

Morison Global Connections



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A newsletter that
connects ambitions with
ideas and influencers



From the editor's desk

Warm greetings to our readers.

In this editorial, I am covering a few aspects of immediate business interests including latest trends.

The global economic environment is constantly evolving, and there are several recent trends that are shaping the way businesses operate and compete. Here are some of the most notable trends in the global economic environment:

- 1. Digitalisation:** The COVID-19 pandemic has accelerated the trend towards digitalisation, as more people work remotely and rely on digital platforms for communication, commerce, and entertainment. This has led to a surge in demand for digital services and has created new opportunities for businesses **that are able to innovate in the digital space.**
- 2. Supply chain disruptions:** The pandemic has also led to significant disruptions in global supply chains, as lockdowns and travel restrictions have made it difficult for businesses to move goods and raw materials across borders. This has highlighted the importance of supply chain resilience and has led many businesses to reassess their supply chain strategies.
- 3. Sustainability:** There is growing awareness of the need to address environmental and social challenges, and many businesses are taking steps to become more sustainable. This includes efforts to reduce carbon emissions, improve supply chain transparency, and promote social responsibility.
- 4. Geopolitical tensions:** There are increasing tensions between major global powers, including the US, China, and Russia. This has led to trade disputes, regulatory changes, and increased scrutiny of foreign investment. These tensions are likely to continue to shape the global economic environment in the coming years.
- 5. Shifts in consumer behavior:** Consumers are increasingly demanding products and services that align with their values, including sustainability, social responsibility, and ethical sourcing. This is driving changes in the way businesses operate, as they seek to meet these demands and differentiate themselves in a crowded marketplace.

The global economic environment is constantly evolving, and recent trends such as digitalisation, supply chain disruptions, sustainability, geopolitical tensions, and shifts in consumer behavior are shaping the way businesses operate and compete. Businesses that are able to adapt to these trends and capitalise on emerging opportunities will be well-positioned to succeed in the global marketplace.

Morison Global member firms are helping clients to evolve their businesses with their consultative and collaborative approach. We will continue to offer innovative business solutions empowering our clients to meet these challenges, to march stronger on a growth path with resilience.

Happy reading!

Vaibhav Jain

Editor



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The global economic environment is constantly evolving, and there are several recent trends that are shaping the way businesses operate and compete.

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The rise of ChatGPT

In the last few years, artificial intelligence has made significant advancements and has impacted almost every aspect of our lives. ChatGPT, a large language model trained by OpenAI, is one of the latest innovations in this field. It has already made a significant impact on the business environment, and its influence is only set to grow.

ChatGPT is a text-based AI that can provide assistance and support to customers in a conversational manner. It can understand natural language and generate human-like responses, making it an ideal tool for customer service and support. With ChatGPT, businesses can automate their customer support processes, reducing wait times, and improving customer satisfaction.

The impact of ChatGPT on the business environment has been significant. Firstly, it has enabled businesses to provide better customer service, reducing the workload of human agents and freeing them up to focus on more complex tasks. Secondly, it has reduced the cost of customer support, as businesses no longer need to employ as many human agents. This has made it easier for businesses of all sizes to provide high-quality customer service.

In addition to customer support, ChatGPT is also being used to automate other aspects of business, such as HR and marketing. It can be used to answer employee queries and provide training, as well as to generate personalised marketing messages for customers.

However, there are some concerns about the impact of ChatGPT on the workforce. As businesses increasingly rely on AI-powered tools like ChatGPT, there is a risk that human jobs could be replaced. It is important that businesses use AI responsibly and consider the potential impact on their workforce.

In conclusion, ChatGPT is a significant innovation in the field of artificial intelligence, and its impact on the business environment is only set to grow. While there are concerns about the impact on the workforce, if used responsibly, ChatGPT can enable businesses to provide better customer service, reduce costs, and automate repetitive tasks, allowing human agents to focus on more complex tasks.

Bhagyashri S. Thite
Mehra Goel & Co.
Mumbai, India



Steps businesses can take to meet the challenges posed by AI development

As artificial intelligence continues to advance and transform the business landscape, it is important for businesses to innovate in order to meet the challenges posed by AI development. Here are some steps that businesses can take:

Understand the potential of AI: The first step for businesses is to gain a deeper understanding of the potential of AI and how it can be applied in their industry. This will involve researching and analysing the latest developments in AI and exploring how it can be integrated into the business strategy.

Invest in AI talent: To effectively innovate in the AI space, businesses need to have access to top AI talent. This may involve hiring data scientists, machine learning experts, and other AI professionals. Additionally, businesses should invest in training their existing employees to develop AI-related skills.

Collaborate with AI companies: Partnering with AI companies and startups can provide businesses with access to cutting-edge technology and expertise. Collaborating with these companies can lead to new innovations and can help businesses to stay ahead of the curve in the AI space.

Foster a culture of innovation: To effectively innovate in the AI space, businesses need to foster a culture of innovation. This involves creating an environment that encourages experimentation, risk-taking, and continuous learning. Businesses should also be open to new ideas and willing to embrace change.

Consider ethical implications: As businesses innovate in the AI space, it is important to consider the ethical implications of their decisions. This may involve developing ethical frameworks for AI development and use, and ensuring that AI is being used in ways that align with the company's values.

In conclusion, businesses that are able to effectively innovate in the AI space will be well-positioned to meet the challenges posed by AI development. By investing in AI talent, collaborating with AI companies, fostering a culture of innovation, and considering the ethical implications of their decisions, businesses can stay ahead of the curve and drive growth and success in the age of AI.

Boost your change mindset

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A challenge reading this?

Every day, we're confronted with new challenges: global competition, demanding clients, new technologies... Therefore we need people who dare to leave their comfort zone and suspend their judgement. We need professionals who explore the world from a different perspective, being able to turn problems into opportunities. We need professionals who get into action and who aren't scared to fail fast, often and forward by experimenting with Nano actions.

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If you can flip your perspective from a problem to an opportunity, suddenly many realities are possible

A big challenge is keeping your employees engaged during those changes and taking away some resistance. During the International and European convention of Morison Global, Cyriel Kortleven was the opening keynote speaker to inspire us on this topic and here's a summary of his message.

YES - suspend your judgement

Judgement is very important. Your judgement helps you to make thousands of decisions daily. Your judgement is based on your previous experiences and knowledge. Because new ideas by definition don't fit into existing schemes of thought, the danger is that judgement very often occurs too fast when a new idea is launched.

