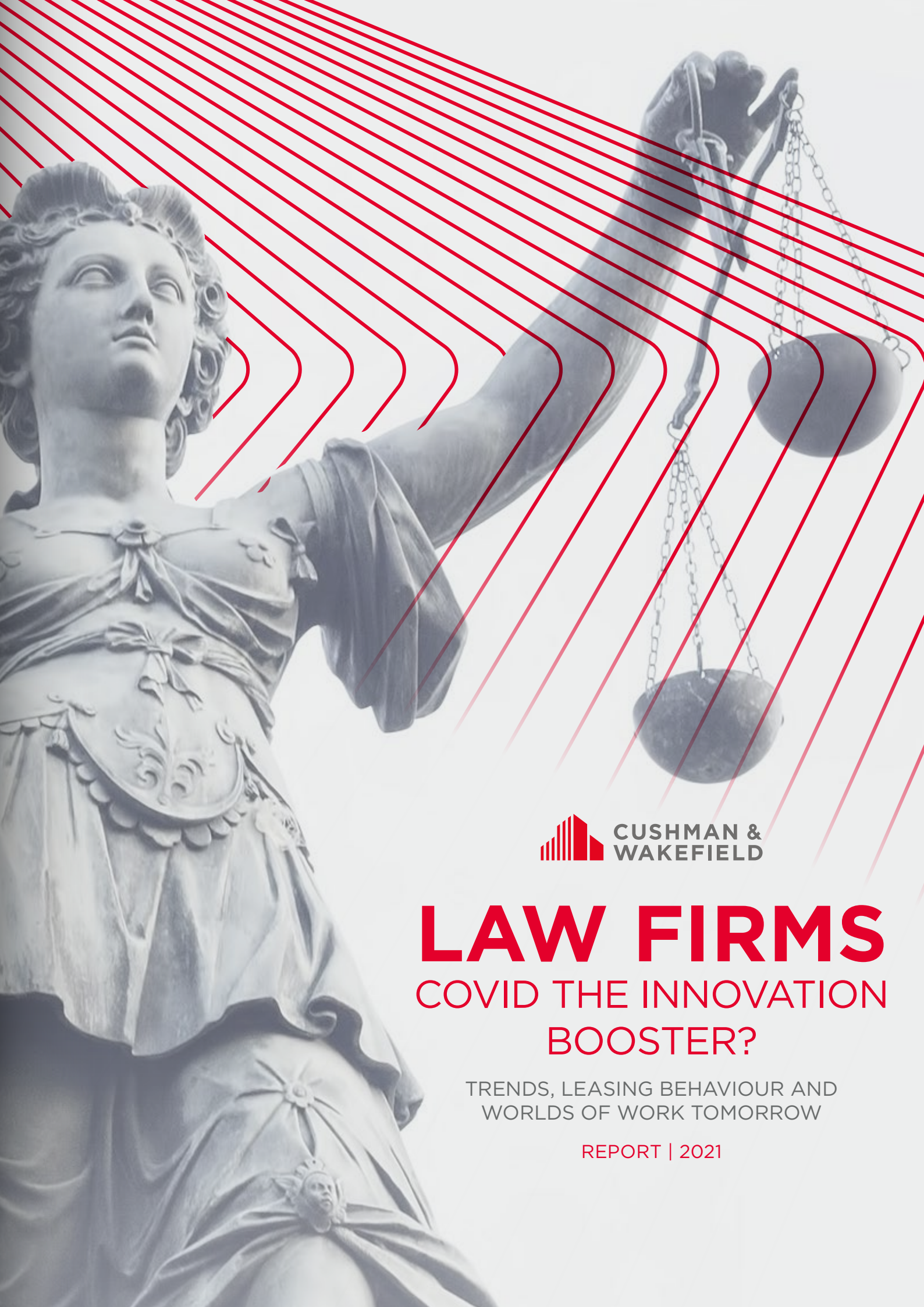




LAW FIRMS

COVID THE INNOVATION BOOSTER?

TRENDS, LEASING BEHAVIOUR AND
WORLDS OF WORK TOMORROW

REPORT | 2021

WAKEFIELD

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FOREWORD

A prime location, very well-appointed space and a generally cellular office structure: these criteria are at the top of the list when law firms select an office property. And the space should be precisely tailored to the requirements of the workforce, clients and work processes.

Our Law Firm Report highlights the most important industry trends and analyses the leasing behaviour of law firms in the office market. What leasing patterns does the industry show in the top-5 markets? Which location and fit-out factors are essential? And how will Covid-19 influence law firms' working environments medium and long term? The report provides answers about hybrid workplace structures, desk sharing and remote working.

In our online survey, we let the market players themselves have their say: The participants represent the entire breadth of the industry - from large international law firms to medium-sized and smaller law firms. This analysis takes a precise look at the law firms and is also intended to provide you with new insights. Spoiler alert: In the law firm of the future, the beloved individual office will probably remain for quite a while - at least for part of the sector.

We wish you an enjoyable read.



Christian Lanfer
Head of
Office Agency Germany



Helge Zahrnt | MRICS
Head of
Research & Insight Germany

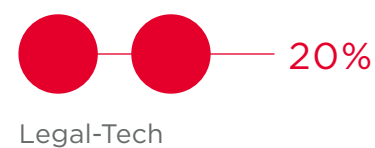
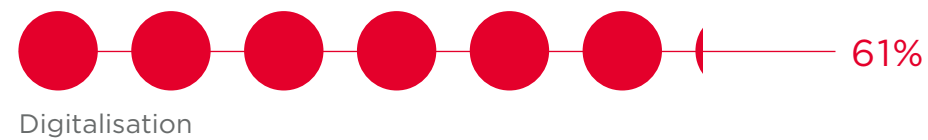
PERVO

DRIVERS & TRENDS

DRIVERS & TRENDS

The German economy has been characterised by a steady upswing over the last ten years. The legal profession benefitted from this with strong growth. Corona represented a caesura that required a rethink. At the same time, the pandemic acted as an amplifier for trends that had already become apparent before the crisis.

Which trends are decisive for the legal profession? For more than half of the law firms, digitalisation is one of the top 2 trends.



Survey: What are the most important trends in the legal sector? (naming two possible)

Digitalisation

In order to compete successfully - especially with the digital-savvy auditing firms - digital file management, literature procurement and case processing are particularly important for law firms. Ever more companies and start-ups from the legal tech sector are therefore relying on new software or online services. The Covid-19 pandemic acts as an additional driver. Within a very short time, the majority of German law firms had to work from home. For an industry with a culture of presence, high confidentiality and paper-heavy work structures, this means a rethink.

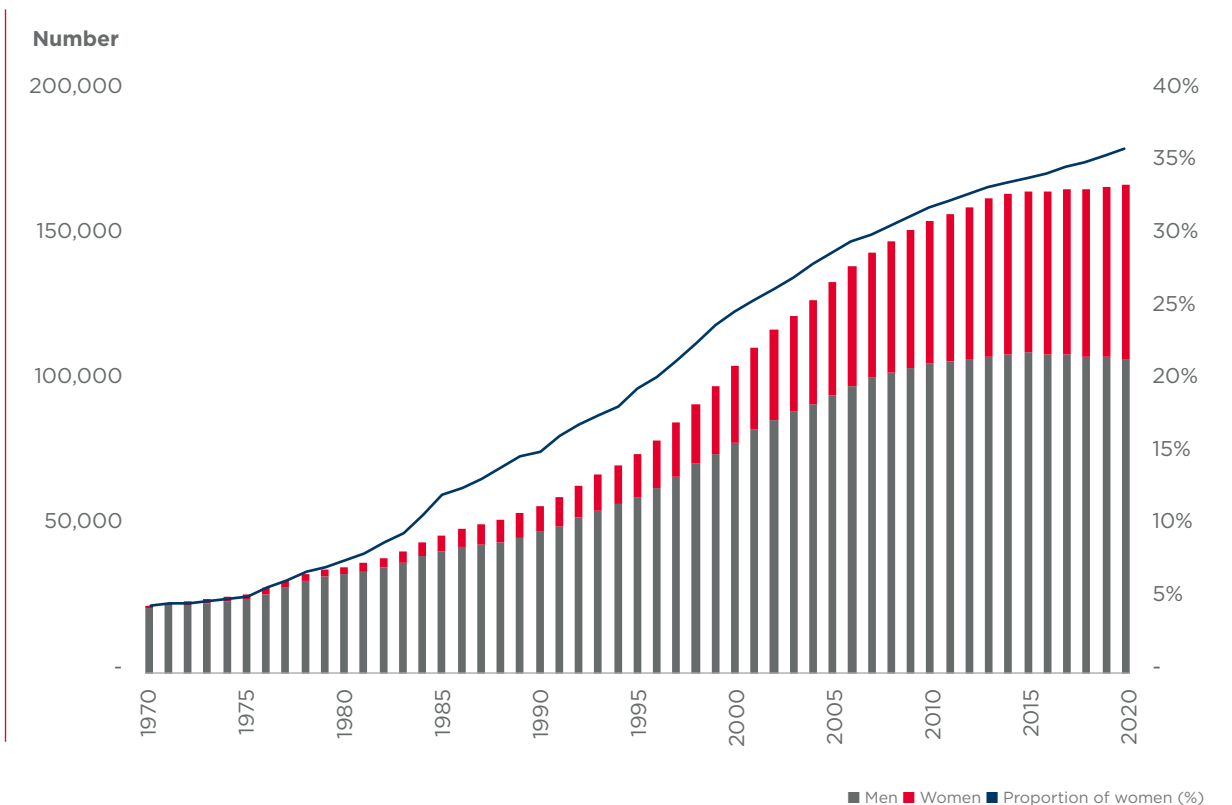
Flexible work

The compatibility of work and family, more flexible working hours and a good work-life balance are becoming increasingly important for young lawyers. The proportion of women in the sector is increasing and family-friendly concepts are becoming more important. In order to attract talent, it is important to have framework conditions that support flexible working - part-time work, working from home, flexible working hours or even childcare provided via the company.

Shortage of qualified personnel

There is a shortage of fully-qualified lawyers in the legal sector. Many young lawyers forgo the second state examination. The reason for this is the increasing competition for lawyers in an increasingly diversified employer landscape in the free economy. Around 40 per cent fewer fully-qualified lawyers enter the market each year than 20 years ago. At the same time, more than 10,000 judges and public prosecutors are expected to retire by 2030. The shortage affects not only public employers, but also companies with legal departments as well as law firms.

Numbers of men and women in the law firm sector over time



Source: German Federal Law Society

OFFICE RENT

LEASING: WHERE AND HOW?

LEASING: WHERE AND HOW?

1. SMALL SECTOR, HIGH RELEVANCE

Where and at what prices do law firms rent office space? What criteria are decisive - also in comparison to other sectors? And what distinguishes the top-5 markets?

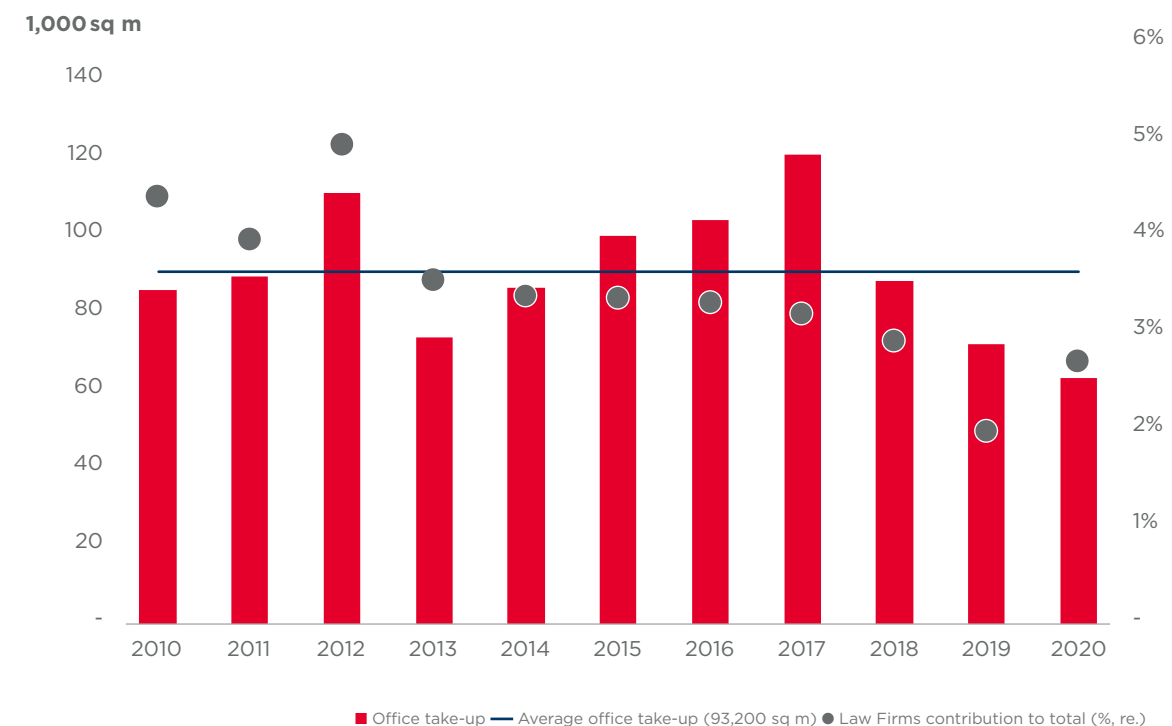
The average office space take-up of the legal sector in the top-5 markets is around 90,000 square metres and 112 leases concluded per year. This corresponds to just over 3 per cent of total take-up. In contrast to the information and communication technology sector (19 %) or the industrial sector (11 %), the law firm sector is significantly smaller. Due to the strong spatial concentration in prime city centre locations, it is nevertheless of high market relevance.

