

## PRACTICE GROUPS OF GGI GLOBAL ALLIANCE AG

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## 1. EXECUTIVE SUMMARY

The GGI Practice Groups are institutionalised interest groups, open to all GGI members throughout the different disciplines. Practice Groups are established as the initiatives of active GGI members. Being involved in these groups allows GGI members to stay at the forefront of their professions. It enables them to provide their clients with a global background of professionals who have similar practice focuses and interests, through which they can:

- Exchange information to find better approaches and solutions to clients' issues
- Stay internationally connected to information and issues that are relevant to their professional areas
- Exchange ideas, experiences and views to further strengthen communication among fellow members with common practice backgrounds
- Develop relationships and generate business opportunities through networking with individuals from all over the world with common practice backgrounds
- Gain insight into specialised issues

GGI's resolute intention is to strengthen the position of the Practice Groups, establish new Practice Groups and develop them so that they become specialised and focused tools. Practice Groups should aim to be marketable, efficient and competitive products with the goal of becoming better at obtaining, maintaining and serving clients of GGI member firms. Practice Groups are an important element in highlighting the various specialist fields of proficiency within which GGI and its member firms operate.

Practice Groups should aim to publish their results periodically, putting them at the disposal of all GGI members. Practice Groups are encouraged to publish analyses and brochures in order to also market their services outside GGI. Member firms interested in being listed in the marketing or image brochure of a Practice Group in which the member firm's special expertise is highlighted should financially contribute to the printing, layout and distribution costs of the brochure.



## 2. SETTING UP AND RUNNING A SPECIAL INTEREST/PRACTICE GROUP

### Special Interest Groups

- can be run by only one person (no global vice chairpersons are required);
- do not need a minimum number of 40 group members;
- can hold Group meetings during GGI's main conferences, but they are not obligated to do so and may offer sessions irregularly.

### Chairpersons of Special Interest Groups

- are not entitled to receive any remuneration for their services (such as the PG Incentive Fee);
- are not responsible to hand in a group plan once a year;
- are responsible to ensure a good communication with GGI's Head Office;
- will not be elected by the group but are appointed by GGI upon their request if the special interest group makes sense.

Once the special interest group grows it can become a **Practice Group**. Three group meetings must have been held before a Special Interest Group will become a Practice Group. In addition the following requirements need to be fulfilled to become a Practice Group:

### Practice Groups

- need to have at least one Global Chairperson as well as one Global Vice Chairperson;
- need to have at least 40 group members;
- need to hold at least three group meetings per year (WebEx meetings also count).

As soon as one or more GGI members become interested in establishing a Special Interest/Practice Group, the interested individuals should contact GGI Head Office (GGI HO) to inform them about potential topics, group objectives, planned projects and further initial ideas. If the formation of the planned Practice Group (PG) proves to be possible, GGI HO will then go on to schedule a workshop at one of the next Regional or World Conferences entitled "Establishing a GGI Special Interest Group: xxx". Preparation for creating the new Special Interest Group can then proceed and communicated to all GGI members in close cooperation with GGI HO in order to reach potentially interested participants.

The individual Founding Members of a new Special Interest Group decide on the Chairperson (Group leader). The developments of a Special Interest Group need to be reported to GGI Head Office at least once a year. If the Special Interest Group fulfils all above mentioned criteria (attendance must be maintained at above 40 participants for three consecutive Special Interest Group meetings), GGI Head Office can upgrade the Special Interest Group to a Practice Group, having the duties, responsibilities and benefits of a Practice Group as outlined in this document.



Each Practice Group must have one or a maximum of two Vice Chairpersons in order to guarantee leadership during Practice Group meetings if the Chairperson is absent. For Special Interest Groups you can find the requirements stated above.

If a Practice Group meeting has been scheduled, Global Chairpersons of GGI Practice Groups are responsible for ensuring that either a Vice Chairperson or a member of their Practice Group chairs the meeting if the Chairperson cannot be in attendance.

A Practice Group's aims and objectives for the year are determined by the Global Chairperson together with the members of the Practice Group at a Practice Group meeting. These aims and objectives are documented in the minutes of the meeting and are also delivered to GGI HO.

GGI encourages separate Practice Group meetings which are held outside the regular GGI Regional or World conferences and these can convene at any time. The Chairperson of the Practice Group coordinates the date and the agenda of the meeting with the potential host beforehand. The chairperson then coordinates the final details with GGI Head Office before HO sends out invitations to all members of GGI Global Alliance. This is done to ensure that there are no agenda incompatibilities with events directly organised by Head Office.

