Charities should take reasonable steps in ensuring that their activities, in all jurisdictions, are consistent with their charitable purpose and status as a charity. They should employ proper risk management protocols and proper controls to manage where and whom funds are going to.

There are also live issues as to whether a charity may be legally liable for activities of their employees and representatives in other jurisdictions, and as to the consequences of such claims.

## Conclusion

Prior to performing any activities or seeking funds in a jurisdiction, charities and not-for-profit organizations should undertake careful consideration of the frameworks, laws and policies specific to that jurisdiction. It is recommended that charities obtain specific legal and taxation advice. 

1 Jeannotte, M. (1996). Taxes and Charities: An International Comparison.

Throughout the firm's history, our mission has remained the same – to deliver top-quality legal services to our clients for reasonable fees. We also work hard to ensure that each and every client coming through our door feels welcome, at-home, heard and understood.

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**Mann Lawyers LLP**  
Ottawa, Ontario, Canada

Mann Lawyers LLP is a full-service law firm with offices in Ottawa and Perth, Ontario, Canada, providing a broad range of legal services to a diverse clientele, both individuals and businesses. Areas of specialty include family and business law, commercial and residential real estate, personal injury, litigation, condo development, wills and estate planning, estate litigation, construction law, employment law, bankruptcy and environmental law. Our lawyers are regarded as leaders across the national capital region due in part to the firm's unwavering commitment to provide top-quality work for every client, and in part to its steadfast efforts to support a range of not-for-profit organizations, arts initiatives and other community activities.

Throughout the firm's history, our mission has remained the same – to deliver top-quality legal services to our clients for reasonable fees. We also work hard to ensure that each and every client coming through our door feels welcome, at-home, heard and understood, so that the results we deliver can be tailor-made to satisfy the unique needs of each of our clients.

The firm has a competitive mix of junior and senior talent with a range of backgrounds and skills, supported by a carefully structured mentorship program. Many of our lawyers have experience assisting foreign law firms domestically, and handling cross border matters originating in either Canada or the United States.



**Scott McLean**

**Scott McLean** is general counsel and director of practice management at Mann Lawyers LLP, a full-service law firm with offices in Ottawa and Perth, Ontario, where he continues to pursue a special interest in the training and mentoring of junior lawyers following 43 years practice as a commercial litigator.



# Continuing Legal Education: A Formal Educational Experience

*“In 1945, at the end of the war, the Law Society offered a Refresher Course for Servicemen. This undertaking, when combined with the lectures in 1943 and 1944, led to an annual series of lectures. The result was the Special Lectures... definitely one of the earliest if not the first effort at continuing education offered by the Law Society to its members.”*

(Gary P. Rodrigues- The Special Lectures – Continuing Legal Education Since 1943) (Ontario, Canada)

*“Although practical experience and independent study advance a lawyer’s education, continuing legal education (CLE) connotes a formal educational experience... Early CLE activity occurred on a local level. In the spring of 1916, the Association of the Bar of the City of New York began offering a series of lectures by lawyers with expertise in particular areas for the benefit of the general practitioner. The lectures were successful and, except for a hiatus during World War I, continued into the 1930s.”*

(Herschel H. Friday, Continuing Legal Education: Historical Background, Recent Developments, and the Future) (USA)

## Continuing Legal Education and the Six Pillars

Although there remains debate in some quarters as to the utility of continuing legal education (CLE) for lawyers, in the face of the growth of an almost overwhelming industry in private providers, I am confident that the contribution of CLE to the maintenance of currency and proficiency among practicing lawyers cannot be seriously challenged. CLE has become a mainstay in regulatory oversight of standards designed to ensure the delivery of optimum satisfaction to the consumer of legal services.

The Primerus family shares a commitment to the values captured by the Six Pillars celebrated in this edition of *Paradigm*: Integrity. Excellent work product. Reasonable fees. *Continuing legal education*. Civility. Community service. The reach and range of CLE contributes to the realization by Primerus members of each of them.

Throughout Canada and the United States, provincial and state bars introduce, run and regulate CLE requirements and programs, stipulating what kind of internal or external programs are acceptable for compliance with a minimum annual revitalization in practice, procedure, substantive law, diversity and equity. But state and provincial bars do not hold a monopoly, as bar associations and for present purposes, law firms, increasingly organize and structure varying internal responses to the demand for CLE, in the interests of their lawyers and clients.

My opportunity in this article is to outline the approach that we follow at Mann Lawyers LLP, in Ontario, Canada.

## CLE at Mann Lawyers LLP

A few words about Mann Lawyers to position our program. We are a general practice firm with approximately 35 lawyers and slightly more staff. We practice in two Ontario locations, the city of Ottawa and the town of Perth. We have five partners, including two co-managing partners. Our solicitors can address issues in almost all Canadian provinces (with regulatory privilege), our litigators practice in all Ontario courts and in the Federal Court, the Federal Court of Appeal and the Supreme Court of Canada wherever they sit, as well as in front of regulatory and remedial boards, and courts in most of the Canadian provinces with the same privilege. Our associates are organized into the following practice groups each of which has a designated leader: residential and commercial real estate and condominium law; wills and estates; estates litigation; business law; construction law; commercial litigation; employment law and labor; personal injury; environmental law and family law. We make every effort to maintain an enlightened culture, prize our associates above all else and like what we do.

## Requirements

In Ontario, CLE is referred to as Continuing Professional Development (CPD) and mandated by the Law Society of Ontario. Our program is very much designed as a development program. The Law Society requires lawyers and paralegals who are practicing law or providing legal services to complete in each calendar year at least 12 CPD hours consisting of a minimum of three professionalism hours on topics related to

professional responsibility, ethics and/or practice management and up to nine substantive hours per year. Lawyers and paralegals must also complete an equality, diversity and inclusion requirement by completing one professionalism hour that addresses issues of equality, diversity and inclusion.

Accordingly, the first step in our program is to ensure that our associates have the means and opportunity to obtain the necessary CPD requirements. One of the ways we do that is to budget for that, and the other is to develop and present qualifying hours in house.

Our program has two levels.

### **Level One**

Each of our senior lawyers and partners is responsible for the ongoing practical development of the associates they work with. This mentorship obligation extends to everything they do together in addressing the needs of our clients. In addition, each of our associates and students receives the benefit of directed and individual attention from our marketing & office manager and our human resources & information technology manager.