The analysis looks at the activities of law firms in the office property market based on their leasing behaviour in the top-5 cities since 2010. More than 1,200 leases concluded by law firms with a total of one million square metres of office space were included in the analysis.

The sector was responsible for the highest level of take-up in the years 2015 to 2018. The peak was in 2017 at some 120,000 square metres. In 2019, take-up fell significantly. In the Covid-affected year 2020, it also fell again, to 63,000 square metres - a third less than the 10-year average.

This makes 2020 the weakest year in terms of take-up of the past eleven years. In Munich (-68 %) and Berlin (-43 %), the strongest declines compared to the average were recorded. The reason is the strong uncertainty caused by the pandemic. Law firms are wondering how the economy will develop and how tomorrow's world of work will look. These uncertainties are slowing decisions and reducing the number of lettings.

Law Firm office take-up in the top-5 markets



In practice: Decision-making structures and leasing behaviour

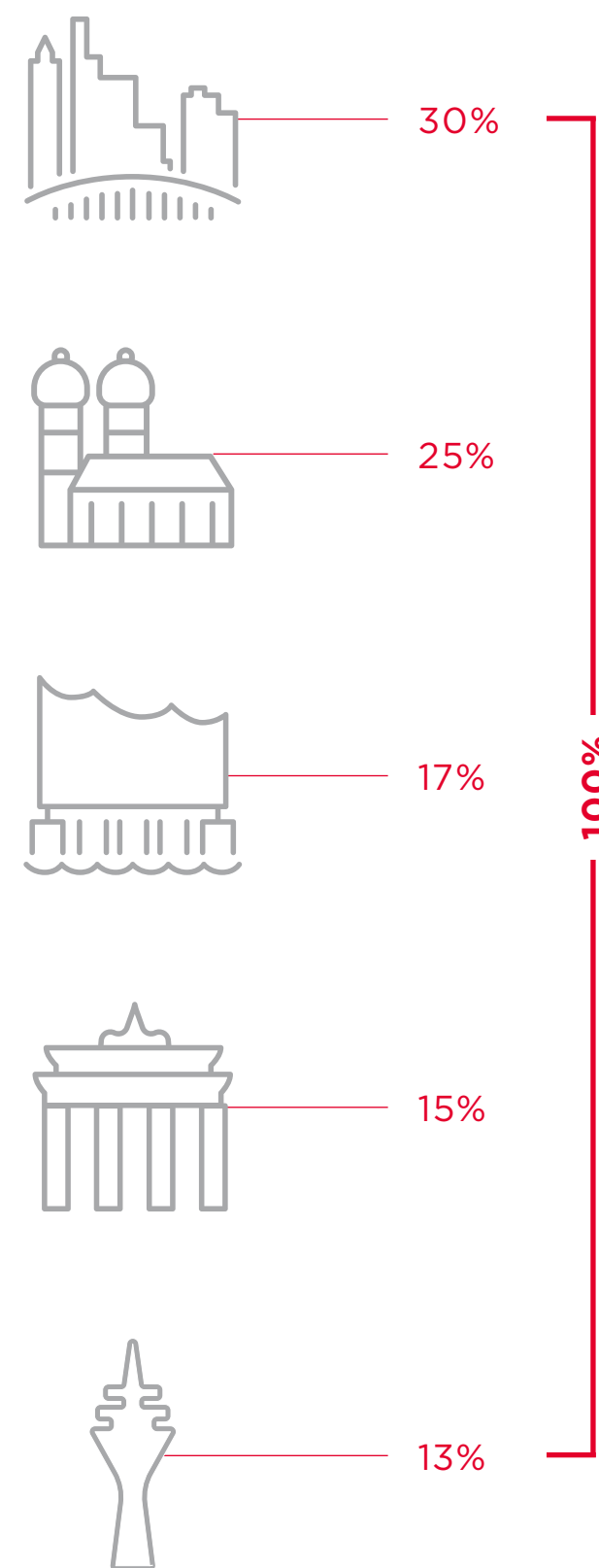
Law firms, as partnerships, are controlled by many decision-makers. This has an impact on office selection. For large, international law firms, the search often involves a complex process. Their own international office standards must be maintained. This can drag out the leasing process.

Law firms are usually companies with strong hierarchies from associate to senior partner. This hierarchy is reflected in the cellular office structure: single, two-person or multi-person offices are common. The higher up the hierarchy, the larger the office and the fewer people work in one's own space. Break-ups of this office structure are rather rare and are found in less central areas such as the back office.

Staff turnover is high in the legal profession. Entire teams often change companies. This results in a considerable increase or decrease in demand within a short period of time. In order to react to this as flexibly as possible, lease options are suitable - for example, space expansion and hand-back rights and lease renewals.

“
LAW FIRMS
ARE ASKING
THEMSELVES HOW
THE ECONOMY
WILL DEVELOP.
AND ARE POST-
PONING LEASING
DECISIONS.

Office take-up Law Firms
(2010 to 2020)



1,235
Concluded
leases

~1M.
SQ M

Frankfurt and Munich lead the market statistics: They account for the highest office space take-up in the legal sector. These markets are characterised by a high proportion of services, internationality and excellent supra-regional transport links. They thus correspond exactly to the location requirements of the large, international law firms. In Frankfurt (5.9 %) and Düsseldorf (4.3 %), law firm take-up as a proportion of the total is particularly high.

”

SERVICES,
INTERNATIONALITY
AND EXCELLENT
SUPRA-REGIONAL
TRANSPORT
LINKS - THESE
ARE KEY FACTORS
WHEN IT COMES
TO CHOOSING
A LOCATION.

HAMBURG

- 3.6%
- 89%
- €26.95

DÜSSELDORF

- 4.3%
- 91%
- €20.60

BERLIN

- 1.8%
- 79%
- €25.85

FRANKFURT

- 5.9%
- 94%
- €41.05

MUNICH

- 3.0%
- 86%
- €30.25

Law Firms in the Top 5-markets



Law Firm take-up as proportion of total*



Proportion of total law firm space take-up attributable to the central locations of the respective market**



Average rent for new office leases concluded by law firms in €/sq m/month***

*Take-up (2010-2020)
**Central Business District plus adjoining central locations
***Q1-4 2020

LEASING: WHERE AND HOW?

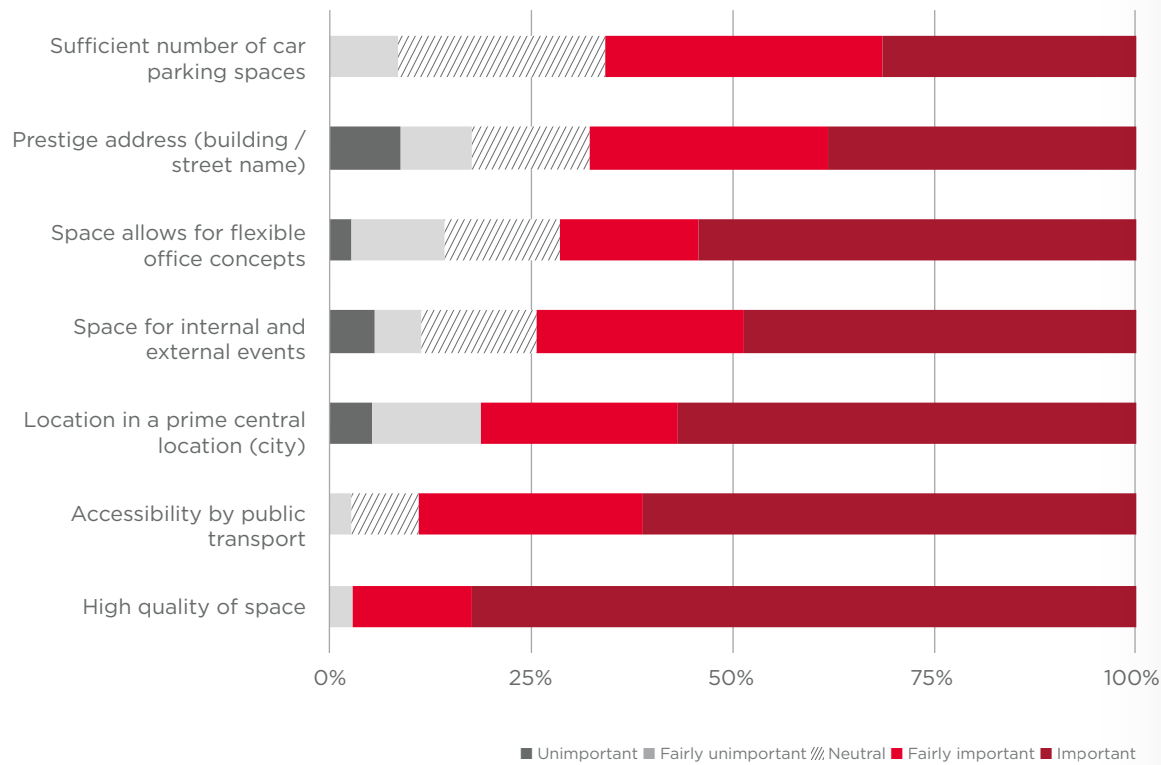
2. PERSUASIVE QUALITY

What are the decisive factors for law firms when choosing office space? First-class space quality is at the top of the list in the law firm sector. Accessibility via public transport follows in second place. A sufficient number of parking spaces weighs less in comparison.

Nevertheless, two-thirds of the survey participants rate parking spaces as important or fairly important. This applies in particular to partner-level employees who are entitled to a parking space.

“A FIRST-CLASS QUALITY OF SPACE IS AT THE TOP OF THE LIST WHEN CHOOSING AN OFFICE.”

From today's perspective, how important are the following factors to you when choosing an office space?



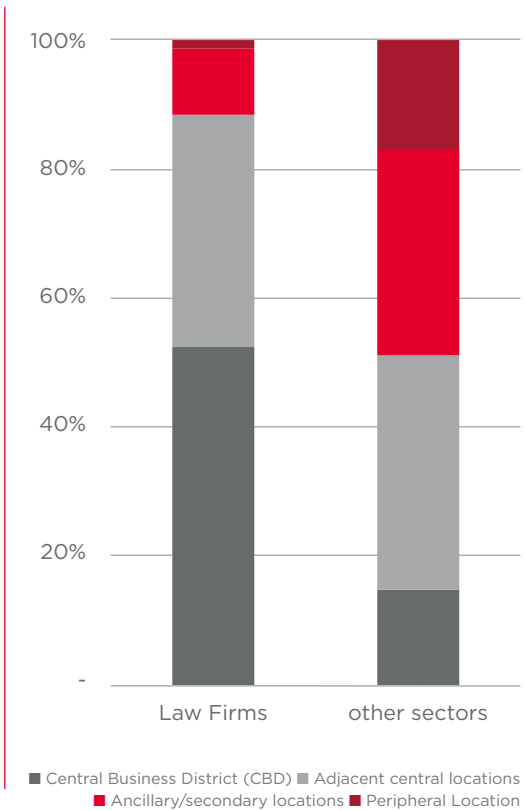
3. LOCATION? AS CENTRAL AS POSSIBLE

Law firms prefer prime central locations - in the central business district and the adjacent city centre. A central office is prestigious and the companies are thus easily accessible for clients and employees. Almost 90 per cent of their leasing take-up is in these prime locations. For other sectors, this figure is around 50 per cent.