That's what we call the ideakillers – expressions like “yes, but ...; no money; no time; it already exists;...”. In order to process original ideas, it is very important that we become aware of our own ideakillers and exchange them with ideaboosters (yes, and...) when you want to innovate. Apply the 3 minute rule in your next meeting for one agenda point and you will be amazed with the results.

AND - explore the world with different eyes

The AND represents switching perspective. Switching perspective is a great way to broaden your own reality. The world can be experienced in many varieties and shapes. If you



Cyriel Kortleven
Global Speaker
Antwerp, Belgium

can flip your perspective from a problem to an opportunity, suddenly many 'realities' are possible.

A good practice to train yourself in looking from different perspectives to the world is the **Crossing Borders** method. How would you solve a challenge if you were in a different function? How would a marketer solve your challenge? Or what would you do if you were working for a competitor? What would they do? Or what ideas pop up if you were working in a totally different industry or culture?

ACT - get into action and learn from nearlings

The real challenge is realising ideas and making them happen. Making ideas happen is very hard work and means having the guts to break some fixed thinking patterns. I advise people to take more Nano actions. They're the first, small (nano) step you can immediately take, if your time (1 hour) and budget (10 euro) are limited, which they usually are. What would be your first Nano action?

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The real challenge is realising ideas and making them happen

Sometimes those actions lead to success. Sometimes not. You can call it a failure but that has a negative connotation. For that reason, I would like to introduce

the word: nearling. A nearling is a positive word for something new that was done with the right intentions, but which has not (yet) led to the right result. And you should be proud of your nearlings, because at least you took an initiative. You've learned something new. It led to something else that was successful and above all, we need many nearlings in life for a few successes.

Cyriel Kortleven

Cyriel Kortleven is an award-winning global keynote speaker on the change mindset. He inspires organisations - like Bayer, Nike, IKEA, NASA & Morison Global - in 35 different countries on 5 continents. Cyriel is the living embodiment of engagement, using a lot of interaction and humor. More information can be found on his website:

www.cyrielkortleven.com

Change management in the post-pandemic world

When the world was hit by Covid-19 in 2020, very few were aware of the implications this would have on business, or that the change would be long lasting. This was one of the few unique scenarios where an entire global community was united by a shared experience, and organisations were forced to adapt to the unpredictability of such a catastrophic event. Fast forward to today, like any other business, Morison Global member firms around the world are beginning to see

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An entire global community was united by a shared experience and organisations were forced to adapt to the unpredictability

management should be a key part of company strategy.

The pandemic caused many businesses to re-establish their priorities, including approaches to agile working. Morison Global member firm, Fortus, based in the UK, did have flexible working in place before but it wasn't formalised, with a certain stigma about people working from home. Covid-19 meant that the firm looked to develop a formal agile working strategy, with staff committing to 12 days in the office a month. Director Stephen Watts noted that *'humans are creatures of habit'* and *'people have different priorities when it comes to a work/life balance'*, meaning that businesses must adapt to support workers with flexible policies that would not have previously been considered.

However, this is not a British phenomenon. In Ecuador, businesses were seeing an improvement in staff morale with

the results of a period of change and experimentation and are finally getting the opportunity to reflect on decisions made in the moment, and how these can influence positive change management in the future. Indeed, to succeed in a post-pandemic business world, ensuring effective change

the introduction of agile working. For Christian Valenzuela of Morison Global Member, Auditsolver Auditores y Contadores Cia. Ltd. ("Auditsolver"), the realisation that teams can do most things from home, avoiding what were often three-hour commutes, meant that people were free to focus on self learning, social activities or family time.

Other businesses took a different approach, with a complete shift in office priorities. Evan Stephens, partner at Sensiba San Filippo LLP ("Sensiba"), Morison Global member firm in California, *'accepted the fact [they] are not going back to normal'*. The professional services firm works almost entirely remotely, meeting in-person as teams for short coffee catch ups to avoid so-called 'Zoom Fatigue'.

Recruitment and subsequent onboarding are areas in which priorities have also been refocused, with Sensiba adapting its recruitment strategies to reflect the current talent landscape. Before the pandemic, its people were primarily based in California, with a few people in Utah and Oregon, but today teams span across 18 states in the U.S. This geographical presence was celebrated, noting that it allows for a combination of internal moves which improve staff wellbeing, and the new possibilities of being able to hire the best talent nationally. Whilst the priorities of having geographically based office groups still remain, they no longer require a physical office to be located in places where teams reside.

With priorities shifting throughout the pandemic, businesses either welcomed or were forced to adapt to this 'new normal'. Morison Global member firm, Pedabo in Nigeria gradually introduced a 2-3 day in-person work week at the office. In Ecuador, Auditsolver came to realise that the focus should be on objectives rather than time, removing the focus on the traditional 9-5 but rather monitoring the output of work. They found as a result that staff were happier and also working to



reasonable business objectives. In Pakistan, Morison Global member firm Junaidy Shoaib Asad Chartered Accountants even found a new excitement in their people learning additional skills that came with remote work and achieved balance this way.

With working from home, it was found that what was really missed was the building of relationships, which cannot properly be done behind a computer screen. People mention the ‘water-cooler moments’ of social conversation. Sensiba use their offices for events and gatherings to encourage networking, whilst Auditsolver in Ecuador offers food and transport to teams working late. Fortus’s new offices in London and Southampton were welcomed by teams working remotely in those locations because they offer the flexibility to work in an office setting when they wish. There can be a certain sense of anticipation and excitement about being in the office, a change from the feeling of isolation that some people may find working from home. What was important was the fact that people always felt they had an office space they could visit at any time, should they want to.

When reflecting back on the decisions made, firms highlighted the importance of investing throughout the pandemic. Stephen Watts noted that the pandemic brought them closer to their clients. While the higher level of client engagement involved more time and energy, relationships are in a far stronger position for it. Evan Stephens discussed the investment in their people contrary to what many companies in the U.S. were doing, which was letting people go in anticipation of the pandemic being devastating to the economy. Their firm looked at it as an opportunity and acquired a lot of this talent. In hindsight, the firm wish they had been even more opportunistic with their hiring given the significant increase in client work they are currently experiencing. In Ecuador, Christian Valenzuela’s firm increased its investment in support resources for teams where the benefits will last beyond the pandemic. What’s most important for firms however is regular communication with their teams about the current operating environment and areas of focus. This investment in people engagement goes a long way in retaining talent amidst the current competitive hiring conditions.