GGI HO also provides support when coordinating PG WebEx conferences.

### **Regional subdivisions**

If the Group is growing and demand for a regional subdivision arises, the Global Practice Group Chairperson can set up a regional subdivision. He or she needs to ensure that the regional subdivision works in accordance with the Practice Group standards.

If a regional subdivision is established, one Regional Chairperson should be appointed by the Global Chairperson, as well as two Regional Vice Chairpersons in order to guarantee leadership during all Practice Group meetings in this region, and in case the Regional Chairperson is absent. The above-mentioned criteria should be taken into consideration when nominating a Regional Chairperson.

All Regional Chairpersons and (Regional) Vice Chairpersons report to the Global Chairperson. Minutes of the meeting must be sent to the Global Chairperson and to GGI Head Office two weeks after a PG meeting at the latest.

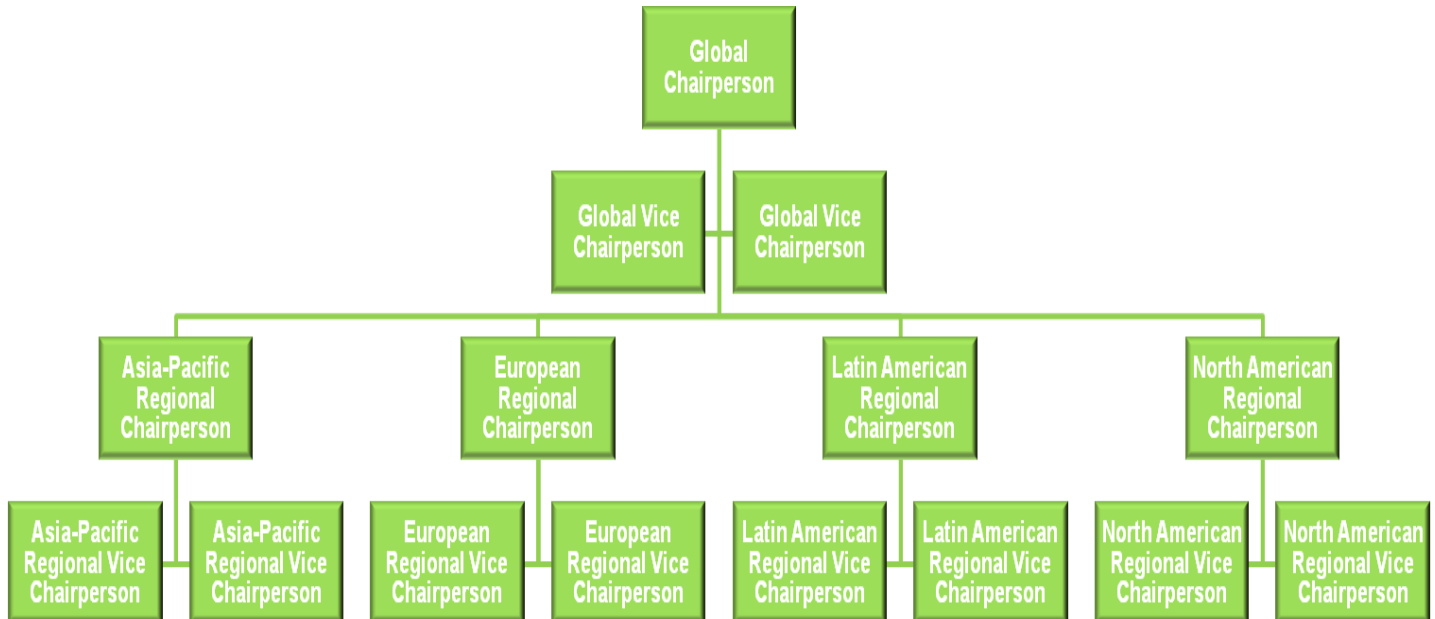
Each regional division will have one Regional Chairperson and two Regional Vice Chairpersons.

For example, if an Asia-Pacific regional subdivision exists, there should be one Asia-Pacific Regional Chairperson and one (better two) Asia-Pacific Regional Vice Chairpersons.

There can be further subdivisions of each Practice Group according to requirements, eg a Latin America subdivision with one Latin American Chairperson and two Latin American Vice Chairpersons, or a MEA subdivision with the same.



Please refer to the sample organisational chart for GGI Practice Groups.



### 3. ELECTIONS OF GGI PRACTICE GROUP LEADERS

#### When and how often will the elections be held?

Once every three years. Elections will always be run by GGI Head Office in the September of the final year. Practice Group Leaders assume this task for a period of three years. Once their term expires, the members of the Practice Group will elect a new Practice Group Leader or re-elect the current Leader.