Consulting firms, banks and financial service providers are also higher than the average at 70 per cent. However, the proportion of their take-up here is still significantly lower than that of law firms. Frankfurt is at the forefront regarding central concentration of the sector, beating the other top-5 markets: 94 per cent of law firms' take-up is in these locations.

“AS CENTRAL AS POSSIBLE: ALMOST 90 PER CENT OF LAW FIRMS RENT IN THE CBD AND THE ADJACENT CITY CENTRE.”

Sector office space take-up 2010 to 2020 by submarket classification



In terms of number, leases are also concluded most frequently in the central locations; some 82%. This figure is lower than the space leased, as large area international law firms weigh less heavily in this metric. While it is true that there are a large number of small and medium-sized law firms in non-central locations throughout the city, they do however rent smaller spaces.

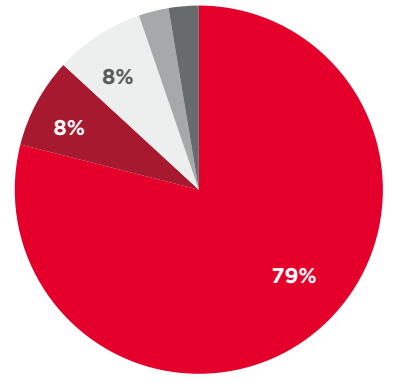
LEASING: WHERE AND HOW?

4. CLOSE, BUT NOT TOO CLOSE

Law firms seek proximity to each other. A central role is played by the question: Where are our competitors? Law firms do not want to be away from the action, but rather part of the law firm cluster - but without being in the same building as a competitor. This is where non-competition clauses come into play: Especially if a law firm is the first to rent office space in a large development project - often the prime spaces in the building - the developer grants a non-competition protection clause. And enables the tenant to present a good external image, for example with a logo on the facade. From the perspective of the owner of a large building, granting competitor protection can also mean a restriction regarding tenant selection in the future.

Incidentally, four out of five law firms plan to continue to renting in prime city centre locations after the Covid pandemic recedes. A small proportion, some eight per cent, currently rent in secondary locations and will remain there. A further eight per cent represent a counter-trend, moving from prime to secondary locations.

Survey: Will your location requirements change after Covid?



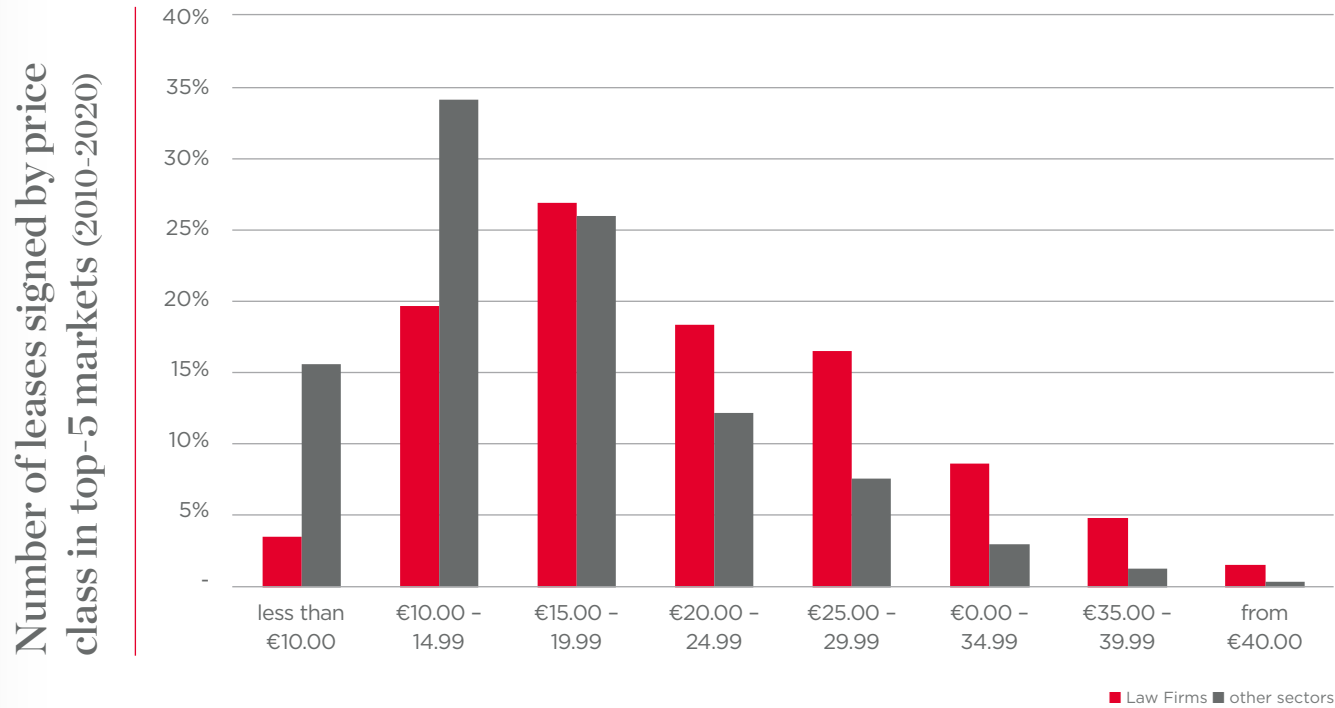
- No, we will continue to rent in prime city centre locations
- No, we did not rent in prime city centre locations before Covid
- Yes, we will orient ourselves more strongly towards non-central locations
- Yes, we will focus more on central locations
- Still open

PRIME CENTRAL LOCATIONS WILL STILL BE SOUGHT-AFTER POST-COVID

5. RENTAL PRICES: FAR ABOVE AVERAGE

Similarly to some other sectors, law firms also tend to rent small spaces. The larger the space rented, the more likely it is that it will be in a development project. Unlike the size of the space, there is a more pronounced difference in rents compared to other

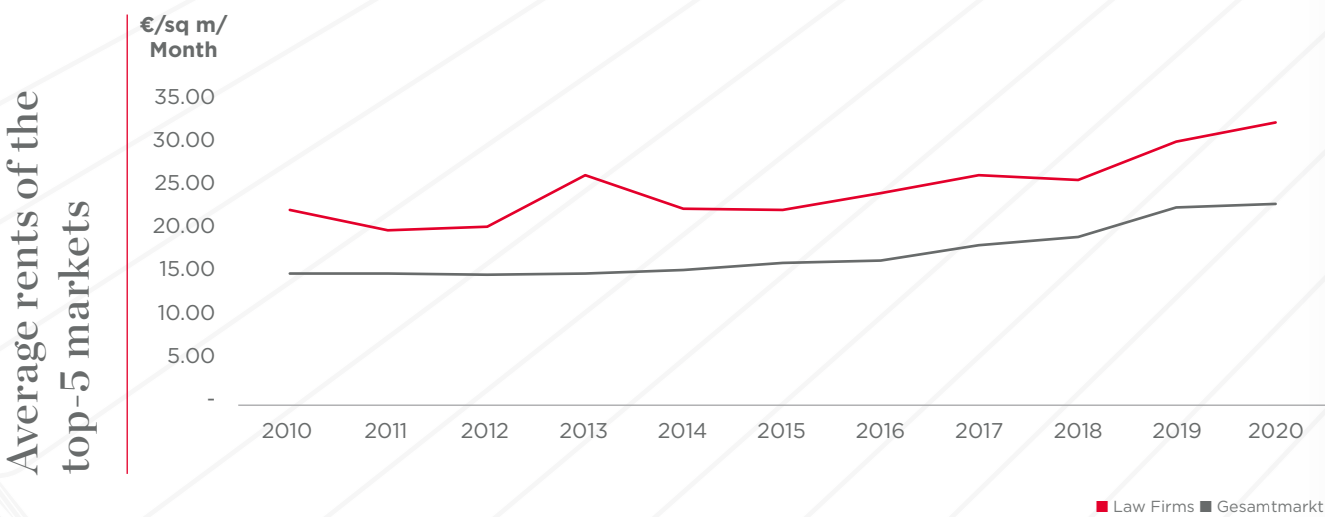
sectors: Law firms are above the market as a whole - in the price ranges from 20 euros. The demands regarding location, building and space quality explain the higher costs.



LEASING: WHERE AND HOW?

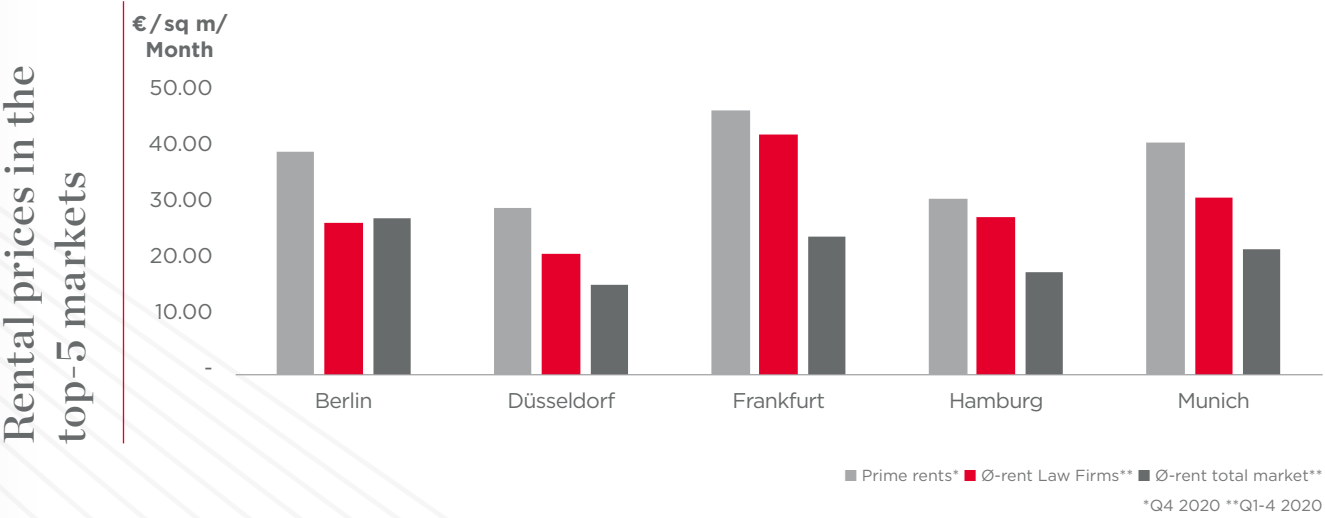
At the end of 2020, the average rent for new leases across all top-5 markets reached 31.55 euros per square metre and month - strongly influenced by the high rent level in Frankfurt. This is 40 per cent higher than the average across all sectors. Over time, the average rent for law firms is also steady and significantly higher than the market as a whole.

THE AVERAGE RENT FOR LAW FIRMS IS OVER 31 EUROS - 40 PER CENT HIGHER THAN OTHER SECTORS.



Cities in focus

The Frankfurt market exhibits the highest average rent at 41 euros, followed by Munich at 30.25 euros. In Frankfurt, a large, high-priced lease signing boosted the average rent level for 2020. The previous year, this figure was a good four euro lower. Berlin shows exactly the opposite picture: In 2019, there was a high value of almost 32 euros and in 2020 a decline to around 26 euros. At the same time, the average rent for the market as a whole remains at a high level of over 26 euros.



Selected leases signed by law firms in the top 5 markets since 2018

PROPERTY / ADDRESS	MARKET / SUBMARKET	LAW FIRM	AREA (SQ M)	YEAR
FOUR T1 Große Gallusstraße 10-14	Frankfurt Bankenviertel	Freshfields Bruckhaus Deringer	14,600	2020
FOUR T1 Große Gallusstraße 10-14	Frankfurt Bankenviertel	Allen & Overy	10,300	2019
Stadttor Stadttor 1	Düsseldorf Medienhafen	McDermott Will & Emery	6,500	2018
cube Washington Platz 3	Berlin HBF/ Regierungsviertel	Gleiss Lutz	5,200	2018
Alter Wall 2-32	Hamburg City	Görg Rechtsanwälte	4,200	2018
Lenbach Gärten Karlsstraße 23-31	Munich Altstadt	Zirngibl Rechtsanwälte	4,100	2018
Hofgarten Palais Bleichstraße 8-10	Düsseldorf CBD	Hoffmann Liebs Fritsch & Partner	3,200	2020
WestendDuo Bockenheimer Landstraße 24	Frankfurt Westend	GSK Stockmann	3,100	2020
KÖ-Quartier Königsallee 48	Düsseldorf CBD	Dentons	3,000	2019
Kollhoff Tower Potsdamer Platz 1	Berlin Potsdamer Platz	Freshfields Bruckhaus Deringer	2,800	2019

LEASING: WHERE AND HOW?