It is clear leaders will need to continue to reflect, assess the ongoing impact of the pandemic and be agile in their response. As Peter Drucker, the influential management thinker, wrote, *‘the greatest danger in times of turbulence is not the turbulence – it is to act with yesterday’s logic.’*

Contributors:

Stephen Watts, Director, Fortus, UK

Evan Stephens, Partner, Sensiba San Filippo, US

Christina Valenzuela, Partner, Auditsolver Auditores y Contadores Cia. Ltda., Ecuador

Peter Asemah, Partner, Pedabo, Nigeria

Farrukh Junaidy, Senior Partner, Junaidy Shoaib Asad Chartered Accountants, Pakistan



Being an entrepreneur

This conversation is part of a series of interviews conducted by Morison Global member Fifty Bees, of artists and athletes who managed, based on their personal qualities to live from their passion. The project is aimed at encouraging entrepreneurs to develop business projects and pursue their dream, highlighting the qualities they would need to do so.

Being an entrepreneur is not an easy task... You have to be a bit crazy to be an entrepreneur. And it took a lot of work for entrepreneurs to acquire their letters of nobility...

When I was in high school, I remember that we had to fill out a form and write down the name of a job - what we wanted to do for the next 35 years... So we were realistic, we wrote down everything: cosmonaut, fairy, bear showman, tightrope walker, Santa Claus (because he only works one day a year). But there are three things, in any case, that you would never have written on your form - what you really dreamt of doing later: it is entrepreneur, athlete or artist.

Because then, we would have had to face the inquisitive look of the main teacher who, after reading the form, would have asked us face to face "Well, seriously, what do you want to do later?"

35 years later, France can boast of being on the first step of the podium of business creation in Europe. In 2019, 815,300 companies were created (an all-time record for 30 years).

This interview celebrates someone who has held on and succeeded in accomplishing their dream...

Luck is only half the battle. It was necessary to deploy many qualities and to measure them skilfully: audacity, courage, perseverance, humility, high standards, ambition, confidence and pugnacity. And a lot of hard work! Qualities that, in the end, are those required by any entrepreneur to bring his project to fruition.

Keep on undertaking and, above all, keep on dreaming!... »

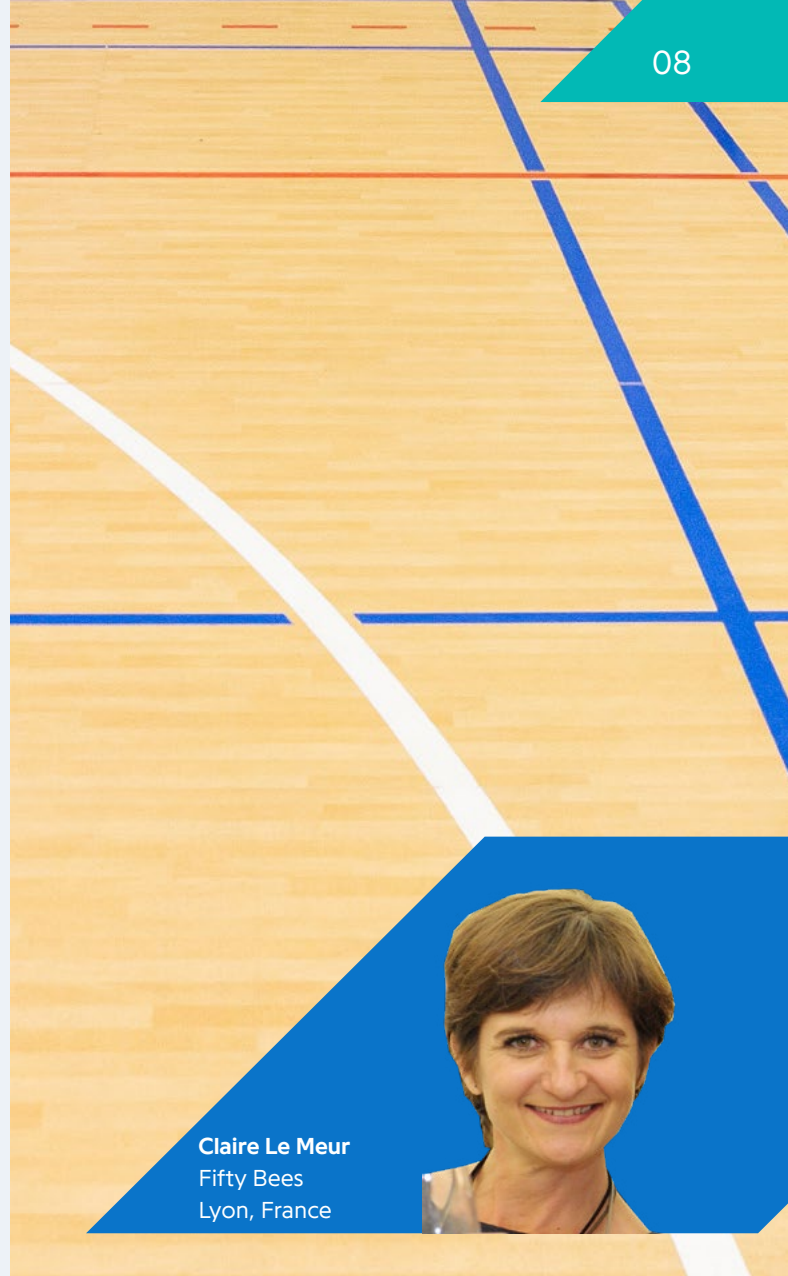
*Claire Le Meur
Directrice Générale Associée, Blue Bees*

Marion Vialatte - Multi-titled handball player and sponsorship project manager

After a long and successful career devoted to Handball, Marion, now a mother of two daughters, has managed a nice career change that has led her to the shores of events. But the demons of sport are not far away...

Quick take – who is Marion?

- Former multi-titled handball player
- Sponsorship project manager at OL-Sport Five, Lyon



Claire Le Meur
Fifty Bees
Lyon, France

>CLAIRE LE MEUR: You are currently the project manager for OL-Sport Five.

MARION VIALATTE: Yes! Sport Five is a commercial and event agency that works for Olympique Lyonnais.

>CLM: Beforehand, you were a high-level athlete in Handball... How did you get there?

MV: Handball is a family story... My dad did Handball, my mom was a PE teacher. And my brother always challenged me through various sporting challenges (football downstairs, volleyball with our beds as a net, high jump on my parents' bed, even wrestling). I am originally from Saint-Chamond, at the base. My father had created a small section there for children. He was coaching with friends. As my friends went there, I went too... It started like that, then I got into the game.

>CLM: How old were you?