### **Level Two**

In addition to the above, we have created the position of director of practice management (the director). We did this to supplement the efforts of busy practitioners and administrators with an added developmental level, to be a little different from and hopefully to be doing more than the firms around us in supporting development, to evidence the strong desire of our founding partners to walk the talk, and to benefit our clients. We don't like gaps, and we don't want to leave anybody behind. With 43 years of litigation experience, including many years of training lawyers, I am the current incumbent of this position. I have the best job in the world.

Everything we do in our practice management program is related to the continuing education and development of

our associates and students, and from time to time of our junior partners. Our program applies immediately on the arrival of new students and new lawyers, whether in and advancing out of our student program, new recruits or lateral hires (recruitment). The objective of recruitment is of course not to stop but to keep going: to develop talent, to give it space and opportunity to grow, and to provide a place for a long and meaningful career (with us) in the practice of law (retention).

The core of our program is the development of a one-on-one confidential relationship between the incumbent and each associate, getting to work directly with that associate on both knowledge acquisition and aspirational development. The key to this is the building of trust and confidence among the associates, which must be respected by both associates and partners alike. The program operates with the knowledge that anything less will challenge our goals. Meetings are both regularly scheduled (structured) or randomly scheduled (organic). The mandate is active not passive, involving lunches, drop-ins (Zoom-ins) and any other opportunity, manufactured or otherwise, to stay in touch and offer consistency and cohesion to our shared experience. One aim of building these relationships is to teach and develop the notion of 360 mentorship – a two-way street.

The program provides ongoing skills training opportunities on diverse subjects for each of the associates or for groups of associates, relevant to both solicitors and litigators, provided in-house with the participation of more senior lawyers or partners. These are sometimes enhanced by “operatives” from the real world (our prized examples being an internationally known litigator who provided a day-long training in cross-examination techniques and an expert in writing who similarly stayed for a day to both speak about effective writing and to read samples of our own writing critically).


Something that we are particularly proud of is the introduction of guest speakers at least 10 times a year (setting aside July

and August) from various walks of life (and not all related to the law). We have been fortunate enough to attract and welcome sitting and former judges; senior business leaders; senior bankers; a bankruptcy trustee; start up incubators, software programmers, and visitors from the world of block chains, cyber currencies and NFTs; arbitrators and mediators; leaders from the health and wellness sectors, including a survivor of depression with lived experience, an expert in research and clinical treatment of post-traumatic stress; equity, diversity and inclusion specialists; an indigenous elder; a capacity assessor and a newly appointed Senator to the Senate of Canada.

Being the product of the imagination of the partners, our program has buy-in. The director meets with management every two weeks whenever possible. The purpose of these meetings is to exchange thoughts on the progress of the associates and the development of the program. Confidentiality is maintained (unless expressly waived by an associate) in both directions.

Finally, the program has its eye on not only the development of our lawyers, but the concomitant development of the firm itself, as a “living organism” requiring constant thought and adjustment. For this reason, our program is from time to time charged by management with the preparation of senior lawyers who have been identified as prospective partners, with the view of keeping the future safe.

### **The Six Pillars (Reprise)**

The ideals embraced by the Six Pillars are nourished through active engagement by member firms in the shared introduction of supportive practices, programs and policies. Continuing legal education programs serve each of the pillars well: teaching the comfort of confidence and integrity, laying the groundwork for excellent work product and reasonable fees, making civility a watchword in an increasingly challenging world and opening the door to community service. 

Founded in 1985, the firm has since built a dynamic, comprehensive and integrated offering to help clients navigate the opportunities and challenges of the markets in which they operate.

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Primerus Member Since: 2013



Marriott Harrison LLP is a specialist business law firm based in London, providing a full-service offering to a varied client base of United Kingdom, European and global venture and private equity houses, corporates, financial institutions and entrepreneurs across all asset classes on domestic and cross-border matters.

Founded in 1985, the firm has since built a dynamic, comprehensive and integrated offering to help clients navigate the opportunities and challenges of the markets in which they operate. We provide clients with legal expertise at the highest level across our key practices of corporate, real estate, commercial, banking and finance, employment, dispute resolution and business restructuring.

We are a one-stop shop for transactional and advisory services. Our team of in-house transaction

specialists sit under one roof and leverage the expertise of our full-service capabilities. This provides a further distinctive aspect of our comprehensive client offering: our expertise covers every facet of the market. We offer valuable, high-quality, technical and practical advice to ensure our clients achieve their commercial goals.

Firmwide, we have 19 partners across six departments, meaning our clients receive partner-led service at all stages of the transaction. We draw on our global law firm network, Primerus, for international support in all the major jurisdictions. We ensure we partner with local experts and specialist consultants to guarantee our clients receive exceptional advice to best position them to navigate whatever the future may hold.



Charlotte Lewczynski

**Charlotte Lewczynski** is an associate in Marriott Harrison's corporate team. She advises both public and private sector clients on a range of corporate matters, with a particular emphasis on med-tech. Charlotte studied law and Spanish at the University of Sheffield, where she spent a year in Seville studying Spanish law and language.

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Continuing legal education

# You Don't Know What You Don't Know

“Continuing legal education” is one of the Six Pillars of the International Society of Primerus Law Firms, and education in general is one of the pillars of modern society, so it naturally transpires that the importance of legal education at the core of the legal world should not be underestimated.

While it is common to associate education with children and young adults, the art of learning is something that we continue to, or should continue to, practice throughout our lifetime. Knowledge does not stand still, and it is therefore naïve to think that, as professionals, we can ever end our education. Law is no exception. To be able to demonstrate excellence in providing the most thoughtful and comprehensive advice to clients, all lawyers should understand the importance of both continuing legal education, particularly in their specialist field of law, and also in the application of the law to a multitude of different clients and situations.

Legal education can be broken down into specific legal knowledge, mostly obtained through keeping up-to-date with and applying “black-letter law,” and commercial knowledge and awareness largely gained through day-to-day transactional work. Both are equally important and necessary in order to deliver solid professional advice to clients. Understanding the wording of a particular section of a statute gets you to a certain point, but without the supportive knowledge of recent legal updates and practice, and your client’s exact circumstances, the technical position will only take you so far

in determining the best practical solution for your client. Likewise, understanding your client’s commercial position but not being up to date with the relevant latest legal developments would present a risk.

Especially in times when information and knowledge have never been more accessible, and also considered an entitlement by so many people, it is important for law firms to create a learning and teaching environment for legal professionals throughout their legal careers.