AT A GLANCE

Law firms rent almost exclusively in central locations and attach great importance to first-class fit-outs and amenities. In return, they are willing to pay the highest rents in the market and top the prices paid by banks, financial service providers and consulting firms. With high-priced offices, law firms position themselves as attractive employers. Space concepts and leases must be tailored to the law firms' future working methods and allow for a high degree of flexibility.

”
**LAW FIRMS
RENT THE MOST
EXPENSIVE SPACE.
MORE EXPENSIVE
THAN BANKS,
FINANCIAL SERVICES
PROVIDERS AND
CONSULTING FIRMS.**

ORDER OF PRIORITY

MARKETS IN FOCUS - THE TOP-5

MARKETS IN FOCUS

BERLIN



Ø Take-up*
13,200 sq m



Ø Proportion of total take-up*
1.8%



Prime rent in market**
€38.00

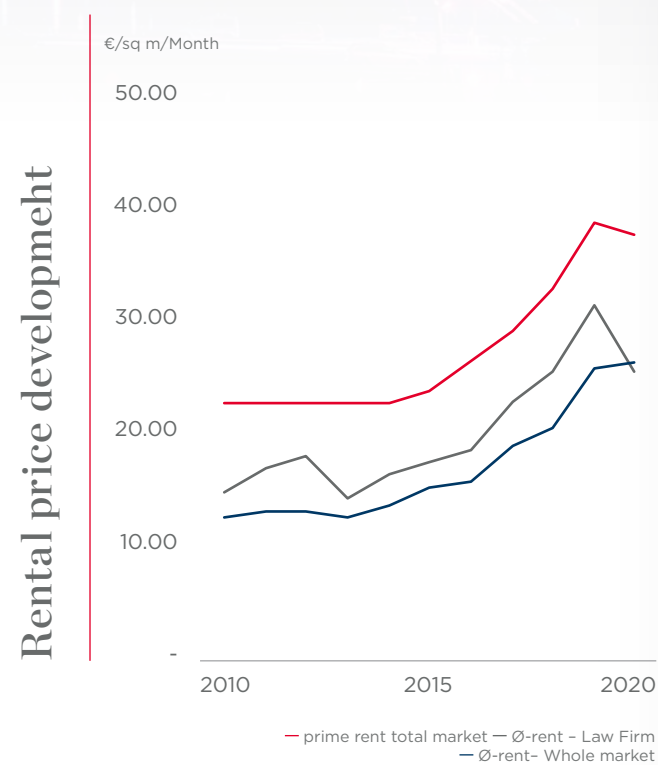
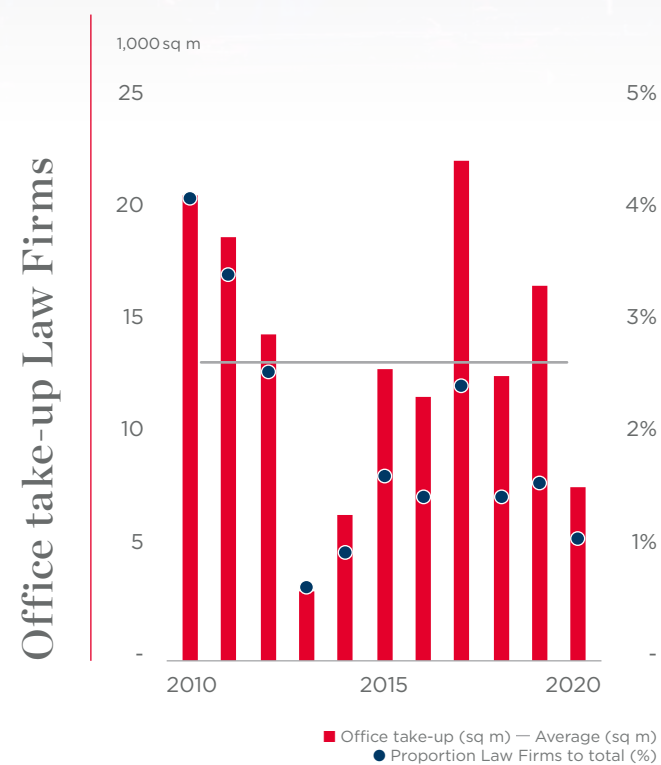


Ø-rent Law Firms***
€25.85

*Law Firms, 2010-2020; **Whole market, Q4 2020; ***Law Firms, Q1-4 2020

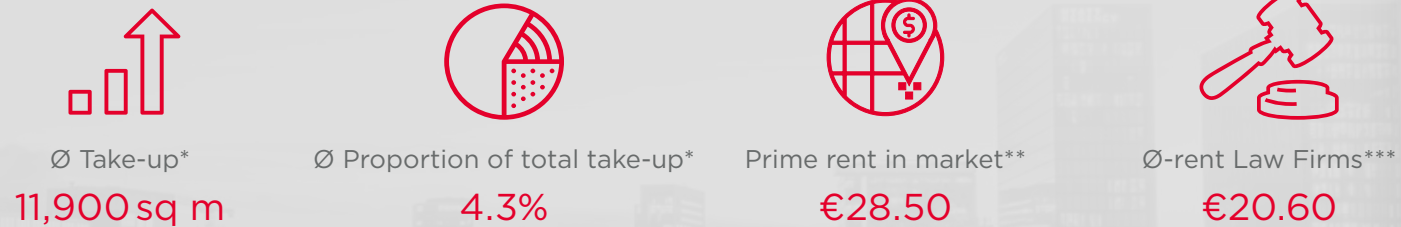
SPECIAL CHARACTERISTICS OF THE MARKET

- » Four geographic sector clusters: City-West, Potsdamer Platz, Europacity and Friedrichstraße / Unter den Linden
- » Sharp decline in average rents in the sector in 2020 due to lack of high-priced and large-area lettings
- » Large number of lease renewals in 2020



MARKETS IN FOCUS

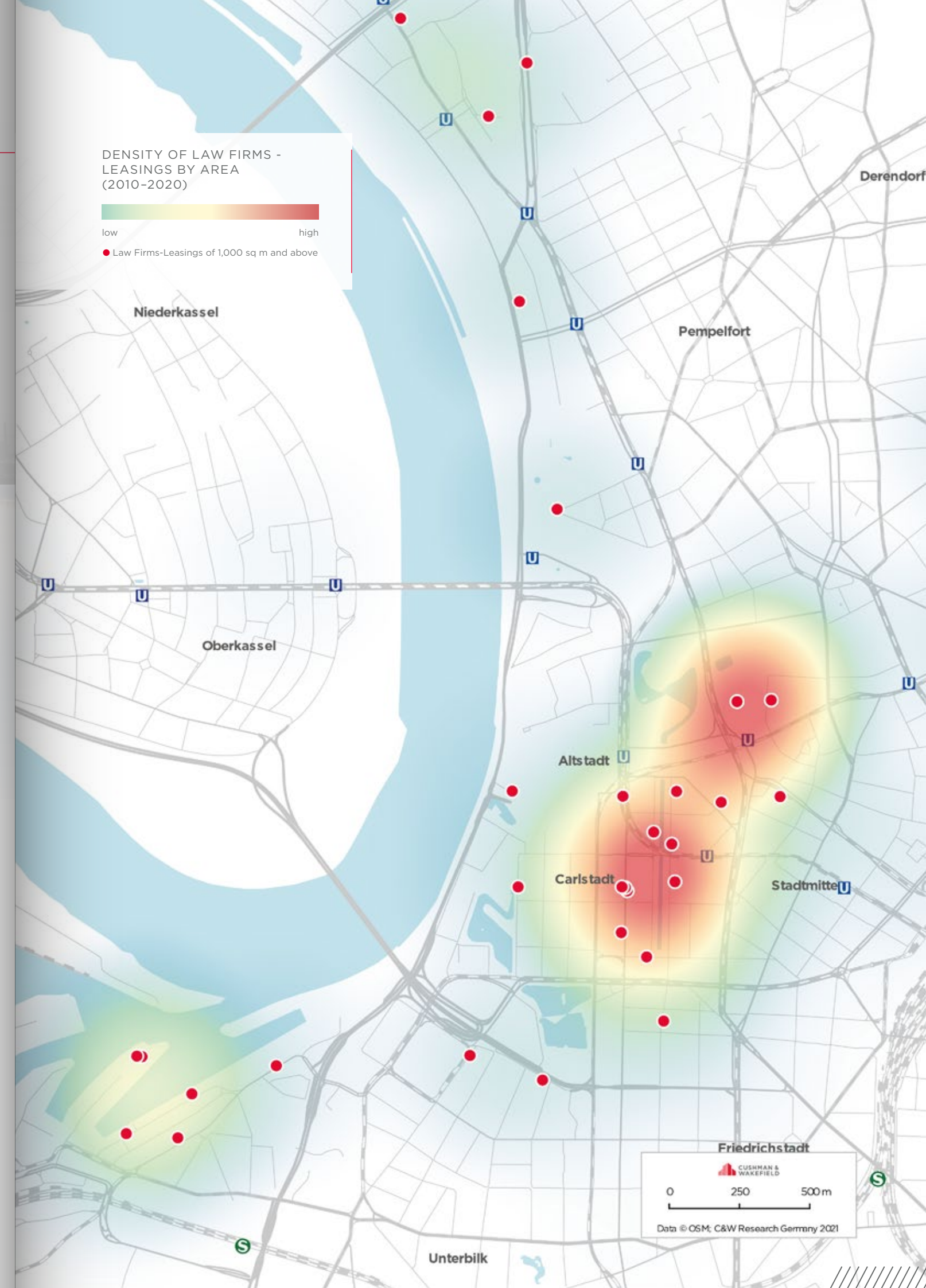
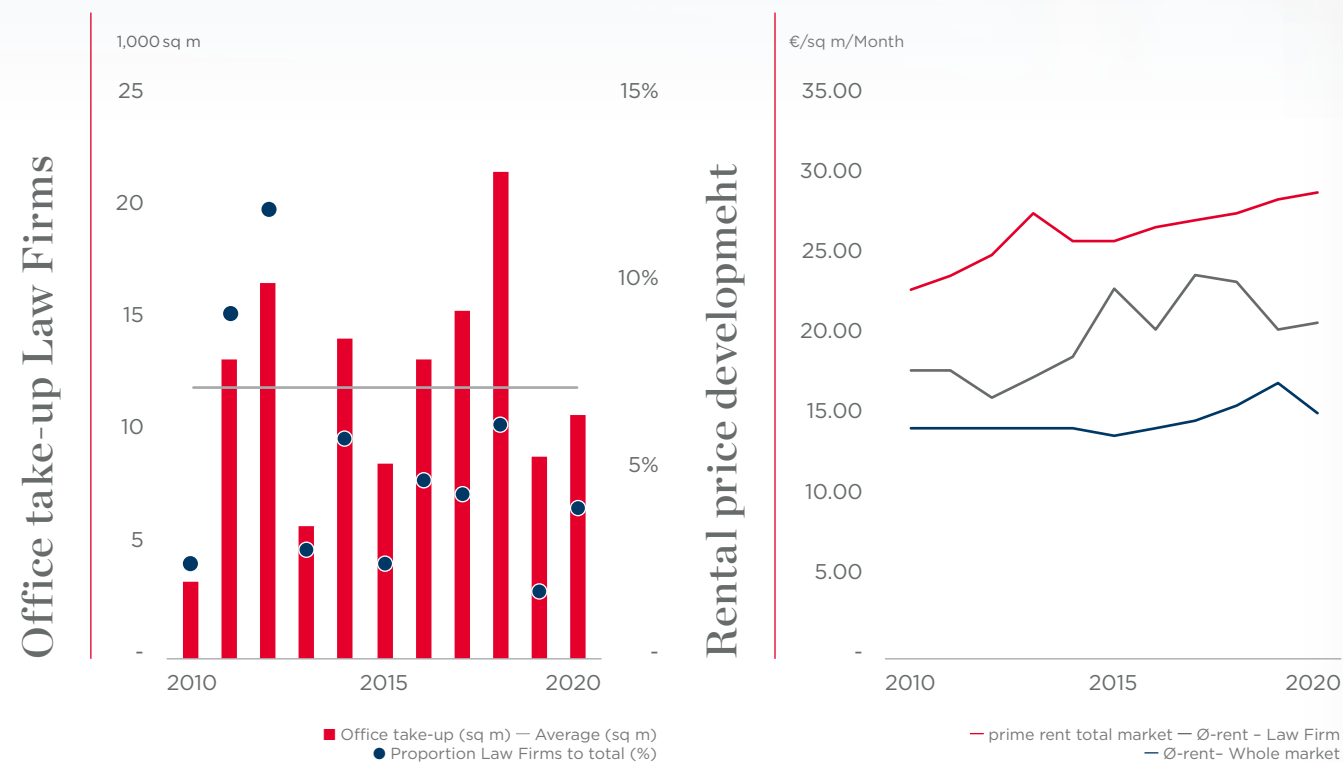
DÜSSELDORF