MV: I must have been eight or nine years old. My dad said that at that time, he came with his truck after school to pick up all my classmates and we left to train. The section then closed. Not being able to stay without playing sports, I tried basketball but I preferred Handball because of the notion of contact. In basketball, you need a lot of skill and there is no contact. I had a hard time not hanging on to the players (laughs). I went to Saint-Étienne to be able to continue doing handball. But the "flagship" club was in Lyon and there was also a sports-studies section there. This is where I was spotted and taken, after the



tests. The adventure in Lyon began... I was in second class. During my 1st year of Sport-études, I stayed another year at the Saint-Étienne club. Then in first, I joined ASUL Vaulx-en-Velin which played in the first division and was European. I stayed there until 2003. The first year, we played in the European Cup and first division. The second year, we went down to the second division because a generation left. At ASUL, there was the captain, the goalkeeper, and a lot of other players from the French team. They practically all stopped at the same time so we found ourselves, at the age of 20, propelled into the first division, to hold the reins of the team... It was a hell of a challenge, very formative because we found ourselves playing as much as possible. high level, and with my best friends (who for the most part still are today). It was great!

>CLM: How long did you continue to play in Lyon?

MV: I played in Lyon until 2003 then I went to Nîmes, where I stayed for three years, then to Toulon-Saint Cyr, where I also stayed for three years. I played in the first division until 2009. I was 29 years old and I told myself that I had to think about retraining. Then I was starting to get a little tired... So I came back to the region and to ASUL Vaulx-en-Velin, which had gone down to N1 (third division). We moved up to the second division. I had my first daughter and I wanted to continue for another year.

>CLM: Leading everything at the same time was not going to be easy...

MV: No, it was not easy (laughs). But I totally encourage it! That's what I say to OL footballers. I was delighted to have had this experience, even if it was rather at the end of my career. After that year, the reconversion arrived. I was happy to be able to enjoy a little time with my daughter who was then one year old. I worked for a while at Soleus, the company set up by Gwendal Peizerat, so still in sport. I thought about doing something else. When I was in Toulon, I did a skills assessment because having left the professions that everyone knows, I didn't know what to do – at first, I was considering working in a universe other than the sports world. because I only knew that. It came out that I needed a challenge, which was not surprising. I was offered to orient myself towards the banking sector, for which I had no training. I had done STAPS and a DEUG then a Bachelor's degree in education and motricity, to be a teacher.

>CLM: And being a teacher, in the end, didn't appeal to you? After being a player, one could have imagined that you would turn to a coaching job, for example, to pass on what you had done before.

MV: I believe that the best teachers are not necessarily the best athletes. (I'm going to alienate the entire teaching community (laughs)). And you have to be super patient and agree to look into the subject, being a teacher is a real job, you don't just have to be athletic... And I didn't want to be a coach because at the time, if I stopped playing, it was also because of the very fast pace. If you're having this super fast pace and rhythm, you might as well play! A coach has the same constraints and deprivations, matches every weekend, no holidays, etc. Without having the pleasure of expressing themselves and exerting themselves in the field.

>CLM: During this career, what are the qualities that you have sought to ensure that everything is linked and works?

MV: I have already started thinking about the subject... It's funny that you ask me this question! Because there is a school that has just opened in Lyon, called WINSportSchool and Rachel Girard, the director, was looking for a godmother for this year's promotion. I intervened and she asked me to think about what sport could have brought me, as part of my retraining. Sport brings confidence to believe in oneself and succeed but also to find the means specific to oneself, to succeed. Success depends on many things, not just on yourself. What I went to seek deep within me, grace or sport, is this desire. Because talent is not everything and it can even sometimes skew the deal. I met people who had a lot more talent than me in Handball – my brother, for example – but I always worked hard. Success is a bit of talent and a lot of hard work! From the moment I am motivated and I work for, I will find the means to succeed.

>CLM: Level sport is very demanding... Have you ever been discouraged because your body

hurts, your mind is difficult, etc.?

MV: Moments of doubt, yes, that's for sure. Moments when I said to myself "I am giving up my career", no, because I did not have the feeling of being in a career. When I started, I was 20 years old. I did not tell myself, at that time, that my goal was to become a professional player. I was following my path, with sporting goals but I couldn't tell myself "I give up" because I wasn't involved in anything, in fact (laughs). Afterwards, when I was in Nîmes, for example, I sometimes had doubts. I was tired. I was 25 years old, I didn't really know where I was in my life, I was worried about the future.

>CLM: That said, you had a solid background...

MV: When you're in it, you don't realize... I had a license to be a teacher and I didn't want to be a teacher. I couldn't see how to convert this to something else. From my point of view,

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Changing course is not giving up. It's not a failure.

on paper, I only knew how to do Handball. I later realized that I was capable of anything if given the means. I did a lot of things, everything and anything, including distance learning. I liked animals, I had inquired about the veterinarian side. But I could only do distance

learning, given my training schedules. I had tried to pursue a STAPS master's degree in Montpellier but the round trips to Nîmes were too complicated. So yes, I had periods of doubt over a season, from one game to another. Especially since when I went to Nîmes it was difficult in terms of support... It was the first time that I really left my region and my cocoon of girlfriends... I no longer had my usual base of family and friends. I really discovered the world of professional sport...

>CLM: And how did you manage to continue the adventure?

MV: I focus a lot on myself. It was in the middle of the season and it was out of the question to give up in the middle of the season. I refocused, telling myself that I had to finish the season and perform well. I will take stock at the end of the season. I was pulling myself together – I'm a physical player. If my physique was fine, my Handball was going to spin. I was recovering "square". I was doing more training, I was going to run. This is also where you learn to know your body, to know yourself. And often, the end of the season arrived, I had performed, I was re-motivated, and it started again for a round!

>CLM: In view of all these rich experiences that you mention, if you had to advise an entrepreneur, what would you say to him?

MV: Definitely believing in your abilities. Then, as I tell the students of WINSportSchool, you have to have confidence in your abilities with a good analysis of the objective you are aiming for. But above all, the first and most essential thing is really to know what you want! Which is far from obvious. This is what I also tell my daughters, now aged five and nine: *"Find a passion, tell me what you want to do and I will help you find the means to succeed"* and this for their future or even when they don't know what to do on Wednesday afternoons (laughs). Surround yourself well, too. And work, work, work. Even if there

are periods of doubt because what we imagined does not correspond to reality, we must also ask ourselves if the objective we are running towards is still ours. If ultimately, what you are trying to achieve does not exist, changing course is not giving up. It's not a failure. It's important not to get the wrong goals, not to get the wrong dream, but I'm convinced that everyone can succeed as long as you really want to, the goal is achievable and you work. It depends a lot on the context, too. You don't necessarily have control over everything... Especially in team sports, unlike some individual sports where the qualification criteria are determined by the clock, in team sports... national selections are subject to 'human. For example, in the France team, before, we were twelve on the match sheet and seven on the field, which means that not all positions were doubled. Me, I was a versatile player, who could play in all positions. It was perfect. Then the rules changed and the game sheet went to fourteen and that was a game changer. I no longer had the same usefulness at all and the coach at the time, who was Olivier Krumbolz, was convinced that he would always have two girls better than me at each post... My fate was sealed... So you have to have realistic dreams!