At Marriott Harrison, we provide the facilities, culture and time for our lawyers to really drive their professional development. This may include discussion groups, courses, seminars, webinars, authoring articles and job rotations – all of which can be tailored for each lawyer to focus on their career ambitions. Some examples of the internal sessions we hold include:

- **Pre- and post-transaction debriefs:** The deal team will have a formal session at the beginning of a transaction to highlight any key areas of the deal that other team members might have come up against previously, so that any key issues or hurdles can be identified and discussed at the beginning of the transaction to streamline the process. Post-completion, the deal team will have a debrief to share knowledge about specific points of law or commercial issues that they have had to deal with during the process. These sessions encourage all team members, from paralegals to partners, to share their experience and identify matters that can assist in future transactions.

- **Coffee mornings:** These weekly sessions provide a platform for junior lawyers to raise and discuss any legal topics they wish to or issues arising from a transaction on which they have worked. This forum is also a great way for the junior lawyers to both assist and challenge each other while having input from senior colleagues who can answer queries or help to shape the discussion so that the juniors gain some added insight from an experienced point of view.

- **Weekly corporate meeting guest segments:** These are 15-minute slots in the corporate department weekly meetings whereby a lawyer from another department (i.e., employment, intellectual property, dispute resolution) updates the meeting on a legal issue in their area of expertise. This is designed to enable other departments in the firm that work directly with the corporate team to explain transactions or certain legal nuances from their point of view. This allows all lawyers to appreciate the broader commercial picture on transactions. It is one thing for a corporate lawyer to understand that, for example, restrictive covenants might need to be drafted into a shareholders’ agreement under the laws of England and Wales. It is entirely different for them to actually see what this entails from the perspective of the employment lawyer who is dealing with the negotiation and drafting of these covenants and ensuring that they will be enforceable. This is a




great way to encourage deal teams to take into account the perspectives of all team members and can help to shape the way certain processes are undertaken throughout transactions.

One key takeaway from this article is that no one can ever know everything (although they may think they do!) and that knowledge should always be shared amongst the team and the firm as a whole. Partners with 20 or more years' experience can still learn things from junior lawyers who might have more of an active role in a certain aspect of the transaction. Likewise, junior lawyers can gain a lot from partners who are willing to share their experiences in order to help shape both the legal and commercial approach that juniors learn to adopt. Marriott Harrison recognizes the benefit of this 360 degree-

style learning, and this is reflected in the above-mentioned knowledge-sharing forums, as well as less formally on a daily basis.

Primerus adds another dimension to this ongoing learning requirement, as it highlights the importance of each member firm having the specialist and up-to-date knowledge of new and constantly changing case law and statutes in their respective country or state. For example, there are many dual-qualified lawyers who have not practiced in one of their jurisdictions for a while, and therefore will need to rely on the expertise of the relevant Primerus member as what they had learned previously may now have been superseded. Local knowledge, expertise and continued education is, therefore, an essential and fundamental element of inter-office collaboration and ensuring the success of Primerus.

At Marriott Harrison, we are proud to uphold the important pillar of "continuing legal education." We are committed to ensuring that lawyers at all levels within the firm are being encouraged to continue to expand their technical and commercial legal knowledge so that we can hold ourselves out as market-leaders in our respective legal sectors. Our clients and our wider network can be assured that we are always equipped to provide rounded and thorough advice and that we have positioned ourselves to stay ahead of the ever-developing legal climate. It is important for all Primerus members, and the wider legal world, to recognize the significance of continuing legal education so that we can support each other and provide clients with a service that we can all be proud of. 

“We are more than just a traditional law firm. We think differently, we are innovative problem solvers, but most of all we are great listeners.”



**AMG Mylonas & Associates, LLC**  
Limassol, Cyprus

Mylonas Law was established in 2013 with the vision to offer its clients customized legal services from a boutique law firm. Mylonas Law primarily deals with business and corporate law, as well as commercial law, international tax law, maritime law, private equity deals, litigation, and trusts and asset protection.

“We are more than just a traditional law firm. We think differently, we are innovative problem solvers, but most of all we are great listeners,” managing partner Andreas Mylonas said. “What differentiates us from other firms is that we provide personalized services for high-end clients; lawyers are exclusively the ones who are dealing with customer’s requests; and we deliver the services in a short time, under tight deadlines,” he said. “Our law firm’s culture is based on a ‘can-do’ attitude, whilst constantly

creating value and give our clients a competitive advantage.”

Driven by professionalism and ethics, the firm takes pride in providing the best legal advice and solutions possible. It has been recognized and highly rated by the world’s leading legal directories, such as the *Legal 500*, and has received numerous awards, including Renewable Energy Sector Law firm of the Year 2017 in Cyprus, awarded by Corporate INTL and corporate law firm of the year in Cyprus, awarded by ACQ5.

The 2019 and 2020 edition of *The Legal 500 Europe, Middle East, and Africa* has recommended and recognized AMG Mylonas Law as a leading law firm in the fields of tax, commercial, corporate and mergers and acquisitions.

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Andreas Mylonas

**Andreas Mylonas** is the founder and managing partner of AMG Mylonas & Associates, LLC law firm based in Limassol, Cyprus. His main areas of practice are commercial, corporate, company and tax areas of law, both in legal consultancy and litigation, with special expertise in corporate advisory, real estate, international tax planning, renewable energy and trusts and estate planning.

Andreas was appointed by the President of Cyprus as a member of the board of directors of Cyprus Sports Organization. Andreas is also a member of the board of directors of the Cyprus Employers and Industrialist Federation (OEB) and in December 2020 was elected as member of the executive committee of OEB, the most powerful independent organization in Cyprus comprising 65 of the main professional/sectoral associations.

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[primerus.com](https://www.primerus.com)



# How Law Firms Have Successfully Pivoted during the Pandemic: Providing an Excellent Work Product for Clients and Employees

The COVID-19 pandemic is unprecedented for all of us. We could say that the pandemic wreaked havoc on almost every area of life. Law firms are dealing with the crisis and preparing for recovery both in short-term survival, as well as with long-term resilience and growth.

Law firms, with professionalism and a dominant sense of responsibility, contribute to the success of their client's goals, but also invest in human resources. The main goal is to create a safe and quality solution towards clients and in-house employees.

During the pandemic, law firms adopted innovative methods to modernize and meet new demands, while continuing to provide excellent work product.

One of the business shifts was adopting technology that allowed companies to reach employees and clients.

## Telecast method/virtual consultation

All the great law firms around the world are modernizing with technology to be able to provide clients with specialized services, and to inform them daily about developments and progress toward their goals.

Today, clients everywhere in the world can communicate with specialists for any reason without the need for physical presence. In this manner, a relationship

of trust is created, ensuring that your customers feel safe and that they can count on legal advisors even in these different times.