*Law Firms, 2010-2020; **Whole market, Q4 2020; ***Law Firms, Q1-4 2020

SPECIAL CHARACTERISTICS OF THE MARKET

- » Geographical sector focus is on the CBD - beyond that in the Medienhafen
- » Apart from Hamburg, the only market with an increase in take-up by law firms in 2020
- » Hengeler Müller and Freshfields have the largest office spaces in Düsseldorf



MARKETS IN FOCUS

FRANKFURT



Ø Take-up*
27,100 sq m



Ø Proportion of total take-up*
5.9%



Prime rent in market**
€45.00

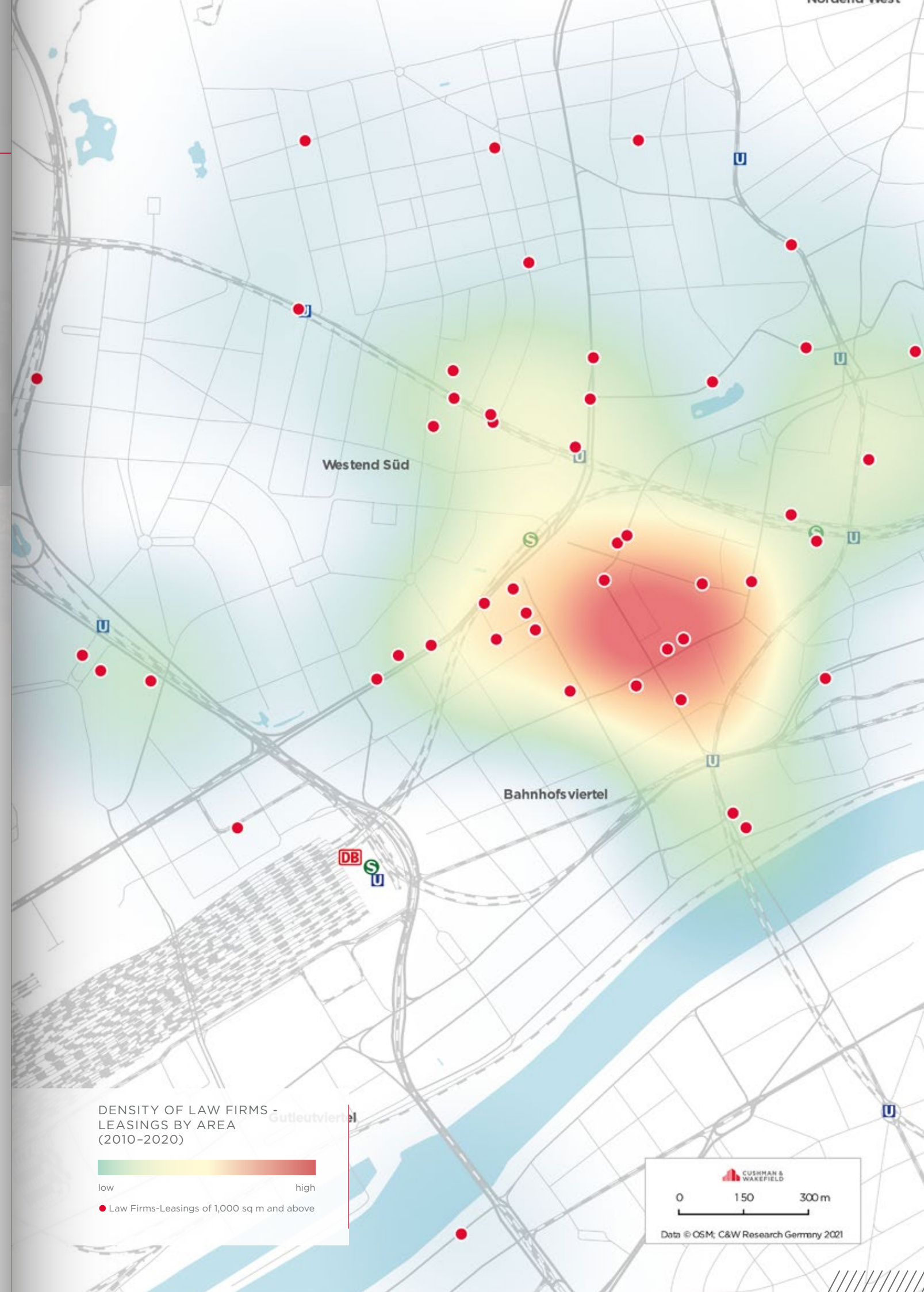
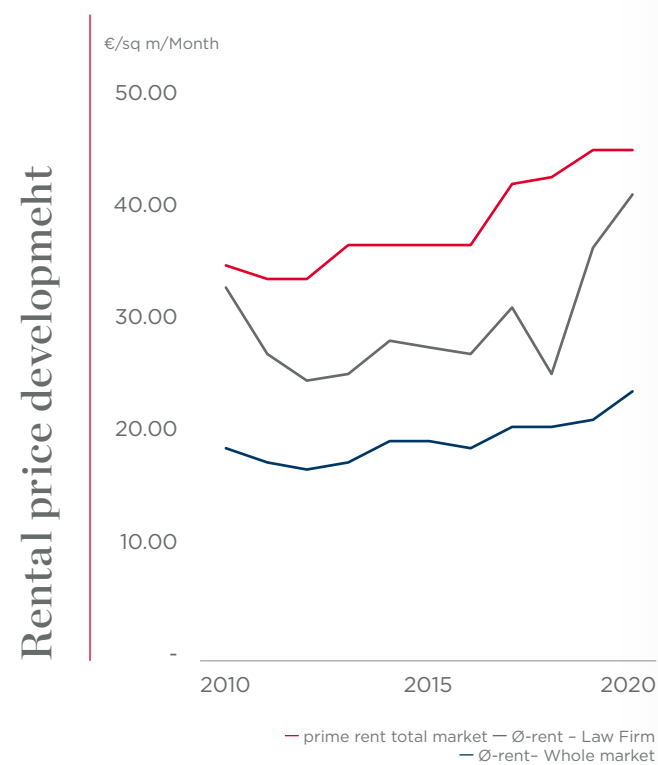
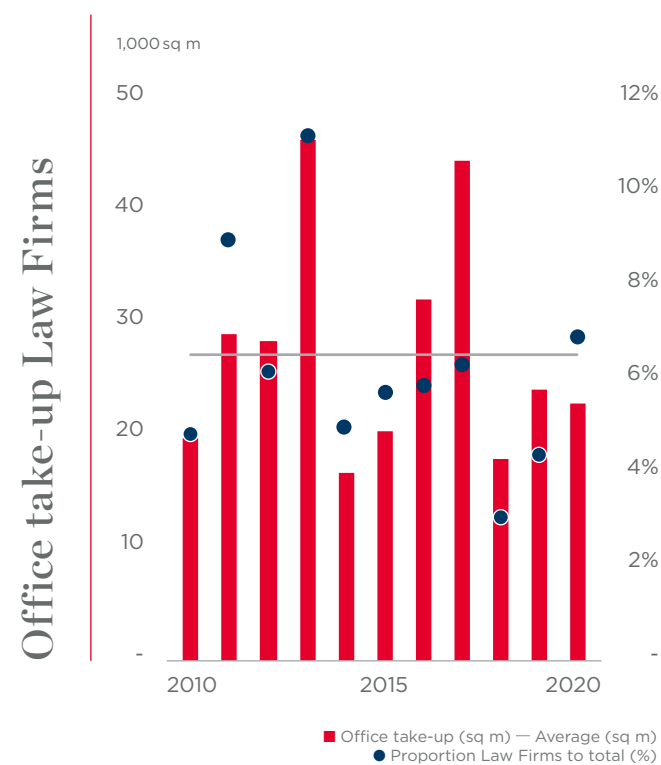


Ø-rent Law Firms***
€41.05

*Law Firms, 2010-2020; **Whole market, Q4 2020; ***Law Firms, Q1-4 2020

SPECIAL CHARACTERISTICS OF THE MARKET

- » Geographical sector focus on the banking district and Westend-Süd
- » Focus of the large law firms is on capital markets and banking law
- » Second-strongest market in terms of the number of lawyers - just under 19,300
- » Market with the largest lease signing in 2020: Freshfields Bruckhaus Deringer



MARKETS IN FOCUS

HAMBURG



Ø Take-up*
14,600 sq m



Ø Proportion of total take-up*
3.6%



Prime rent in market**
€30.00

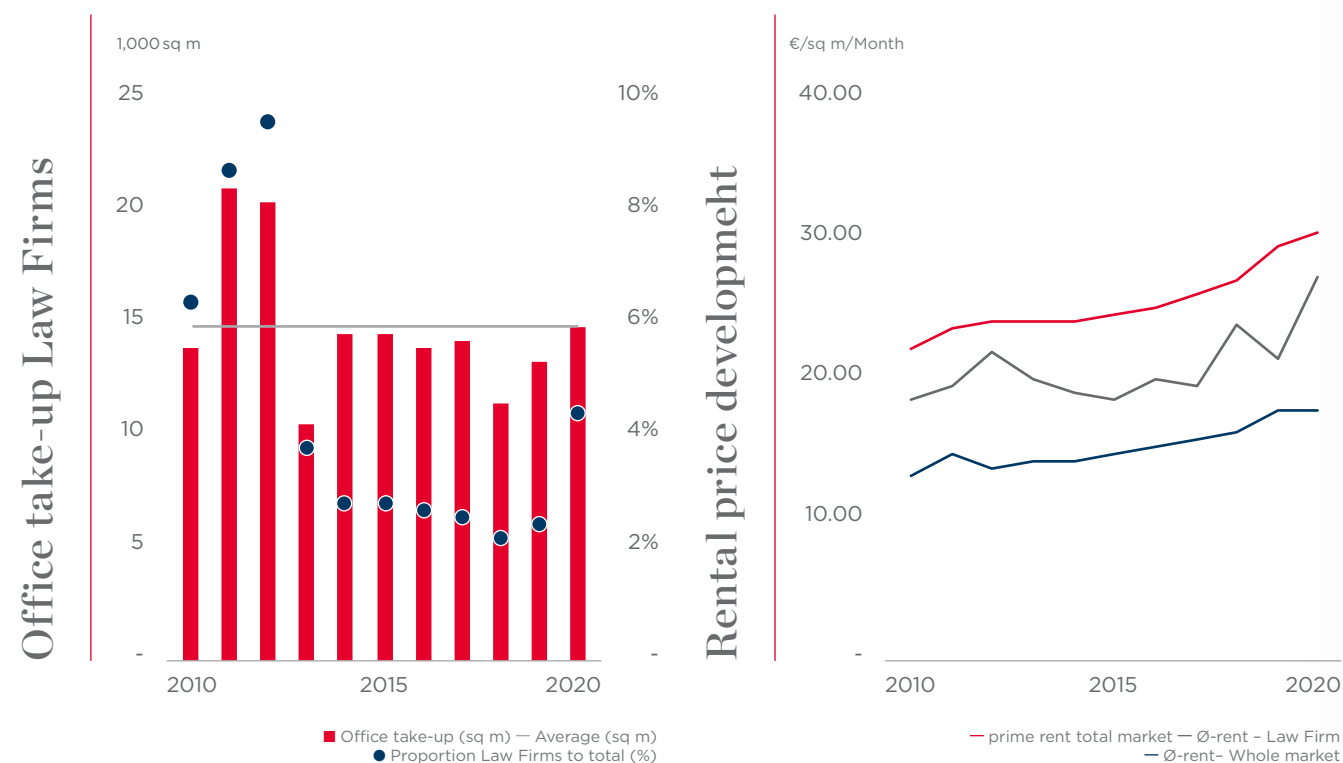


Ø-rent Law Firms***
€26.95

*Law Firms, 2010-2020; **Whole market, Q4 2020; ***Law Firms, Q1-4 2020

SPECIAL CHARACTERISTICS OF THE MARKET

- » Leasing mainly in the CBD - some additionally in HafenCity
- » Nearly half of the 10-largest lettings in the top-5 markets in 2020 were in Hamburg
- » Among the top-5 markets, Hamburg has the fewest lawyers - just under 10,700