>CLM: What is your next dream?

MV: I have always let myself be carried away by successes and that is what has always guided me. It is difficult to know what I have really decided in my life... In the same way, today, I am not sure what will be next. I am certain that I want to support my daughters fully in their projects, with this life philosophy of always finding the means to succeed. Personally, my life has mostly been made up of encounters and I strongly believe in opportunities. Now, I am reaching a phase in my life where I want to transmit, to support, to re-motivate, to ensure that people have confidence in them, hence the fact that I am the godmother of WINSportSchool.

>CLM: Precisely, when you were little and you had to say what job you would do all your life, what did you say?

MV: I don't really remember... I know that when I was little, I said veterinarian because I liked animals. But I like living, healthy animals and I did not feel able to see and care for sick animals. Then I had thoughts of being an animal reporter because I liked the thought of understanding animals a lot. And who knows, maybe it's the next dream...

Claire Le Meur

Claire Le Meur is the General Manager and Founder of Blue Bees, a branding subsidiary of Fifty Bees in Lyon, France. The agency offers design support, communication consulting, graphic work, SEO and UX support, event management and more. Fifty Bees is a full-service accountancy firm that also offers HR and strategy advice. More information on Fifty Bees can be found on their website here:

www.fifty-bees.com

Why and how to implement a CSR approach

Defined as a way of managing the company in such a way that it is economically profitable, that it respects the law, ethics, governance, social and environmental aspects, Corporate Social Responsibility (CSR) has become in recent years on a global scale, a major concern of the socio-economic world. This concern is reinforced by legal obligations in some countries (such as in France, with the PACTE law enacted in 2019). However, beyond these legal obligations, CSR presents real opportunities for companies of all sizes. In this article we explain the concrete interest of such an approach for your company and how to implement it effectively.

CSR, a strong expectation of stakeholders

Every company operates in an environment made up of various stakeholders, from the closest (employees, customers, suppliers, shareholders, partners, investors, community and local authorities...) to the most distant (consumers, associations, media, State...). Today, these stakeholders express strong expectations in terms of CSR and sustainability. For example, more and more employees are choosing to stay or to quit depending on their employer practices in terms of ethics. Similarly, more and more investors are excluding from their portfolios companies whose business models are not virtuous in terms of the Environment, Social and Governance. These are the ESG criteria. In short, companies can no longer ignore the expectations of their market in terms of CSR. Meeting these expectations means creating new business opportunities for your company, while ignoring them could lead to economic and reputational risk. Thus, CSR is above all a source of opportunities.

CSR, a breeding ground for opportunities

The opportunities offered by CSR for companies are numerous. Here are few non-exhaustive examples:

- Ensure the acceptability of their activity to local and distant communities. This reduces hostile movements (such as strikes, boycotts, sabotage, etc.);
- Improve their employer brand to attract, motivate and retain their employees;
- Differentiate themselves from the competition and access new markets (such as public orders, calls for bids, etc.);
- Obtain financing from private or institutional financial



Sabi Gani
André Le Groupe
Dijon, France

operators (such as banks, investment funds, etc.);

- Save money by reducing energy costs by paying attention to the use of resources (such as water, energy, raw materials, etc.);
- Innovate in the products and services offered, but also in the internal processes (governance);
- Better identify and therefore better manage the company's risks. CSR brings new, previously unidentified risks to the forefront: climate, environmental, social, ethical, health and even reputational risks.

These opportunities are a source of inspiration for imagining and making operational the "Company of tomorrow", one that is resilient to various crises, through its business/economic model.

CSR is integrated methodically, through several phases

CSR is above all a strategic decision, which must be taken in the long term and be carried out with method and rigor. In our opinion, this requires 6 essential steps :

- Identifying the company's stakeholders and their various interests through a stakeholder mapping. This is an essential step that must be given full attention. Indeed, the interests are heterogeneous within the same category of stakeholders, sometimes even contradictory. For example, in the category of investors, it would be appropriate to distinguish between socially responsible investment behavior and purely speculative investors. Moreover, a single stakeholder can belong to several categories at

the same time. For example, a company employee may also be a shareholder, a member of his or her local community, an activist in a pressure group or a professional organization. Finally, the real interests of stakeholders are not always obvious, nor do they always conform to our beliefs and perceptions. For more objectivity, a field study is appropriate. This should be complemented by ongoing dialogues with stakeholders to update the identified interests;

- Establishing a roadmap that encompasses and addresses the various dimensions of CSR. It must be formalized, with clear and precise objectives as well as a projected trajectory for each objective. This can be done through a materiality matrix that summarizes and prioritizes the different issues for the company and its stakeholders. The key objectives can even be written into the company's bylaws / statutes in order to further engage the actors in these changes;
- Communicating the commitments made to the main stakeholders with awareness campaigns. This communication can be verbal (such as team meetings, board meetings, company's congresses or events...) and/or written (such as non-financial communication document, mailing, newsletter, social networks...);
- Training and empowering employees to become true agents of change. Their actions and achievements must not be limited to simple daily eco-gestures (such as saving water, energy, paper or other) but must be fully integrated into business practices (such as the implementation of extra-financial reporting for management controllers);
- Measuring and monitoring the evolution of actions: through a file of dedicated indicators, for the sake of progress but also of transparency and evaluation with regard to stakeholders who remain at the center of the approach and the true "judges of the peace";
- Enhancing the value of the approach to the ecosystem, in particular customers (qualitatively differentiating the commercial service and/or obtaining better referencing), standardization bodies (obtaining certifications or audit opinions), investors and society (CSR report).

Sabi Gani

Sabi Gani is a Sustainable Finance Researcher at Andre Le Groupe, a Morison Global member firm in France. Sabi Gani works around the major themes of: Sustainable Development (SD), Corporate Social Responsibility (CSR) and sustainable finance. He carries out his work in partnership with CREGO, a management research laboratory in Dijon. More information can be found here:

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CSR is above all a strategic decision, which must be taken in the long term and be carried out with method and rigor



Looking to a carbon neutral future

Markus Keller
GKK Partners
Munich, Germany



2022 marked 50 years since the 1972 United Nations Conference on the Human Environment, widely seen as the first international meeting on the environment. It called, and continues to call for collective, transformative action on a global scale to celebrate, protect and restore our planet. However, it can still be daunting for businesses to know where to tread next. Morison Global member firm, GKK Partners, based in Germany, has begun to take bold steps on this journey, working with one of their clients ClimatePartner, to achieve their goals. ClimatePartner is a Munich-born company, with a vision of embedding climate action into corporate activity. They offer their customers climate action solutions: from carbon footprints and climate action strategies all the way to carbon neutral products with the support of international carbon offset projects. They have recently supported GKK Partners in becoming carbon neutral. We spoke to Markus Keller, Partner with GKK Partners about the firm's experience.