The technology has been upgraded in such a way as to offer to clients, as well as employees, all they need virtually. Therefore, legal specialists will take care of everything online and will catch up with everything that clients need to know about their case.

In this way, law firms have produced creative solutions to help their clients and their employees adapt to the changing landscape.

## Teleworking and special schedules

Teleworking helps in-house employees to work in a safe environment without restrictions and to build a relationship of trust with clients.

Law firms have been creative with flexible work arrangements, for instance, implementing split shift options and job-shares. Some firms have deliberately extended their hours to enable more shift working, to be fair to both employees and clients. Furthermore, working from home has proven to many employers that it has significant implications and that if done right, not only does it not reduce productivity, but it can actually increase it significantly, as long as employee wellbeing and morale remain high.

Perhaps this is because employees are in their natural environment, with flexible hours, and for that reason can perform better on deadlines. Working from home can be successful when the employer believes in its employees and feels secure that they can cope under these conditions.

## Adjusting resources and skill deployment

Moreover, flexibility enables employers to balance their workforce in line with the firm's needs. At this uncertain time, as well as taking advantage of the new government support programs, employers should look to offer flexibility to build their workforce in line with evolving needs.

## Balancing personal responsibilities with work

Balancing personal responsibilities with work: In these unprecedented times when employees may be caring for children (due to school closures), taking on care responsibilities for vulnerable people, and attempting to balance competing needs and adapt to uncertain circumstances, allowing flexibility is critical. This includes adapting working hours or enabling temporary job shares to allow employees to keep working while balancing these new demands.

## Motivation

During these difficult times, employees will be facing many competing pressures and mounting anxiety, and employers should provide the flexibility these employees need. This will also allow employees the space to consider their own well-being, which is crucial at this uncertain period.

## Communication


Additionally, our employee relations during pandemic times involve multiple layers of communication, including employer to employee, employee to client and employee to employee. To understand the effect of technology on employees' ability to help clients, we have to understand how the structure of a firm changes with the type of technology being used in the firm.

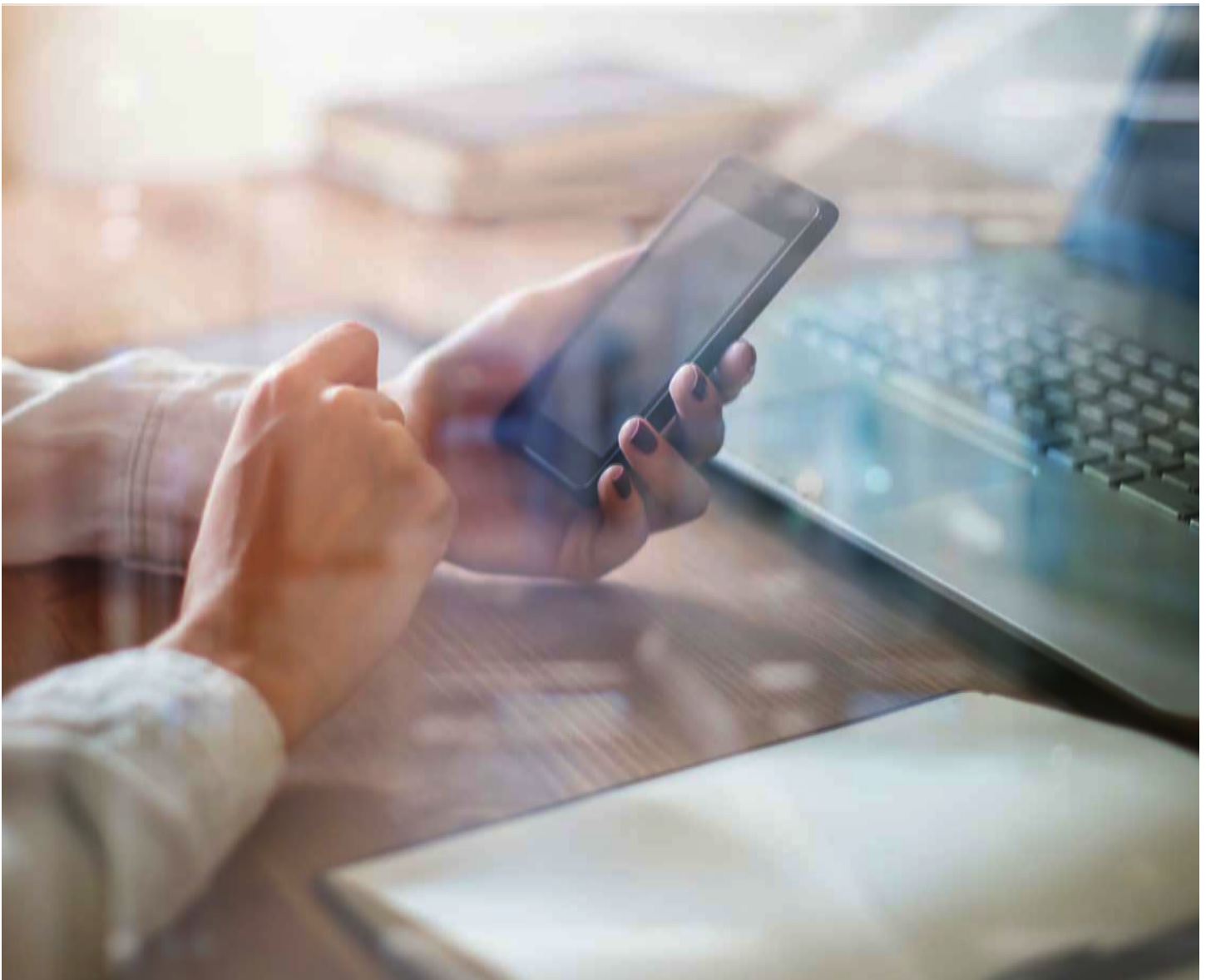
For example, our employees do not need to send inquiries to our clients by post and wait for answers, nor do they have to make an effort to collect client's feedback, in order to complete their inquiries. Technology enables communication with client via email, websites and social networks. Law firms can take advantage of this "live" connection by receiving instant feedback from their clients and immediately implementing improvements and innovations in their services and products, thus they can achieve clients' goals more effectively.

Also, access to relevant information anytime and anywhere has become a great tool for employees. Particularly, for lawyers who have to visit public services frequently in order to get documents or services for their clients, this now happens quickly and

more efficiently, thus allowing them to spend more time with their clients.

The harmonious introduction of technology, in addition to the upgrading of businesses, has enhanced the efficiency and quality of professional services provided to clients.