#### Who needs to be elected once every three years?

- All GGI Global Chairpersons
- All GGI Global Vice Chairpersons

All Regional Chairpersons and Regional Vice Chairpersons will be appointed by the Global Chairperson of the relevant group. There will be no elections for these positions.

If any Chairperson resigns before the three-year period is over, there will be new elections for this post. The new Chairperson will be elected for the rest of the period and may be re-elected for the next term.



### **Who can be elected – how can candidates apply?**

Each active Practice Group member can apply for a post as Chairperson (Global, Global Vice, Regional or Regional Vice). The following criteria should be taken into consideration:

- Only active GGI members who have attended at least one complete Practice Group meeting of the relevant Practice Group may be elected / appointed.
- Chairpersons must be experts in the relevant field.
- Chairpersons should be motivated to actively lead the group (or the regional subdivision / establish the regional subdivision and keep it running). This means that they should motivate current and potential Practice Group members, initiate projects (in close collaboration with the Global Chairperson), ensure good communications between Group members, (the Global Chairperson) and GGI Head Office
- The ideal Chairperson is dynamic and motivated, with excellent communication skills and a pragmatic approach.

GGI does not interfere with the topic of who assumes the leadership of a Practice Group, as long as the above-mentioned criteria are taken into consideration. GGI Head Office is happy to support Practice Group Chairs with recommendations for potential candidates.

In case of non-performance (Lack of quality and/or Lack of reliability (responsiveness)) of the Practice Group Leader, the executive management of GGI and/or the Executive Committee of GGI Global Alliance and/or two thirds of the present members of the Practice Groups have the right to withdraw Chairs from their post.

### **Who can vote?**

All members of the respective GGI Practice Group, eg the ITPG Global Chair will be elected by all (regular and visitor) ITPG members.

### **Procedure:**

GGI members interested in serving as Practice Group Chairperson (either Global, Regional or Vice) should notify GGI Head Office by returning a completed candidacy form before 23 August of the election year.

GGI Head Office will administer the elections electronically at the beginning of September of the election year. All Practice Group members will be invited to participate. All votes will be anonymous. Elected Chairpersons will be notified accordingly prior to the World Conference in October of that year.

Simple majority decides the vote.

If you are interested or should you have any queries, please contact Barbara Reiss at [b.reiss@ggi.com](mailto:b.reiss@ggi.com).



#### 4. FUNCTIONS OF PRACTICE GROUP LEADERS

Practice Group Leaders (Chairpersons) shall be generally responsible for strategic planning, Practice Group management, delivery of services, marketing and Practice Group positioning within GGI in general, its member firms, clients and interested parties. The Practice Group Leader is expected to spend 40-80 hours annually on Group management functions, depending on the size of the Group.

Global Chairpersons of GGI Practice Groups are responsible for ensuring that either a Vice Chairperson or an active member of their Practice Group chairs the scheduled Practice Group meeting if the Global Chairperson cannot be in attendance.

Specific responsibilities of the Practice Group Leaders include:

- a) **Group Plan** — The Practice Group Leaders shall assure that an annual business plan is developed and that all Group members participate in the planning efforts. The Practice Group Leaders must present the plan to the GGI Head Office by 31 January of each year at the latest for discussion and approval.

The plan should include the following:

- **Practice Group development and planning** – Identifying, evaluating and remedying, as applicable, external factors affecting the Group, including competition, economic conditions and market trends. Working with GGI Head Office to develop, implement and amend, when necessary, a business plan for the Practice Group that targets new clients, ensures satisfaction of existing client needs and expands material offered by existing clients. Working with GGI Head Office to ensure consistency of the Group's business plan with GGI's overall business strategy and projections. Working with GGI Head Office to effectively apply technology and resources to enhance the Group's productivity.
- **Practice Group performance** – Ensuring that all members of the Practice Group and interested juniors, associates and partners of GGI member firms are fully engaged either in person or via email in order to broaden GGI's outreach of information and teamwork throughout the network.
- **Workload distribution** – Monitoring workload of all involved Practice Group members within the Group. Monitoring the nature, extent and proper attribution of assignments from other Practice Groups. Ensuring that case studies, concepts, texts, etc. are handled by professionals and paraprofessionals who have the necessary levels of skill and experience. Monitoring the nature, extent and purpose of assignments and ensuring that such assignments advance the Group's business plan. Ensuring fair distribution of assignments among members of the Practice Group and paraprofessionals.