What are the values and beliefs within GKK Partners that really motivated the firm to do this?

Essentially, we have been dealing with the issue of sustainability for quite some time. A consulting firm has to be resource-efficient from the ground up, we all know that. In the context of climate change, however, this issue has become much more extensive and important, and we – both individually and, in equal measure, as a company – have a responsibility to society to review and limit the impact of our actions on our environment.

How was the decision made?

Our successful and fast-growing client, ClimatePartner, provided us with a way to balance the previously unavoidable with effective projects. As we are aware that every company, no matter how big, consumes resources and energy, we thought it would be great to have the opportunity to offset unavoidable CO₂ emissions by supporting audited and certified climate protection projects.

Do you have any more details about your particular projects? I think you mentioned "Hydropower Virunga, D.R. Congo"?

Virunga National Park is home to some of the last mountain gorillas still alive in the world today. Six hundred rangers protect the area from thousands of armed militia, who exploit the region's natural resources, animals and, above all, wood used for charcoal trade. This illegal exploitation is a million-dollar business and finances a cruel civil war. In the past 20 years, more than 160 park rangers have died on account of the work they do.

Illegal charcoal made from trees in the Virunga National Park is, for many, their only energy source: 97 percent of the population in this region have no electricity in their home, and many lack basic infrastructure.

If there is no alternative energy source to charcoal, this forest will be completely deforested in less than a decade. This is why this carbon offset project has emerged: a small run-of-river hydroelectric power plant with a capacity of 13.6 MW. It generates enough electricity for 30,000 inhabitants, for many of which this being the first time they have had access to any electricity at all. In the meantime, another 5,000 households and many new small businesses have been connected to the local power grid. The project lays the foundation for economic development in the region, subsequently building stability and peace in the region. Because local demand is so great and the initial project has been so successful, a second run-of-river power plant has been set up in the region.

How does hydropower help fight global warming?

Since hydropower is created without burning fossil fuels, it is considered emission-free. The growth of renewable energy production is essential to limiting global warming and securing energy supplies for the future. The amount of emissions saved by a hydropower project is calculated using the baseline method: how much CO₂ would be released by generating the same amount of energy using standard energy production methods for the region.

How are these projects verified?

All carbon offset projects are based on international standards,

such as the Verified Carbon Standard (VCS), the Gold Standard and the Clean Development Mechanism (CDM). The standards set out the rules and requirements that all carbon offset projects must meet in order to be recognized as a proven method of avoiding, reducing or removing carbon emissions from the atmosphere. Projects must also be audited by independent third-party auditors, be transparent and conservatively calculated. Examples of these independent third-party auditors are TÜV, PwC or SCS Global. The certificates generated from these projects are called Verified Carbon Units (VCU). Hydropower Virunga Project is based on the Verified Carbons Standard (VCS) and audited by TÜV Nord Cert GmbH.

Could I also ask more specifically about the accreditation process from your firm's point of view?

For any business that is serious about climate action, the starting point is always the same: calculating the corporate carbon footprint (CCF). This lays the foundation for a carbon management plan – giving unambiguous insights into a company's greenhouse gas emissions, where carbon hotspots lie within the business and what targets one can set to reduce the climate impact.

ClimatePartner helps measure Scope 1, 2 and 3 carbon emissions across the business in compliance with the Greenhouse Gas Protocol (GHG Protocol). These are defined as follows:

- Scope 1: Direct (greenhouse gas) emissions occur from sources that are owned or controlled by the company, for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc.
- Scope 2: Accounts for (greenhouse gas) emissions from the generation of purchased electricity consumed by the company.
- Scope 3 emissions are a consequence of the activities of the company, but from sources not owned or controlled by the company. Scope 3 activities cover a wide range along a company's entire value chain, including raw materials, logistics, business travel by the team, and how your employees commute to work. This category often accounts for a large chunk of the overall corporate carbon footprint.

In the next step, we gathered data for each of these scope categories via ClimatePartners' cloud-based software tool. Once we've finalised data collection together, all the activity data we've inputted (e.g. miles that were driven in a company car) were translated into carbon emission equivalents. This software allows us to see how various facets of our business impact our footprint in real-time. The result is a report tailored to our business, with a breakdown of our corporate footprint and where our hotspots lie so that we can prioritize action based on materiality.

To finish our conversation, Markus highlighted that they have *'found [themselves] on the path towards climate neutrality for years'* so it seemed like this partnership was *'the next logical step.'* As he pointed out, a firm only needs to *'start small, every step counts.'*

Visit www.gkkpartners.de to learn more.

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A consulting firm has to be resource-efficient from the ground up



The big picture behind employee retention

As we move closer to mid-2023, it is evident that competition in all industries is getting increasingly intense. Businesses are trying to recover from the COVID-19 crisis and as such are looking for ways to retain momentum by looking for dedicated and talented employees that in turn have access to a wider range of opportunities that comes with this increased labour demand.

So why is employee retention important? Apart from the obvious risk of losing top talent, it is also very costly in terms of lost time from the point when the right candidate is selected through to the candidate being fully trained and efficient. Therefore, devising effective employee retention strategies requires companies to understand both why employees leave and why they stay.

Why do employees leave?

Studies have shown that employees typically follow four primary paths to turnover:

- Employee dissatisfaction - due to low pay, poor management, lack of work-life balance
- Better alternatives – a job advancement opportunity
- A planned change - starts a family or wants to study full time
- A negative experience - passed over a promotion or experiencing difficulties with a supervisor

Additional reasons for turnover include:

- Role clarity - knowing what is expected of them, having clear personal objectives and team goals;
- Job design - lack of skill variety, autonomy and challenges;
- Workgroup cohesion – when someone resigns the workload for the rest of the team tends to increase, often leading to low morale and performance.

Why do employees stay?

Employees stay for various reasons. It may be because they feel respected and recognised or simply because they are being paid well. The following retention strategies can help companies improve overall employee engagement:

Recruitment – a realistic job preview should be given at the interview stage and expectations should be clarified.