While it's difficult to know what lies ahead with COVID-19, one thing is certain: Successful firms are preparing for the future by investing in innovation. At Mylonas, our top priority during the pandemic was to reach out and be there for all our clients. We will continue to focus on digital strategy, creative legal options and the cost value of the service we are providing to clients, all in an effort to provide excellent work product, according to the Six Pillars. 



Quijano & Associates provides services to an ever-growing clientele, covering the creation of companies, corporations and trusts, as well as fiduciary services.

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**Quijano & Associates**  
Panama City, Panama

Since 1959, Quijano & Associates has provided services to an ever-growing clientele, covering the creation of companies, corporations and trusts, as well as fiduciary services.

Our experts also provide the registration and representation of vessels under the Panamanian flag, and a wide range of advisory services for the establishment and maintenance of legal entities formed under a diversity of jurisdictions, including the Republic of Panama, the British Virgin Islands, Seychelles, Belize and The Bahamas.

Thanks to the quality of our service, Quijano & Associates has positioned itself as one of Panama's most respected law firms by banks and international financial institutions, shipping lines, foreign investors and multinational companies, through its main offices in Panama, Switzerland, and subsidiaries in the British Virgin Islands, Belize, Seychelles and The Bahamas. In addition, it has also

expanded its field of activities through its own trust company: Quijano Trust Corporation.

Multinational companies deciding to locate regional operations in Panama, international investment companies wishing to benefit from territorial taxation or establishing operations in the Panamanian market, and well-known shipping lines, have found in Quijano & Associates top-ranking efficiency, trustworthiness, personalized attention, promptness and confidentiality firm with more than 60 years of experience.

We are the representative members in the Republic of Panama, as well as in the other jurisdictions where we operate, of some of the most prestigious legal professional networks worldwide including Primerus, the International Lawyers Network, IR Global and the Geneva Group International.



**Julio Quijano**

**Julio Quijano** is managing partner of Quijano & Associates, where he practices in areas including international structures services, immigration law and estate planning. In 2021, he received the Eduardo Morgan Award from the National Bar Association of the Republic of Panama in recognition of more than 30 years of outstanding performance in the area of corporate law.



# Following a Commitment to Excellent Work Product for More Than Six Decades

Quijano & Associates was founded in 1959 in the Republic of Panama, and since then, our founding partners have strived to establish an unwavering culture of providing excellent customer service and work product.

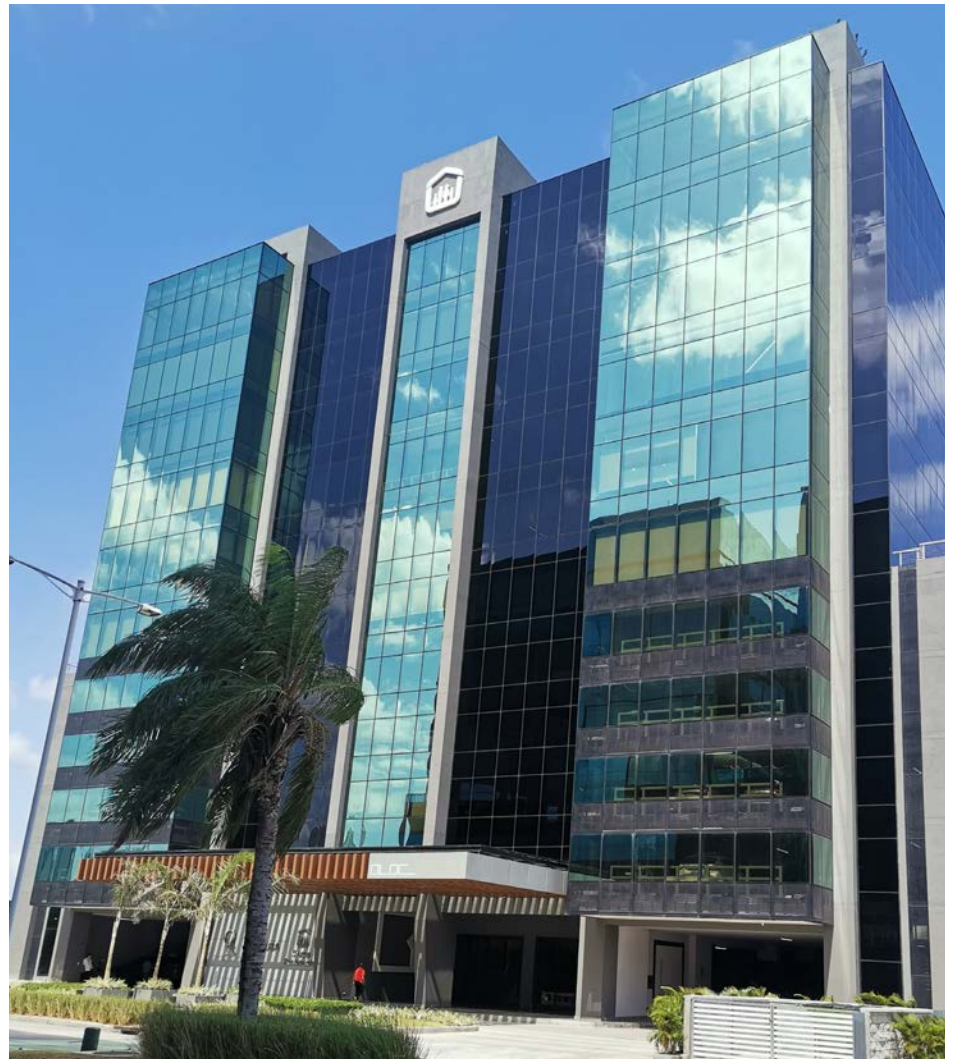
Quijano & Associates takes pride in the worldwide recognition it enjoys today as a Panamanian law firm devoted to prompt, efficient, reliable and trustworthy service. We cater to each client's individual needs, interests and requirements, in order to provide custom-made solutions within a framework of quality and reliability.

According to this long-standing policy, we always have at least two experienced lawyers heading the legal staff for each of the fields included in our scope of services, to ensure promptness and to avoid unnecessary interruptions or delays. One of the reasons why our clients see us as one of Panama's most reputed law firms is that, regardless of time zones or any other circumstances, we will always reply within 24 hours on any business day.

Our partners strive to establish not only professional relationships, but also personal friendships, with clients. One of our partners, who specializes in real estate law, has been known to personally visit properties with clients until they find the perfect one. One time, he was even willing to sell his own house!

We also have not only our lawyers, but also supporting administrative staff take clients to various activities when they come to Panama. It might be shopping, or to visit the Panama Canal, or to a wonderful restaurant. This allows us to build personal bonds with clients and to take our service beyond just a legal transaction to a great customer journey.