MARKETS IN FOCUS

MUNICH



Ø Take-up*
22,500 sq m



Ø Proportion of total take-up*
3.0%



Prime rent in market**
€39.50

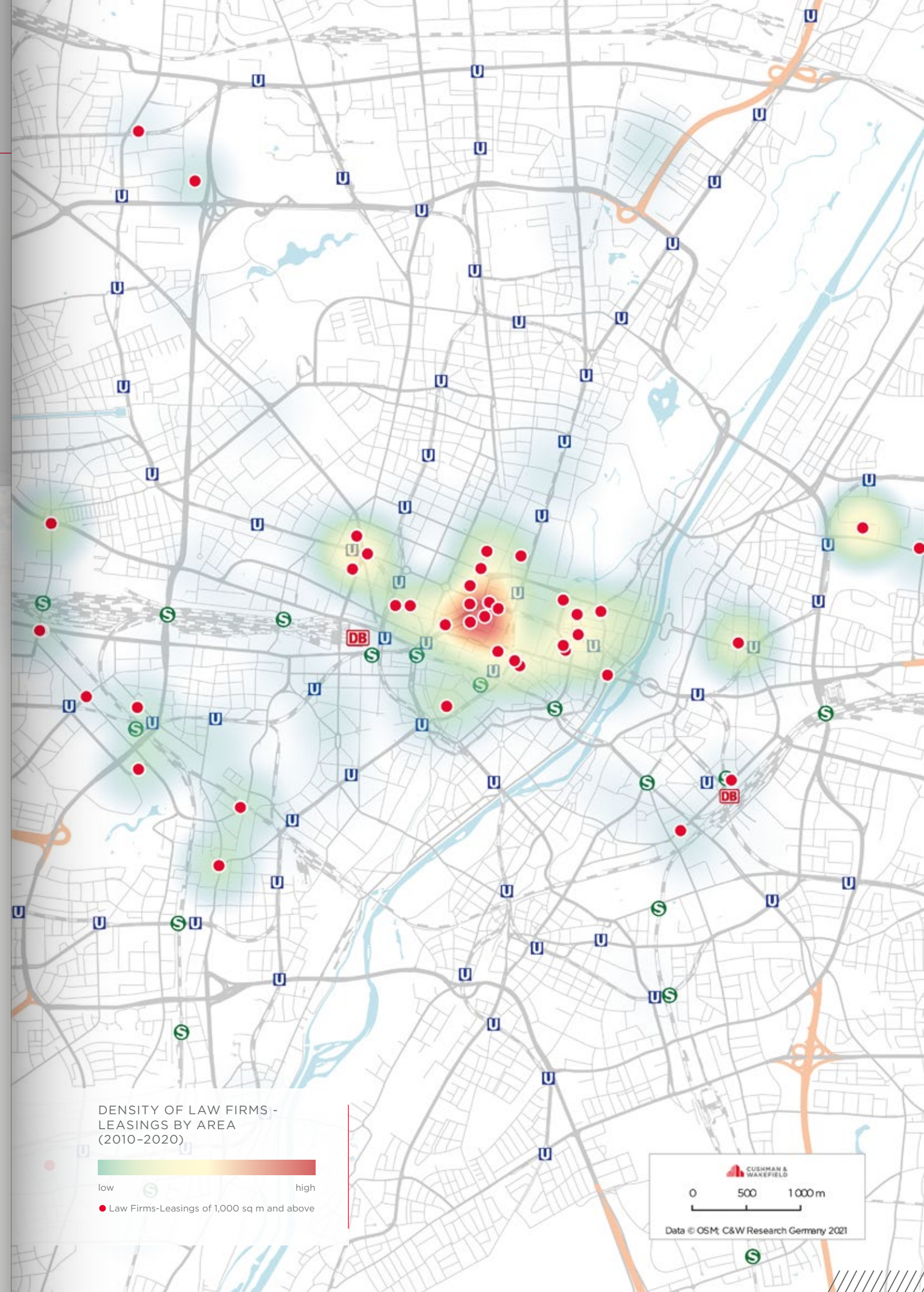
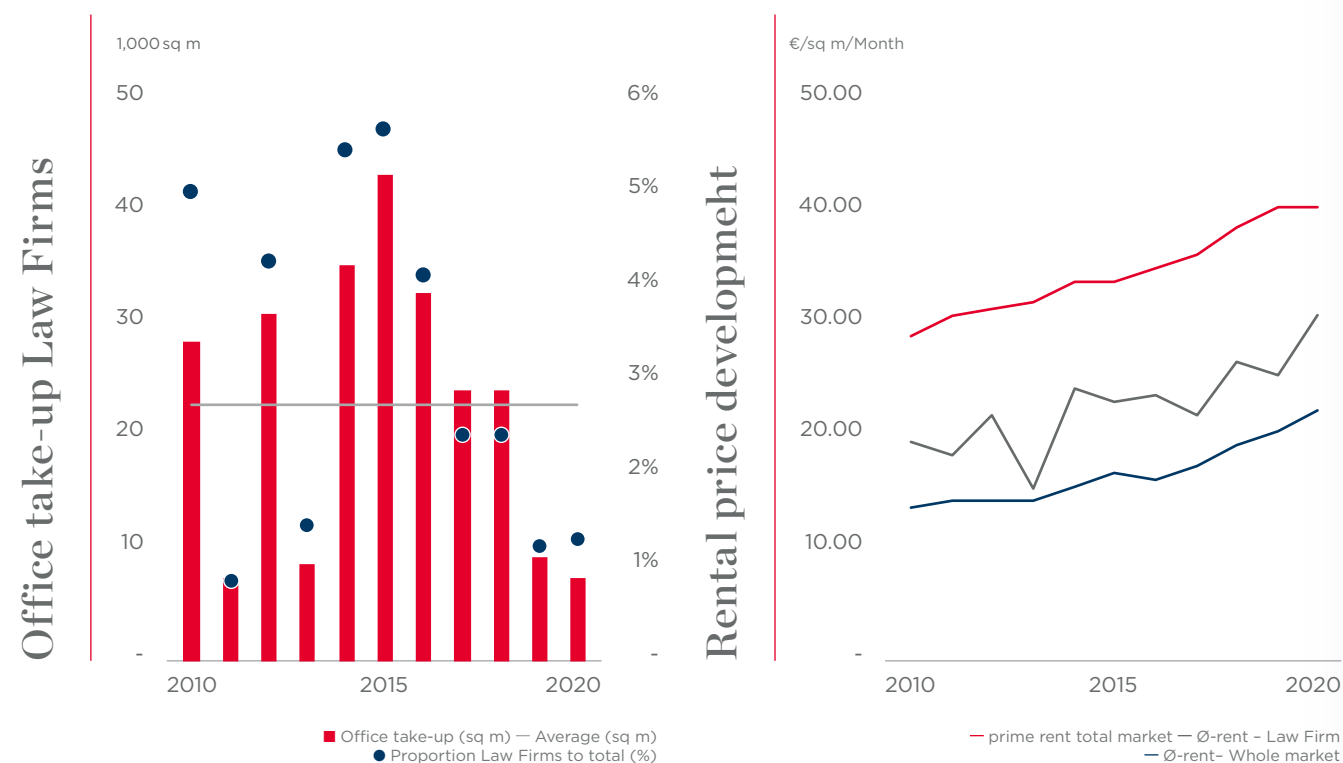


Ø-rent Law Firms***
€30.25

*Law Firms, 2010-2020; **Whole market, Q4 2020; ***Law Firms, Q1-4 2020

SPECIAL CHARACTERISTICS OF THE MARKET

- » Lettings focus on the north-western Altstadt as well as on Stiglmaierplatz and in Lehel
- » Munich's LMU University is one of the best law faculties in Germany
- » Almost 22,000 practicing lawyers are located in Munich - the highest number in Germany



OVERVIEW

TOMORROW'S WORLD OF WORK

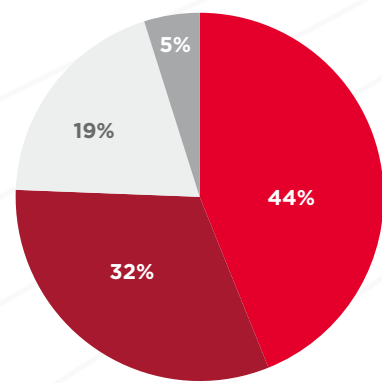
TOMORROW'S WORLD OF WORK

1. BACK TO THE (SINGLE-) OFFICE

Even though the law firm sector is rather conservative and traditional, it is aware of the current changes in the office world. Nevertheless, a large group would like to retain their current structures.

Will law firms demand more flexible leases in the future? The sector is divided: The majority say no and only a third would like to see lease terms in the future that allow for more flexible planning. One fifth is still undecided.

Survey: Will Covid change your requirements for flexibility regarding lease term?



- No
- Yes, we want to be able to make fast decisions, leases must reflect this
- Still undecided
- Don't know

SURVEY: THE SECTOR HAS ANSWERED

To gain an insight into the working environment of law firms and to assess the medium- and long- term impacts of the Covid-19 pandemic, we surveyed the industry in an online poll in February 2021. The participants represent the entire breadth of the industry - from large international law firms to medium-sized and smaller firms.

The majority of law firms work in traditional, cellular offices. The reason: quiet and confidential work in privacy, and individual offices are considered a status symbol for experienced lawyers. Especially in the war for talent, the individual office can be a decisive factor for partners. And last but not least, it proved its worth during the Covid-19 pandemic.