Dorianne Campbell
KSi Malta
Balzan, Malta

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Companies need to reassess their wages based on industry standards

Management should not only assess whether candidates are a good fit in terms of skill set and experience, but they should also consider personality, values and whether these align with the culture of the Firm.

Fair Compensation – apart from having a clear and transparent pay structure, companies need to reassess their employee wages based on industry standards and offer competitive pay and substantial yearly increments based on good performance. If employees are putting in their full effort but feel like their pay is lacking, they are likely to burn out and look for opportunities elsewhere.

Good Benefits and Incentives – examples include an employee

assistance program, corporate health insurance, reimbursement costs for childcare and home internet or a yearly fitness allowance. Such benefits are more likely to make employees feel supported, cared for, and less likely to look elsewhere.

Flexibility - nowadays people look for opportunities where remote working is part of the norm. Also micromanaging should be avoided and trust should be the default. Successful companies with low staff turnover are those that give their employees a strong sense of autonomy. This is especially true when employees consistently perform – they should be given the freedom to decide how they get their work done when possible. Giving extra time off is also another way to maximize your employees' satisfaction and commitment.

Communication - apart from providing updates about the business (financial performance, new clients or services), management should regularly check with their teams to gauge their workload and overall happiness. Designing team-based projects can also help people get to know each other and foster team cohesiveness.

Recognition - communication includes being thankful and praising good performance. Employees want to be recognized for their achievements and like to feel appreciated for their efforts.

Diversity and inclusion – businesses should think of ways to make the workplace more inclusive by eliminating bias and barriers to diversity. Leaders should view employees on an individual level and create a work environment that supports everyone's unique needs.

Opportunities for growth – ambitious employees may feel stagnant and dissatisfied in their roles. Allow employees to move around within a company, whether to new jobs in different departments or by promotions. Have regular conversations to outline a clear path to advancement.

Training and development – in today's competitive job market and advancements in technology, investing in employees by keeping their skills sharp is crucial. This can be achieved by having a training plan in place, offering financial support surrounding their education and providing mentorship programs.

Fairness and transparency – this includes having respectful treatment from all employees at all levels and ensuring there is trust between employees and senior management. Encourage heart-led management tactics – empower those leaders that

show vulnerability, humility and empathy.

Many options can be explored when it comes to retaining employee happiness. All the above incentives are beneficial but ultimately what we want to achieve is one thing – we want our employees to feel valued. Only then can we expect to have a happier and healthier workplace.

Dorianne Campbell

Dorianne Campbell is Head of Human Resources at KSi Malta, with over 13 years of experience across a diverse range of industries. At her firm she is focused on developing and implementing their HR strategies including recruitment, performance management, training and development, employee engagement and retention, reward and recognition, and succession planning. Learn more about KSi Malta here:

www.ksimalta.com

Qatar on the world stage

People say that Qatar is full of life, always changing, full of new ideas, and very exciting. Qatar is one of a kind because it has a mix of business sense, family values, cutting-edge technology, multiculturalism, and traditional values. More than 70% of Qatar's people are under 30 years old, which adds to the country's energy, drive, and desire to change. Qatar is the first country in the Arab Gulf to give women the right to vote, and women here are professors, business owners, and leaders. With a population that is becoming more educated, worldly, and well-traveled, Qataris are in the business of building bridges between different cultures and places. Its pro-development Government has ambitious plans to transform the country into an international hub for sports, business & infrastructure, finance, technology and education. The economic development and liberalisation policies adopted by the Government have transformed Qatar's economy into one of the most buoyant and vibrant in the Middle East.

Sepp Blatter, then president of FIFA, agreed with the idea of having a World Cup in the Arab World. In April 2010, he said: "The Middle East needs a World Cup. They have 22 countries, but they haven't had a chance to set up the tournament yet". On December 2, 2010, FIFA announced that Qatar would host the 2022 FIFA World Cup ("World Cup"). This would be the first time in the tournament's 92-year history that it would be held in the Arab world.

The winning bid from Qatar was for the "most compact" World Cup ever, with 11 of the 12 proposed venues within 60 kilometers of each other. The organizing committee promised to build nine new stadiums and fix up three others. They impressed the FIFA Executive Committee with a stunning architectural vision and an ambitious plan to use the sun's rays to cool players and fans in a way that is good for the environment.

It is an enormous undertaking when any country prepares to host an international sports event. There are many things that are to be taken care of. It may be the process of immigration, the country's security, infrastructure, consumer protection, trade, transport, taxation and much more. When it comes to FIFA events, the country must also meet FIFA's standards.

Qatar has risen to the occasion and delivered a World Cup tournament that many declared a resounding success.

In fact, the World Cup has been the global event that gives a special grandstand for the country's numerous accomplishments and plans for future.

The vision and what's in store for the future

Back in 2008 Qatar launched the Qatar National Vision 2030,



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a development plan with the main aim to "transform Qatar into an advanced society capable of achieving sustainable development". This led to an increased focus on development goals which were divided into four central pillars: economic, social, human and environmental development. After withdrawing from OPEC in 2019, Qatar aimed to concentrate on the gas sector by increasing their output by roughly two thirds. Qatar had already overtaken Indonesia to become the largest exporter of LNG in the world in 2006.

The focus then turned to Qatar's megaprojects which currently account for a major portion of the globe's current construction pipeline. Projects such as Sharq Crossing, Lusail City, and Qetaifan Island North Waterpark are impressive with their scale, design and vision.

A huge amount of investment has gone into Qatar's infrastructure, along with its real estate, providing some of the largest contracts in recent decades for construction companies. The construction sector maintained its vitality due to the major projects in preparations for the World Cup. With increased rental prices and demand for accommodation, the real estate sector showed a temporary boom but this is expected to subside in 2023.

Hosting the World Cup has not only boosted the property sector but also brought widespread advantages for business, entertainment, tourism, agriculture development and other important sectors.

Qatar saw growth in all sectors, particularly in imperative

segments such as education, health care, construction, food security, innovation, and others. The tourism and trading sectors is expected to witness noteworthy development in addition to drawing in more investors. Restaurants, hotels, tourist resorts, stadiums and sports offices will have a major part in attracting visitors long after the World Cup and will constitute a vital source of income for the state.

A vibrant economy

Qatar's economy received a short-term boost from the rise in tourists in 2022, and the country will also get long-term benefits from raising its international profile as a tourist destination.

More money will likely flow into the country from other countries. Because economic growth is higher in countries that host big events, many businesses from other countries are drawn to those countries. Foreign investment will be good for Qatar because it will help the country's economy grow and develop.