More than half a century ago, in 1962, we became the first Panamanian law firm to open



offices in Nyon, Switzerland, while at the same time we were establishing correspondent relations with some of the most esteemed firms worldwide.

For most members of our managerial staff, Quijano & Associates was the first job in their lives, and the firm has always maintained an in-house attitude of respect, discipline and coordinated efforts. Through the interaction of a multigenerational taskforce, we have been able to combine the most talented professionals of the Panamanian legal industry.

Needless to say, the opening of our office in Switzerland represents a leap not only for our own law firm, but for the Panamanian legal industry – opening horizons and placing Panama in the view of other continents, always safeguarding excellence in the execution of our work.

Today, we are proud to say that our amazing team of professionals, despite being few in number, are capable of accomplishing much, leading to our reputation as one of the most prestigious law firms in our country. 

Rooted in the Arizona community, Burch & Cracchiolo has a successful history of representing a diverse client base of large corporations, small businesses and individuals in dispute and litigation.

**Burch & Cracchiolo, P.A.**

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Suite 1700  
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Primerus Member Since: 2009



**Burch & Cracchiolo, P.A.**  
Phoenix, Arizona



Burch & Cracchiolo is a full-service law firm founded in Phoenix, Arizona, in 1970. Today, the firm boasts 40 attorneys accomplished in a variety of practice areas. Rooted in the Arizona community, Burch & Cracchiolo has a successful history of representing a diverse client base of large corporations, small businesses and individuals in dispute and litigation. The firm’s lawyers are leaders in the areas of business and corporate law, commercial litigation, construction, creditors’ rights, bankruptcy & reorganization, criminal defense, estate and wealth preservation planning, family law, labor and employment, insurance defense, intellectual property, personal injury litigation, real estate law, zoning and land use and taxation.

Throughout its history, Burch & Cracchiolo has taken pride in providing clients with a balance of the

finest legal services and detailed personal attention at reasonable rates.

Burch & Cracchiolo is regarded as a very civic-minded and generous firm. They sponsor numerous non-profit fundraising events and financially support economic development organizations such as local chambers of commerce, commercial development organizations and trade associations. Many of our attorneys sit on local boards of directors for entities that address homelessness, animal welfare, critically disabled children, Native American youth and families, LGBTQ issues, civil and constitutional rights, justice reform, single parent families, people with mental disabilities and discrimination. In 2019, Burch & Cracchiolo was named one of the “25 Most Philanthropic Companies in Arizona” by *Arizona Business Magazine*.



David Villadolid

**David Villadolid** is the senior partner in the firm’s employment law section and is recognized as an AV® Preeminent™ out of 5 peer review rated attorney in Martindale-Hubbell. With more than 39 years of legal practice, David successfully advises companies, executives and management on a broad spectrum of business and employment issues including compliance with state and federal laws and regulations. David is currently recognized as a Best Lawyer in America and a Southwest Super Lawyer.





# Civility, Conversation and *Sobremesa*

Of all of the Six Pillars, I believe that civility is the one which makes Primerus attorneys different from so many other individuals who practice law. And civility is a quality which we all need now more than ever.

In the early days of the COVID-19 pandemic, when everyone was locked down, isolated at home and did not have much information, Primerus began hosting Zoom meetings so that its members could reconnect with each other. These meetings were called “Coffee and Conversation,” and I wrote the following article about civility and respect for one of the meetings back in August 2020:

***“I don’t have to agree with you to like you or respect you.”***

— Anthony Bourdain

Anyone who knows me will tell you that I love to eat. And while it’s true I love a good meal as much, if not a bit more, than the next person — it’s not just about the food. There is something about sharing a meal and conversation, about the act of breaking bread with others that is often even more satisfying than the food itself. Maybe that’s why I remember Anthony Bourdain’s shows so fondly. The food featured in his programs always looked inviting, if a little strange, but more importantly the conversations with people he encountered were genuine and honest. He led with a sense of curiosity and a disarming openness that resulted in real connection despite barriers of language,

taste, tradition or geography. Every time I watched Bourdain I was struck by his knack at bringing different people together and finding common ground.

There is a word in Spanish, “*sobremesa*,” which doesn’t have a direct English translation. It literally means “over the table,” but the more meaningful translation but is explained as follows:

***It’s that time spent after a meal, hanging out with family or friends, chatting and enjoying each other’s company...***

Another definition: ***“Time spent in conversation, digesting, relaxing, enjoying. Certainly not rushing. Not reserved for weekends — though it can be longest on Sundays — even weekday and business meals have *sobremesa*. For Spaniards, how we eat is as important as what we eat.”***

For all of us, how we talk and interact with each other is just as important as what we discuss. Now more than ever, I’ve found it is important to take time to connect with families, friends and colleagues. There is so much common ground to discover, and when differences arise, we should avoid hostility and divisiveness.

Two close friends of mine at my law firm happen to be people whose politics are diametrically opposed to my own. We have interesting and sometimes intense, thought-provoking discussions. We often disagree, but we listen. And we all share a love of family, as well as considerable affection for

a good burger or a slice of New York pizza. As Bourdain said, respect and agreement need not go hand in hand.

Right now, the pandemic may be forcing us to stay at home, but we can still reach out beyond our own perspectives. While traveling to new places is unfortunately currently off the menu, we do have the opportunity with Primerus to journey outside our boundaries and develop connections with people who are very different than ourselves. Just like a potluck supper, we are all coming to the table offering up something uniquely our own, and we all benefit by sharing together. We are working to build a global community at a time when countries and even individual states and neighborhoods are shutting their borders. These virtual coffees and Zoom meetings are certainly not the same as actually getting together, but they will have to do for now. I look forward to the time when I can see you all again in person.

That was written in August 2020. Never did I expect that in November 2021 (as I write this now) we would all be *more* isolated and divided because of deeply held opinions about politics and the COVID-19 vaccine. We need civility and conversation and *sobremesa* more than ever. Maybe we won’t always agree, but maybe we also won’t be fighting as often.

As Primerus celebrates its 30<sup>th</sup> anniversary, I think about the place of attorneys in society. Thirty years ago,

attorneys were often vilified as sharks and ambulance chasers, believed to be unethical and willing to cut corners, especially when the ends (money) justified the means. Attorneys were the butts of jokes on late night talk shows, and Primerus President and Founder Jack Buchanan had had enough. Quietly and with his own money, Jack started putting up billboards which focused on the

positive contributions of lawyers through history. “Where would we be without lawyers?” This quiet campaign was more than just a defense of lawyers; it created a platform for attorneys to be proud of their profession. Ultimately, it became Primerus.