“MORE THAN FOUR-FIFTHS OF THE LAW FIRMS MAINLY IMPLEMENT SINGLE AND DOUBLE OFFICES

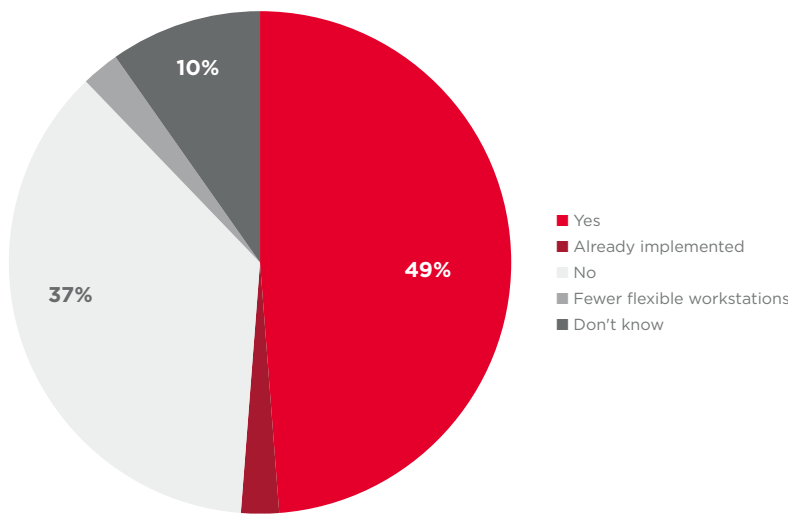


TOMORROW'S WORLD OF WORK

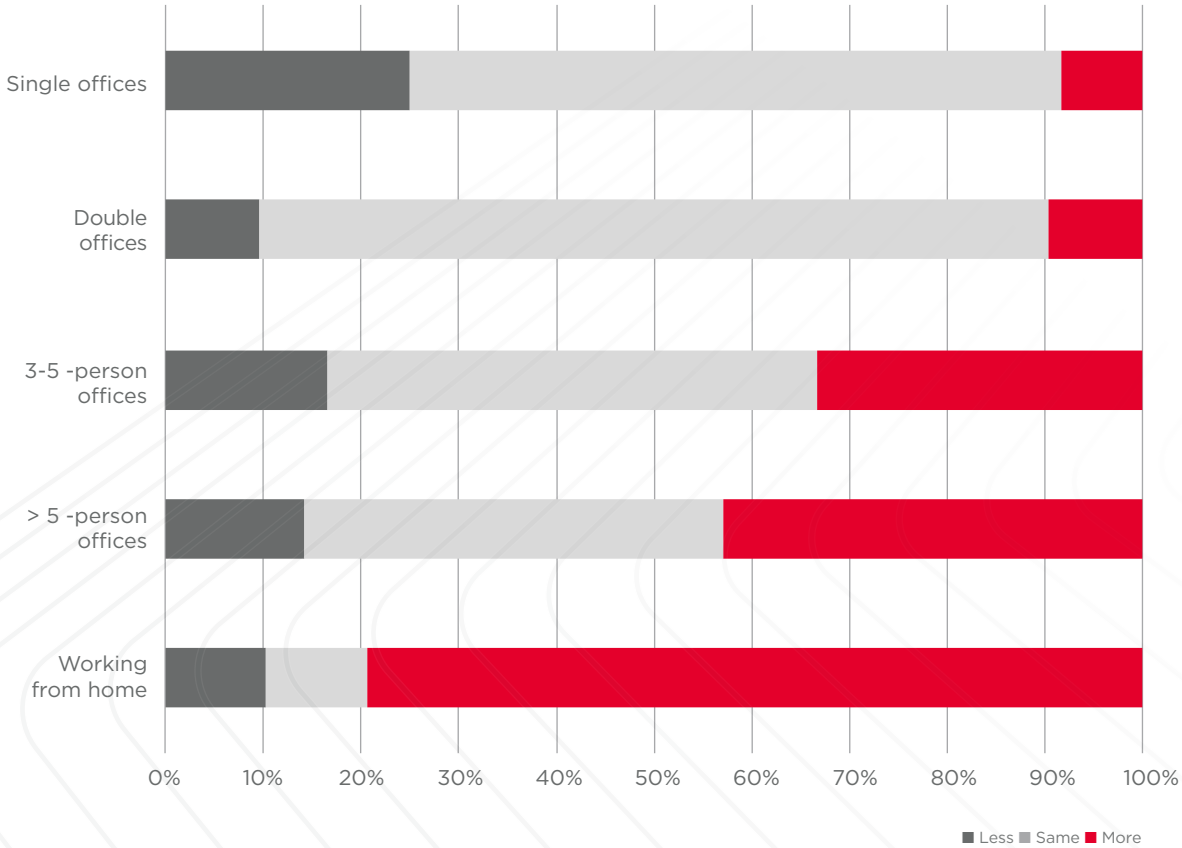
A BIT OF OPENNESS; BUT NOT TOO MUCH

However, flexible workplace structures and more communication areas are increasingly important for many law firms. A good half intend to dedicate more space to these areas and ways of working. More than a third, however, do not intend to do so.

Survey: Do you intend to introduce flexible workplaces and more communication spaces in your current office premises?



Survey: What office and work structure changes are you planning post-Covid?



80 PER CENT OF LAW FIRMS PLAN INCREASED WORKING FROM HOME POST-COVID.

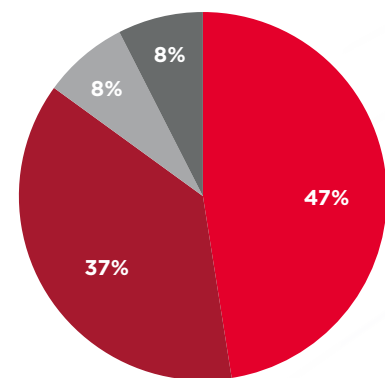
TOMORROW'S WORLD OF WORK

2. COMMUNICATION IS KEY

More working from home - even post-Covid: this is what the majority of law firms are planning. With clear implications for office structure, as more remote working could mean less space is required. But such reductions are only possible if permanent workplaces are given up and shared. And if the freed space is not planned as communication areas. However, more communication is an important success factor in hybrid workplace structures with a combination of classic office, remote working and desk sharing.

Giving up the personal workplace - half of the sector would have a hard time with that. They are planning to work remotely from home more, but at the same time they are keeping fixed workplaces. Thus opting for a more flexible place of work without giving up their previous office structure. About one-third are bold enough to try something new via home offices and hybrid office structures that integrate desk sharing.

Survey: What are your plans for your office concept post-Covid?



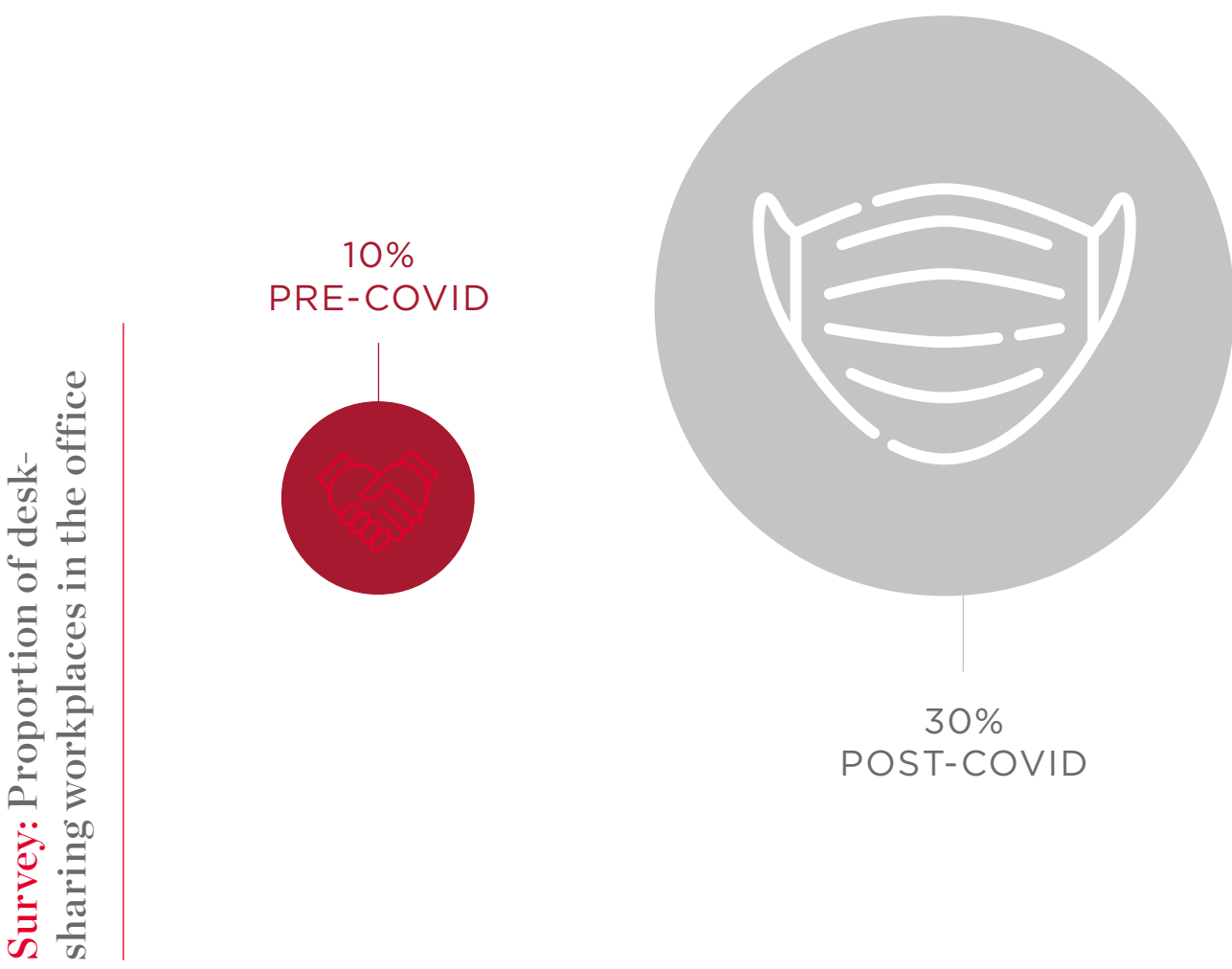
- More working from home, but employees keep their fixed workplaces in the office
- More working from home, hybrid office structures become a fixed component for part or all of the workforce
- Working from home will not play a greater role than pre-Covid
- Hybrid forms of work were already part of the office before Corona. The proportion may increase further post-pandemic

“
ABOUT A THIRD OF THE FIRMS ARE BOLD ENOUGH TO TRY SOMETHING NEW: WITH HOME OFFICES AND HYBRID OFFICE STRUCTURES THAT INTEGRATE DESK SHARING.

TOMORROW'S WORLD OF WORK

3. A SHARED DESK IS A DOUBLED DESK

Desk sharing is becoming a topic for ever more law firms, especially for the support and scientific departments. However, the model is an option for partners too, especially as all partners are seldom in the office simultaneously. The importance of the individual office as a status symbol is often a counter-argument. Nevertheless more law firms are planning desk sharing than previously post-Covid. Law firms that already implement hybrid models or are planning to do so, expect a larger proportion of flexible desks - with 10 per cent pre-pandemic and 30 per cent post-pandemic.



4. WORKING FROM HOME - WITH A PLAN

Significantly more law firm staff are working from their home offices as a result of the pandemic. Before Covid-19, the average was a half-day per week; during the crisis this rose to almost four days per week. And it will not drop back to the original level: an average of two days per week is expected for the post-pandemic period. This trend is in line with the development in many other sectors.

Working from home during Covid, however, is not to be equated with a forward-looking and well thought-out remote working strategy. Rather, it was born of necessity, with the goal of enabling as many employees as possible to work from home in an emergency. The experience gained in this phase can, however, be incorporated into future planning and promote more flexible workplace structures.



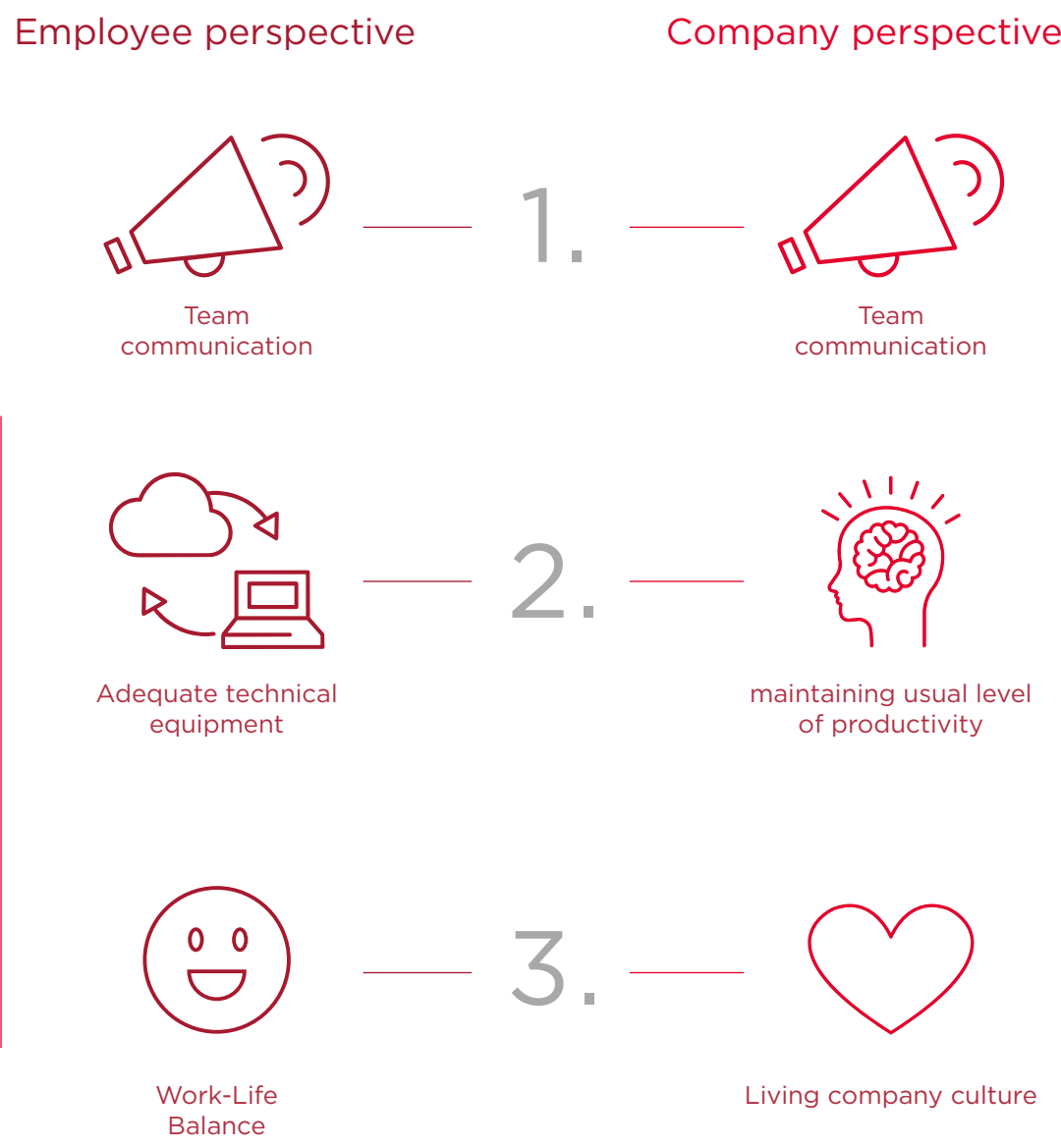
TOMORROW'S WORLD OF WORK

5. VIRTUALLY CHALLENGING

Confidentiality, communication, productivity - what challenges do law firms and their staff face due to flexible working models? First and foremost, fast and seamless communication is a challenge. This is true both from the firm's and the staff's points of view. Virtual contact must replace on-site meetings and keep teams together.