- **Standards** – Developing, if necessary or applicable in the Practice Group, and implementing standards within the Group that are consistent with GGI’s standards. Coordinating with the Executive Committee to ensure compliance with financial requirements, professional ethical standards, international legal requirements and regulations within the Group, for example.
- b) **Inter-Group coordination** — Practice Group Leaders are the focal point for either distributing or receiving work from other Groups, where practical. They ensure that appropriate coordination and communications occur between the Groups.
- c) **Communications** — Practice Group Leaders ensure the necessary and appropriate level of communications within the Group and with other Groups, committees, task forces and GGI Head Office. They also ensure that GGI HO is informed about all projects before they start.
- **Reporting** – They report at least quarterly to the GGI HO. Practice Group members report to the Practice Group Leader in the way in which and as often as the Practice Group Leader designates as necessary to fulfil the needs of the Group.
- d) **Work product and service quality control** — Practice Group Leaders are responsible for ensuring that quality control policies and systems are established and complied with.
- **Integration and supervision** – Implementing the integration procedures and monitoring the integration of all new members into the Group. Ensuring that there are continuous education opportunities for members of the Group.
- e) **Practice development** — Practice Group Leaders shall ensure that programmes are developed to enhance or expand the Group’s practice.
- **Practice Group marketing** – Developing innovative marketing plans and strategies for the Group which may be implemented by the leader and members of the Group. The Practice Group Leader can appoint a member of the Practice Group to take on this task if appropriate. Working with the GGI HO to implement the Group’s business plan, as appropriate. Coordinating the cross-selling of Practice Groups within the firm through meetings with all Practice Group Leaders.





## 5. PRACTICE GROUP PROJECTS

GGI HO must be informed about all Practice Group projects before they begin. If you have an idea for a project you would like to realise, please contact GGI HO to discuss procedures and project handling (objectives and purpose, target groups, structure, tasks and responsibilities, time frame, costs, etc.).

Synergies may be used. GGI Practice Groups have been active in the past. Projects, newsletters and handbooks have been published, an individual Practice Group website has been launched, matrices have been created and questionnaires have been distributed.

GGI will financially contribute to GGI PG projects following prior approval by GGI Head Office. GGI will support PG projects with 25% of the total price, but up to a maximum value of CHF 2,500 per calendar year. If the amount is not used, it cannot be carried forward to the following year's credit.

Where a contribution is made by a GGI Practice Group member in the course of their Practice Group membership, the author of the contribution is the first owner of any copyright for the work, except where differently agreed. All authors consent to GGI Global Alliance AG using the authors' contributions for an unlimited period for the previously defined publications. In return for assigning GGI the exploitation rights, the authors have the right to be named as authors for their contributions.

Sponsorship opportunities for the Practice Groups must be previously discussed with and approved by GGI HO before any negotiation or project is put in motion. PG Chairs, Vice-Chairs or members are not allowed to negotiate or finalise sponsoring agreements with third parties, nor to invite them to PG meetings as speakers or guests. The final allocation of the funds from any sponsoring must be approved by GGI HO.

## 6. INCENTIVE FOR GGI PRACTICE GROUP CHAIRPERSONS

The GGI Practice Group (PG) Chairperson Meeting will be held once a year in February in Zurich (please refer to GGI's website/Events section for the exact dates).

GGI invites the Global PG Chairpersons to meet for a weekend, starting with a dinner on the Friday evening, followed by a one-day meeting on the Saturday and dinner on the Saturday evening. GGI pays for the cost of the dinners and accommodation.

The GGI PG Chairperson Meetings are intended only for the Global PG Chairpersons. As a result, Vice and Regional PG Chair(s) may not attend these meetings. It remains the responsibility of the Global PG Chairperson to inform the Vice and Regional PG Chair(s) of any developments and information following a PG Chairperson Meeting.

An exception to the above is if a Global PG Chairperson is unable to attend a PG Chairperson meeting. In these cases, the (Global) Vice PG Chairperson is invited to attend in order to take the place of the absent Global PG Chairperson and represent the Practice Group.



GGI introduced an additional incentive for the Practice Group Chairpersons in September 2011:

Each PG Chairperson receives a payment against invoice of CHF 100.- per participant for each GGI Practice Group meeting during the GGI Regional\* or World Conferences. A conference voucher for GGI conferences may also be issued.

\* Regional GGI conferences are the following events:

- European Regional Conference (held once a year)
- North American Regional Conference (held once a year)
- Latin American Regional Conference (held once a year)
- Asia-Pacific Regional Conference (held once a year)

Requirements for the payment of the Chairpersons' Practice Group incentive fee:

At least ten (10) Practice Group meeting participants (in addition to the Group Chairperson and the two Group Vice Chairpersons) must attend the full meeting.