Civility can be one of the Six Pillars which distinguishes Primerus lawyers from other attorneys. Civility – the ability to represent your client zealously and without stooping

to personal attacks. Focusing on the facts and the law, not the individual. Taking the time to ask how someone is doing today and perhaps finding the humanity in that person. Sharing a laugh, a drink and a meal. Remembering that everyone has a personal story.

***“I don’t have to agree with you to like you or respect you.”*** 



# Primerus Member Law Firms

Alphabetical by Country/Province/State

## Asia Pacific

Australia

**Carroll & O’Dea Lawyers**

**HHG Legal Group**

China

**HJM Asia Law & Co LLC**

Hong Kong

**ONC Lawyers**

India

**Giridhar & Sai, Advocates**

Japan

**GI&T Law Office**

Singapore

**HJM Asia Law & Co LLC**

## Europe, Middle East and Africa

Austria

**OBLIN Rechtsanwalte**

Cyprus

**AMG Mylonas & Associates, LLC**

France

**Jasper Avocats**

Germany

**Brodermann Jahn**

Greece

**Bahas, Gramatidis & Partners**

Ireland

**Sweeney McGann Solicitors**

Isle of Man

**FIN | LAW**

Italy

**FDL Studio legale e tributario**

Jordan

**Daoud Law Office**

Kenya

**Njoroge Regeru & Company**

## Europe, Middle East and Africa

The Netherlands

**Russell Advocaten B.V.**

Nigeria

**Giwa-Osagie & Company**

Romania

**Law Office of Marius Rimboaca**

Serbia

**ŠunjkaLaw**

Spain

**Dr. Fruhbeck Abogados S.L.P.**

Switzerland

**Suter Howald Rechtsanwalte**

Tunisia

**Dr. Brahim Latrech Law Office**

Turkey

**Bolayır & Dođançelik**

**Arslan Law Firm**

United Kingdom

**Marriott Harrison LLP**

# Primerus Member Law Firms

Alphabetical by Country/Province/State

## Latin America and Caribbean

Argentina

**Badeni, Cantilo, Carricart & Bilbao**

Bahamas

**Evans & Co.**

Belize

**Quijano & Associates**

Brazil

**Terciotti Andrade Gomes Donato Advogados**

British Virgin Islands

**Quijano & Associates**

Chile

**Magliona Abogados**

Colombia

**Pinilla, González & Prieto Abogados**

Costa Rica

**Guardia Montes & Asociados**

Cuba

**Dr. Frühbeck Abogados S.L.P.**

Ecuador

**Meythaler & Zambrano Abogados**

Honduras

**Ulloa & Asociados**

Mexico

**Cacheaux Cavazos & Newton**

Panama

**Quijano & Associates**

Perú

**Llona & Bustamante Abogados**

Trinidad & Tobago

**Martin George & Co.**

Uruguay

**Cikato Lawyers**

## North America

Canada

Manitoba

**PKF Lawyers**

Ontario

**Mann Lawyers LLP**

Quebec

**Greenspoon Winikoff S.E.N.C.R.L., LLP**

United States

Alabama

**Ball, Ball, Matthews & Novak, P.A.**

**Christian & Small LLP**

Arizona

**Burch & Cracchiolo, P.A.**

**DeConcini McDonald Yetwin & Lacy, P.C.**

California

**Law Office of Blane A. Smith**

**Brayton Purcell LLP**

**Brothers Smith LLP**

**Coleman & Horowitz, LLP**

**Demler, Armstrong & Rowland, LLP**

**Dillingham & Murphy, LLP**

**Ferris & Britton, A Professional Corporation**

**Greenberg Glusker**

**Hennelly & Grossfeld LLP**

**Lynberg & Watkins, APC**

**Neil, Dymott, Frank, McCabe & Hudson APLC**

**Wilke Fleury LLP**

Colorado

**Ogborn Mihm LLP**

**Timmins LLC**

**Zupkus & Angell, P.C.**

Connecticut

**Brody Wilkinson PC**

**Szilagyi & Daly**

Delaware

**McCullom D'Emilio Smith Uebler LLC**

## North America

Florida

**Agentis**

**Bivins & Hemenway, P.A.**

**Hodkin Stage Ward, PLLC**

**Mateer Harbert, P.A.**

**Nicklaus & Associates, P.A.**

**Ogden & Sullivan, P.A.**

**Saalfield Shad, P.A.**

**Wideman Malek, P.L.**

Georgia

**Fain, Major & Brennan, P.C.**

**Krevolin & Horst, LLC**

**Tate Law Group, LLC**

Hawaii

**Roeca Luria Shin LLP**

Idaho

**Elam & Burke**

Illinois

**Elias, Meghinnes & Seghetti, P.C.**

**Kozacky Weitzel McGrath, P.C.**

**Lane & Lane, LLC**

**Lipe Lyons Murphy Nahrstadt & Pontikis Ltd.**

**Roberts Perryman**

Indiana

**Hackman Hulett LLP**

Kentucky

**Eddins Domine Law Group, PLLC**

**Fowler Bell PLLC**

**Strauss Troy**

Louisiana

**Degan, Blanchard & Nash, PLC**

**Gordon Arata Montgomery Barnett**

**Hargrove, Smelley & Strickland**

**Herman Herman & Katz, LLC**

Maine

**The Bennett Law Firm, P.A.**

# Primerus Member Law Firms

Alphabetical by Country/Province/State

## North America

### Maryland

**Thomas & Libowitz, P.A.**

### Massachusetts

**Hermes, Netburn, O'Connor & Spearing, P.C.**

**Rudolph Friedmann LLP**

### Michigan

**Bos & Glazier, PLC**

**Buchanan Firm**

**Cardelli Lanfear Law**

**Demorest Law Firm, PLLC**

**McKeen & Associates, P.C.**

**Silver & Van Essen, PC**

### Minnesota

**O'Meara, Leer, Wagner & Kohl, P.A.**

### Mississippi

**Young Wells Williams P.A.**

### Missouri

**Foland, Wickens, Roper, Hofer &**

**Crawford, P.C.**

**Roberts Perryman**

**Rosenblum Goldenhersh**

### Montana

**Datsopoulos, MacDonald & Lind, P.C.**

### Nebraska

**Engles, Ketcham, Olson & Keith, P.C.**

### Nevada

**Laxalt & Nomura, Ltd.**

**Richard Harris Law Firm**

**Sklar Williams PLLC**

**Winner Booze & Zarcone**

### New Hampshire

**The Bennett Law Firm, P.A.**

### New Jersey

**Earp Cohn P.C.**

**Lesnevich, Marzano-Lesnevich, O'Cathain &**

**O'Cathain, LLC**

**Mandelbaum Salsburg P.C.**

**Thomas Paschos & Associates, P.C.**

## North America

### New Mexico

**Hinkle Shanor LLP**

### New York

**Barton LLP**

**Coughlin & Gerhart, LLP**

**Ganfer Shore Leeds & Zauderer LLP**

**Lewis Johs Avallone Aviles, LLP**

**Nolan Heller Kauffman LLP**

### North Carolina

**Charles G. Monnett III & Associates**

**Sharpless McClearn Lester Duffy, PA**

**Smith Debnam Narron Drake**

**Saintsing & Myers, LLP**

### North Dakota

**Pearce Durick PLLC**

### Ohio

**Mellino Law Firm, LLC**

**Schneider Smeltz Spieth Bell LLP**

**Strauss Troy**

### Oklahoma

**Fogg Law Firm**

**The Handley Law Center**

**Prospective Legal, PLLC**

**Smiling, Smiling & Burgess**

### Oregon

**Haglund Kelley, LLP**

### Pennsylvania

**Earp Cohn P.C.