The Qatar Investment Promotion Agency, IPA Qatar, highlighted several ways in which the 2022 World Cup could help attract FDI. It states that Qatar's GDP has grown at a steady 4.5 percent since the tournament was awarded in 2010, and that the Ministry of Commerce and Industry has "identified 83 commercial and investment opportunities for the private sector until 2023" in relation to preparing for and running the tournament.

It also anticipates a legacy of investment opportunities. These include the development of internationally recognized sports health and medical services, the expansion of its newly founded esports sector, and a sustained increase in tourism.

By taking steps for a carbon neutral World cup, Qatar has planned and delivered a greener, more equitable place and to set apart from predecessor host countries by promoting the use of adaptable infrastructure and sustainable procurement.

It is vital that infrastructure development and environmental protection go hand in hand. With increase in social responsibility and consumer demands, Qatar's efforts to be a sustainable host nation is commendable.

FIFA's announcement brought in a slew of wide-ranging infrastructure proposals, including the construction of nine environmentally friendly stadiums and a world-class metro train network connecting places across the country. A minimum of eight venues was required by FIFA. Lusail, Al-Khor, Al-Rayyan, Ras-Abu, Al-Thumama, Education City, and Al-Wakrah all have state-of-the-art stadiums with cutting-edge open-air cooling technology that was created from the ground up.

What Qatar offers to the world

Qatar has the world's second-largest expat population and is a cultural mosaic. Over the last few years, the country has seen a massive increase in job opportunities, attracting working professionals from all over the world to come and work in the country. The Qatar culture and lifestyle have undoubtedly been big determinants for those who have chosen to settle here.

In preparation for the World Cup, Qatar added over a hundred new hotels and serviced apartments to its already extensive portfolio of properties. The new properties, which include the Banyan Tree Doha, the Pullman Doha West Bay, the JW Marriott West Bay, and the Steinberger Hotel, broadened Qatar's appeal to a wide range of travelers. The World Cup served as a catalyst for the state's long-term tourism goal.

Lusail and Pearl Qatar

A \$526-million contract to construct two of the megacity's four skyscrapers in Lusail have started as a part of a \$45 billion project to make Lusail into a mega city.

The World Cup was held in eight different venues, but Lusail hosted both the opening and closing ceremonies which took place at the \$4 billion, 80,000-seat Lusail Iconic Stadium.

The Pearl Qatar is an artificial island built off the coast of Doha. It is one of the mega projects



in the Arabian Gulf, and it aims to become a sustainable model for another country in the region.

The Pearl Qatar includes a variety of restaurants, including luxury restaurants and family restaurants overlooking the waterfront. In addition, there are many shops specialising in the sale of jewelry and luxury fashion.

Scaling up connectivity

Hamad International Airport & Qatar Airways

As Qatar has grown, so has its airline and the demand at its airport. Ten years ago, just over 5 million people a year went through. Now it's closer to 25 million, and it's likely to keep rising quickly.

The Qatar Civil Aviation Authority predicts that at least 34 million people will have used Hamad International Airport by the end of 2022. This is based on several industry indicators, such as the expected gradual recovery of international air travel from the COVID 19 pandemic and the ongoing easing of health-related travel restrictions.

Qatar Airways has grown a lot despite the many problems it has had to deal with. When you look back to when the airline started in January 1994, you can't even recognize it. Especially in the last four years, Qatar Airways has really pushed its limits, as shown by its better products, more routes, and overall standard that is unmatched. It does this with a modern fleet of more than 250 planes.

The developmental state theory has helped us figure out what role Qatar Airways plays in the Qatari economy and how to measure the airline's growth in the context of the country's plan for economic growth. As Qatar's national airline, the airline adopted the development policies set out in Qatar's National Vision 2030. So, the airline adopted the Qatarization policy by creating a Qatarization Program within the company. Its innovative processes focus on environmental development, and its research is done in partnership with scientific centers like Qatar Science and Technology Park and Qatar Airways. This is in line with the government's plans to create a knowledge-based economy. The most important thing Qatar Airways does for the economy is make it easier for people to travel. This helps people connect with foreign markets and grows the tourism industry. Also, when it comes to gross value added, the value added by air transport makes up almost half of the value added by the whole Transport and Communication sector. Compared to sectors like Mining and Quarrying, Construction, and Manufacturing, the Aviation sector's contribution to GDP is small right now, but it is growing. Qatar's aviation industry is getting stronger so that it can have a bigger impact on the country's economic growth. Its real contributions are starting to show in the form of income and jobs.

Doha Metro

One of the most prominent features of the World Cup - according to those in charge of the infrastructure - is the accessibility to all the stadiums within an hour, thanks to their close distances, which has enabled fans to attend more than one match in one day, without wasting time and effort moving between Cities and stadiums. Doha metro was designed so that it connects all the stadiums that hosted the matches.

This means that fans cheered their favourite teams in Al Wakrah, south of Doha, in a match that will be held in the afternoon, and then catch up with the atmosphere of excitement in another match at Al Bayt Stadium in Al Khor in northern Qatar, the same evening.

At the same time bus service played a big part for the link between stadiums. Metrolink, which is a feeder bus network providing first and last mile connectivity to Qatar Rail customers within 2 to 5 kilometer radius of the Doha Metro stations, introduced as many as 3,000 buses for the tournament. In addition, over 700 electric buses operated by Mowasalat were included in the public transportation system which shows the country's efforts for energy conservation. The electric buses are a state-of-the-art technology, able to cope with Qatar's weather conditions as well.



Roads and traffic

Road traffic was one of the major challenges facing Qatar with hosting the World Cup. The introduction of Metro and Bus links enabled greater mobility and shorter travel times but private transport were widely relied on by residents in Qatar.

Almost 98% of roads serving the World Cup was reported to have been completed by 2020. This has been a remarkable achievement considering the country had been going through the Blockade.

A legacy for Qatar and its people

In 2010 when the bid was won by Qatar the dream seemed too far. But with the goals of a visionary leader Sheikh Hamad bin Khalifa Al Thani and passion of Sheikh Tamim bin Hamad Al Thani, the World Cup has been brought to the Middle East honour and attention to a small country and has become a legacy for Qatar.

Hosting the World Cup have been the greatest achievement for Qatar, the first country in the Middle East to do so, bringing people and cultures together. With the support and dedication of thousands of people who worked towards the "Road to 2022", surely it is prominently marked in the history of Qatar and the World.

Ashwin Simon

Ashwin Simon is Partner-in-Charge of Morison Menon Chartered Accountants & Partners. The firm has been based in Qatar since 2007, and provides a full-service experience to its clients in the region. Learn more about the firm here:

www.morisonqatar.com



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