From the firm's point of view, productivity and corporate culture come second and third. Adequate technical equipment and work-life balance rank second and third for employees. Beyond the top three, confidentiality and data protection issues when working outside the office are a hurdle from the management's point of view.

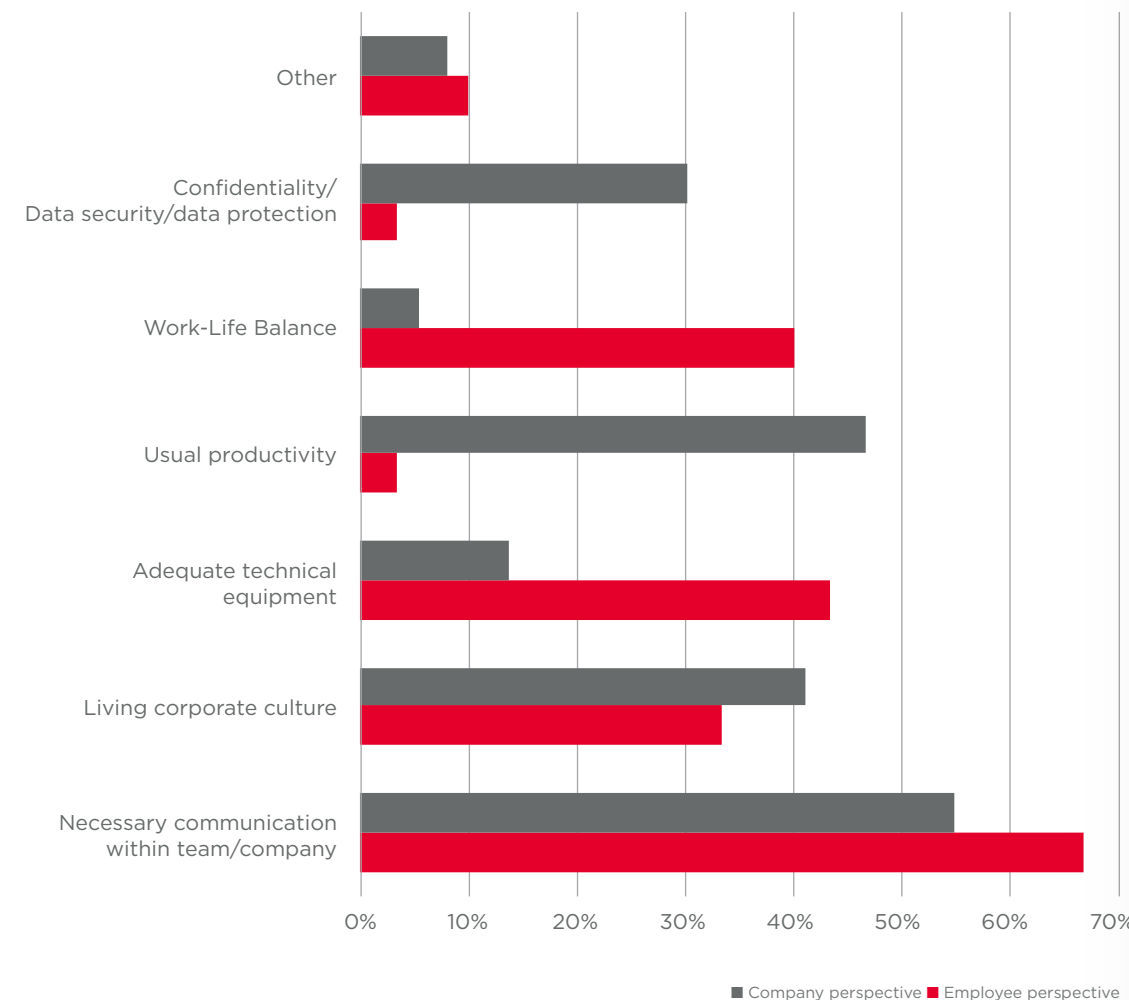
Survey: Top 3 challenges of home office



IT'S CLEAR:
THE MAJOR
CHALLENGE OF
REMOTE WORKING
IS TEAM COMMUNI-
CATION - EXCHANG-
ING IDEAS AND
INFORMATION
WITHOUT FRICTION
LOSSES.

TOMORROW'S WORLD OF WORK

Survey: What are the major challenges when working from home (double answers possible)?



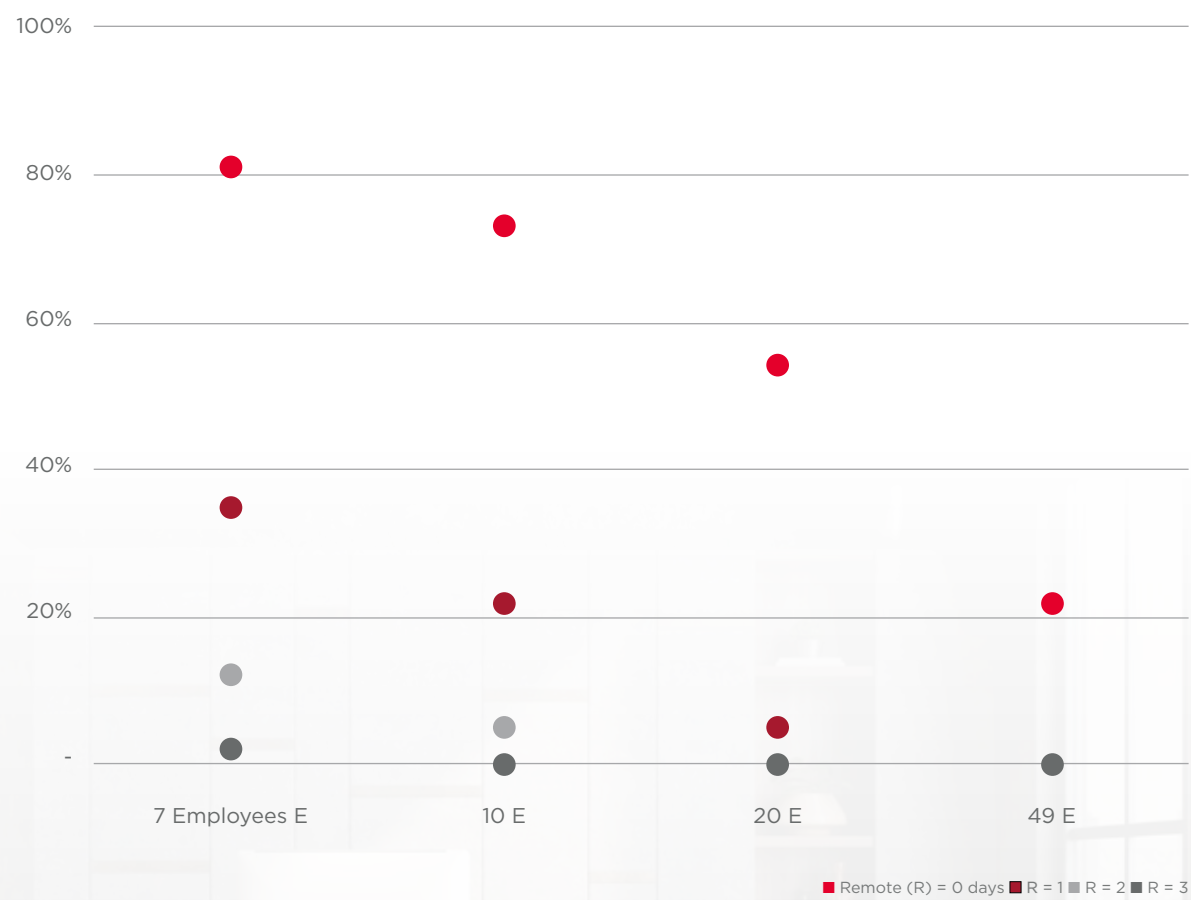
For longer-term strategic planning in terms of flexible working - even beyond the Covid pandemic - law firms should look at precisely these parameters and implement countermeasures accordingly. Topics such as workplace guidelines and possible furnishing of home offices can also be included in this analysis.

Maintaining communication is central to the success of a business. Team cohesion, successful work processes and a living corporate culture depend to a large extent on good exchange of views and transparent interaction.

EXAMPLE CALCULATION: “HOW OFTEN DO COLLEAGUES SEE EACH OTHER - WITH MORE AND LESS WORKING FROM HOME / REMOTE WORKING”?

How likely is it that half of a team will see each other on any given day? The bigger the team and the more often the employees work remotely, the less often they meet. And the more important it is to have good communication, even if virtual or hybrid.

Probability of half of the team being in the office together on any given day



OPINIONS

SUMMARY & OUTLOOK

SUMMARY & OUTLOOK

LAW FIRMS



Actively engaged with tomorrow's world of work



Retaining single and double offices for lawyers themselves



Using the experience gained during the pandemic to plan new models of work



Future greater use of remote working

”The requirements for law firms’ office space are changing as a result of these factors: hybrid workplace structures require more communication areas. Law firms should take this into account when redesigning their space and when leasing new space.

Law firms are responding to the current challenges posed by the Covid crisis, a shortage of skilled workers and increasing pressure to innovate. Digital retrofitting, promoting young talent, offering different working time models and adapting offices to modern working environments are the answer. All of this involves investment and is aimed at improving the firm's position in the competition for clients and employees. In the long term, it is also important to counteract demographic change and the declining number of young lawyers in Germany with the help of reformed and practice-oriented legal training and increased immigration of qualified professionals.

The choice of location and the space available tend to remain constant when it comes to office leasing. But: For many law firms, future office structure will change. Firms must carefully consider whether their current offices are suitable for redesign. What is clear, however, is that office space will become increasingly important - as corporate headquarters and versatile places for learning, knowledge transfer and collaboration. And to create a sense of belonging to a company and a brand. In looking at the law firm of tomorrow the crucial questions are “where?”, “how?” and “how much?”.

Working from home or location-independent working will gain in importance in everyday law firm life. Lawyers' process-oriented and generally focused work is well suited for their home offices. At the same time, direct exchange of views with colleagues and clients is integral to legal work. Hybrid forms of work with a mixture of being present in the office and working at home are gaining increasing interest in the sector. New office concepts must take this into account and will challenge traditional office structures. Companies should actively promote teamwork as the proportion of remote working increases and provide sufficient communication space for it.

Whether fixed workplaces should be replaced by flexible, non-territorial spaces can be weighed up by companies during this process. Individual offices, especially for partners, will remain - partly as a status symbol - for most law firms. However, additional retreat options and a room booking system for partners could be an alternative here.

The law firm offices of tomorrow will be more versatile and flexible than in the past - a mixture of different workplace types and locations. Hybrid, in other words. And success stands and falls with good communication. An essential factor not only for the legal profession.



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Marketing & Communications

The background of the page features a series of red lines that originate from the top right corner and fan out towards the left, creating a dynamic, geometric pattern. On the right side, there is a faint, grayscale image of a classical statue, showing the head and upper torso of a figure with curly hair and draped clothing.

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