**

**Rothman Gordon**

**Summers, McDonnell, Hudock,**

**Guthrie & Rauch, P.C.**

**Law Offices of Thomas J. Wagner, LLC**

### Rhode Island

**McKenney, Clarkin & Estey, LLP**

### South Carolina

**Collins & Lacy, P.C.**

**Rosen Hagood**

## North America

### South Dakota

**Lynn, Jackson, Shultz & Lebrun, P.C.**

### Tennessee

**Barton PLLC**

**Cornelius & Collins, LLP**

**Kinnard, Clayton & Beveridge**

### Texas

**Donato, Brown, Pool & Moehlmann**

**Downs & Stanford, P.C.**

**Moses, Palmer & Howell, L.L.P.**

**Stephenson Fournier**

**Thornton, Biechlin, Reynolds & Guerra, L.C.**

### Virginia

**Goodman Allen Donnelly**

**Wharton Aldhizer & Weaver, PLC**

### Washington

**Beresford Booth PLLC**

**Johnson Graffe Keay Moniz & Wick, LLP**

**Menzer Law Firm, PLLC**

### West Virginia

**Hendrickson & Long PLLC**

**The Masters Law Firm, L.C.**

**Wharton Aldhizer & Weaver, PLC**

### Wisconsin

**Kohner, Mann & Kailas, S.C.**

### Wyoming

**Gary L. Shockey, PC**

# Greenberg Glusker Firm Members Sing Karaoke, Take a Pie to the Face and More – All to Benefit the Los Angeles Community

Their day jobs revolve around practicing law.

But that didn't stop attorneys and staff members at Greenberg Glusker in Los Angeles, California, from breaking out their singing skills for a good cause.

By crooning to "Lollipop" by The Chordettes, "Old Town Road" by Lil Nas X, "Always Be My Baby" by Mariah Carey and "Ice Ice Baby" by Vanilla Ice, the firm raised money for the Los Angeles Regional Food Bank.

Adding in other efforts such as a Pie-a-Partner challenge, the firm raised a total of \$9,295 for the citywide annual fundraiser, called Food from the Bar.

"It's a lot of fun," said the firm's employee engagement coordinator, Nicole Kosoff.

Firm members could nominate colleagues to participate in the karaoke challenge, taking on one of the four tunes above. Nominees could then choose to meet the challenge or double the donation and do nothing, Kosoff said.

Participants submitted videos of themselves singing, which Kosoff then arranged into four compilations for everyone at the firm to enjoy.

The pie challenge worked the same, with firm members making a donation to nominate a partner to take a shaving cream pie to the face. Family members videotaped the "pieing" for all to enjoy later.

"We use this as an opportunity to foster employee engagement throughout the firm, but at the same time raise money for a good

cause," said Sheenika Gandhi, the firm's director of marketing.

The Food from the Bar effort is just one of the unique things the firm has done to raise money for local nonprofits. In March for women's history month, the firm raised \$3,779 in Dress for Success's "Your Hour, Her Power" campaign. The effort encourages attorneys and staff to donate one hour of their pay, with the proceeds providing women with access to programs, services and tools that help them achieve economic independence.

And in September – cleverly renamed "Steptember" – firm members challenged themselves to walk 10,000 steps a day and asked supporters to pledge them for their participation. In the end, the firm raised \$10,000 for cerebral palsy research, including training medical teams to detect cerebral palsy in babies as young as three months old, uncovering new chronic pain treatments and developing technology that will revolutionize communication for the millions of people with cerebral palsy who cannot speak.





Kosoff said Steptember met two goals for the firm’s employees – encouraging good health and helping the community.

Particularly during COVID-19 quarantine, the firm’s focus on community service has really boosted morale, Kosoff said.

“Having a cause provides something that people can come together for, in addition to helping you feel like you can do something in the day-to-day to really help another person,” Kosoff said.

The culture of giving back stems from the firm’s founder, Arthur Greenberg, and permeates throughout the firm, Gandhi said. Greenberg likes to say, the firm has “done well by doing good,” Gandhi said.

Spurred by a desire to help meet the deep needs in Los Angeles during the COVID-19 pandemic, in November 2020, the firm donated \$250,000 divided between four organizations which address hunger, homelessness, social injustice and personal protective equipment (PPE) supply.

A few years ago, the firm created a donor-advised fund at the California Community Foundation as part of a larger philanthropic effort. Members of the firm then voted to award the following organizations these amounts: the Los Angeles Regional Food Bank received \$75,000, PATH

received \$75,000, Equal Justice Initiative received \$75,000, and Children’s Hospital Los Angeles received \$25,000.

The firm pledges to go beyond financial support and maintains relationships with the organizations through volunteer efforts, pro bono work and firm-wide drives.

In 2019, before COVID-19 limited their in-person options, firm members worked for a Habitat for Humanity volunteer day, donning hard hats and getting to work with paint brushes.

“We are constantly giving back to the community,” Gandhi said. “It’s deep-rooted in our firm values.” 

And in September – cleverly renamed “Steptember” – firm members challenged themselves to walk 10,000 steps a day and asked supporters to pledge them for their participation. In the end, the firm raised \$10,000 for cerebral palsy research.



# Primerus Member Firms Globally

121

North America Region

20

Europe, Middle East &  
Africa Region

7

Asia Pacific Region

16

Latin America &  
Caribbean Region



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