Practice Group Meeting participants must sign the participants' list during the meetings. One GGI employee will spot check during the meeting and ask for signatures. The signed lists are basis for the incentive fee calculation.

Contributions are given exclusively to the Global Chairperson of the Practice Group. The Global Chairperson can then decide if or how he or she wants to share this contribution, for example with Regional / Vice Chairpersons, internal or external speakers, or others.

We leave it up to the Global Chairperson to communicate this incentive to his/her Vice and Regional Chairs.

After each conference, the Chairpersons receive signed participants' lists from GGI Head Office for their information, provided that there have been more than ten attendees in addition to the Chairperson(s). Chairpersons can then issue an invoice to GGI Head Office, based on the signed participants list. GGI Head Office then wires the amount due or credits the amount in question to be used against conference fees.

GGI PG incentive fee credits are only valid for a period of two years after the event date. All credits automatically expire after two years if not used.



## 7. FREQUENTLY ASKED QUESTIONS

**Q: Why do Practice Groups exist?**

A: Practice Groups bundle the interests of individuals in GGI member firms, around the world and in all of the different disciplines.

**Q: Who should be involved in a Practice Group?**

A: Every individual who is part of a GGI member firm and who wants to refresh his/her professional knowledge, broaden his/her professional network, develop new skills, acquire additional proficiency and serve existing clients better.

**Q: Proficiency in our firm is at a high standard in all areas. Why should I attend Practice Group meetings?**

A: Being involved in a GGI Practice Group shows additional international professionalism. Practice Groups can become strong and efficient marketing tools which underline the international efficiency of a particular firm. A Practice Group may help in acquiring a new client, or at least in not losing an existing client.

**Q: As a Partner in my firm, I do not have any time at all. What shall I do?**

A: Practice Groups also offer a great opportunity for juniors and associates of firms. Being involved in a Practice Group underlines the international status of your firm and serves as an incentive for juniors and associates. Practice Groups offer a cost-efficient way to train junior staff and to include them more and more in the global world of GGI Global Alliance. If you do not have the time, maybe another Partner or associate would be happy to benefit from this opportunity.

**Q: There is a lot of work involved: why should I dedicate my precious and billable time to this?**

A: Practice Groups can become financially lucrative marketing tools for your firm. Being involved in a Practice Group may represent another step in your personal achievements. Targeted, professional and efficient knowledge and solutions for your clients are the key to success in an internationalised world. GGI is the largest multidisciplinary alliance in the world and through its multidisciplinary Practice Groups it shows the excellence and efficiency of accountants, lawyers and consultants working together. Your local firm not only becomes global through your GGI membership: it also becomes more professional through a variety of sophisticated Practice Groups.

**Q: I would like to establish a Practice Group, but I fear that not enough people will join.**

A: As soon as you are interested or you know of somebody in your firm who is interested in establishing a Practice Group, GGI Head Office will assist you. You can contact the Head of Communications who will guide you to establishing the Group (also refer to the chapter "Setting up and Running a Special Interest/Practice Group" on page 3. GGI Head Office will circulate the necessary information to all members in order to receive



feedback from all over the world. GGI member firms represent roughly 28,000 employees all over the world. The likelihood is very high that an appropriate amount of people will be ready and willing to be part of your new Group once they know about it.

**Q: I am interested in being involved in two or three Practice Groups. Is that possible?**

A: Yes.

**Q: Some Practice Groups have a strong legal scope. Can I be involved even if I am not a lawyer?**

A: Yes. Practice Groups are open to members of all disciplines that are represented within GGI. It is perfectly possible that a Practice Group – Product Liability, for example, is of profound interest to an accountant, as it represents clients with inherent product liability risks.

## 8. LIST OF GGI PRACTICE GROUPS

**As per 15 June 2021:**

- Auditing, Reporting & Compliance
- Best Practices for Professional Service Organizations
- Business Development & Marketing
- Corporate & Tech
- Debt Collection, Restructuring & Insolvency
- Employment Law
- Global Mobility Solutions
- Indirect Taxes
- International Taxation
- Litigation & Dispute Resolution
- Mergers & Acquisitions
- Real Estate
- Trust & Estate Planning

## 9 DISPUTE RESOLUTION

Swiss law shall govern the GGI Practice Group Guidelines. The exclusive place of jurisdiction for any disputes out of and/or in connection with the GGI Practice Group Guidelines shall be Zurich, Switzerland.

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