



# Annual Report

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2024



## Dear Members

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Meritas experienced solid growth in 2024. Meritas expanded into new markets, added new services, and boosted our visibility in the marketplace. Our members have also reported higher revenues from Meritas and headcount growth. These accomplishments align with our Strategic Plan goals of ensuring quality firms in the network, enhancing trust among our members, amplifying our brand, and generating business and referrals.

I want to thank outgoing Chair, Brett Krantz, and his Executive Committee for their strong leadership over the past three years, and for facilitating a smooth transition as new Chair, Luca Citton, and his Executive Committee began their tenure.

In 2024, we supported members by intensifying our focus on critical areas such as A.I. adoption, modern legal technology selection, and firm growth strategies. From our Legal Technology Program and Firm Management Forum to our robust meeting programming and member resources, Meritas provides a unique environment where non-competitive firms can share and learn from one another to improve client service and operational practices.

We highlighted the network's capabilities to clients through our Strategic Partnerships, Practice and Industry Group outreach, and our content team's efforts, which produced impressive results to increase our brand visibility. See details of our "Three Decades of Excellence" campaign on page 15.

Meritas met our members' need for benchmarking through its DE&I and legal technology usage surveys. And we demonstrated our commitment to client service through a member feedback survey to ensure we continue to meet your needs.

Looking ahead, initiatives like our new Brand Ambassador program, under the guidance of our new Chair, serve to exponentially amplify our network's reach and ultimately generate more business. You will learn more throughout 2025.

Thank you for your membership.

Sincerely,



Sona Pancholy, President

## Message from the Chair

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Board Chair, Luca Citton, articulates his vision for the future of Meritas.



# New Members in 2024



Over the past year, Meritas welcomed nine new firms and two new branch offices.

**Carmody MacDonald®**  
Attorneys & Counselors at Law

**Carmody MacDonald P.C.**  
St. Louis, Missouri, USA  
See Video [HERE](#)

**ליפא מאיר ושות' ל**  
**LIPA MEIR & CO.**  
ADVOCATES עורכי-דין

**Lipa Meir & Co.**  
Tel Aviv, Israel  
See Video [HERE](#)

**GW** Graf von Westphalen

**GvW Graf von Westphalen**  
Frankfurt, Berlin, Düsseldorf, Hamburg,  
Munich, and Stuttgart, Germany

**Torkin Manes**

**Torkin Manes LLP**  
Toronto, Ontario, Canada

**KA**  
KAMPALA ASSOCIATED ADVOCATES

**Kampala Associated Advocates**  
Kampala, Uganda

**Ughi e Nunziante**

**Ughi e Nunziante**  
Milan, Rome, and Veron, Italy

**LAW PARTNERSHIP**

**LAW Partnership**  
Kuala Lumpur, Malaysia  
See Video [HERE](#)

**VDMA**  
VAN DER MERWE DORNING MAPONYA ASSOCIATES

**VDMA Law**  
Johannesburg, Pretoria, Gauteng,  
South Africa  
See Video [HERE](#)

**Lerch Early  
Brewer**

**Lerch Early**  
Bethesda, Maryland, USA  
Serving Washington, D.C. area

## New Branch Offices

**KJK**

**KJK**  
Columbus,  
Ohio, USA

**MILLER  
JOHNSON**  
Attorneys and Counselors

**Miller Johnson**  
Detroit,  
Michigan, USA

# Meritas Governance



## Chair

**Luca A. Citton**  
Boughton Law Corporation  
Vancouver, British Columbia,  
CANADA  
[lcitton@boughtonlaw.com](mailto:lcitton@boughtonlaw.com)

## Executive Committee

**Alberto Estrella**  
Estrella, LLC  
San Juan, Puerto Rico, USA  
[agestrella@estrellallc.com](mailto:agestrella@estrellallc.com)

**Jonathan Polin**  
Howard Kennedy LLP  
London, UK: England and Wales  
[jonathan.polin@howardkenedy.com](mailto:jonathan.polin@howardkenedy.com)

**Melissa A. Peña**  
Norris McLaughlin, P.A.  
Bridgewater, New Jersey, USA  
[mapena@norris-law.com](mailto:mapena@norris-law.com)

**Gil Selinger**  
Fairfield and Woods, P.C.  
Denver, Colorado, USA  
[gselinger@fwlaw.com](mailto:gselinger@fwlaw.com)

## Board

### 2022-2025

**Alexander Dobrev**  
Lowndes, Drosdick, Doster, Kantor  
& Reed, P.A.  
Orlando, Florida, USA  
[alexander.dobrev@lowndes-law.com](mailto:alexander.dobrev@lowndes-law.com)

**Alberto G. Estrella**  
Estrella, LLC  
San Juan, Puerto Rico, USA  
[agestrella@estrellallc.com](mailto:agestrella@estrellallc.com)

**Peter D. Jaari**  
Lexia Attorneys Ltd  
Helsinki, FINLAND  
[peter.jaari@lexia.fi](mailto:peter.jaari@lexia.fi)

**Kwadwo G. Ntrakwah**  
Ntrakwah & Co.  
Accra, GHANA  
[kwadwontr@ntrakwahandco.com](mailto:kwadwontr@ntrakwahandco.com)

**Craig Parry**  
Parr Brown Gee & Loveless  
Salt Lake City, Utah, USA  
[cparry@parrbrown.com](mailto:cparry@parrbrown.com)

**Fabiana Solano**  
Felsberg Advogados  
São Paulo, BRAZIL  
[fabianasolano@felsberg.com.br](mailto:fabianasolano@felsberg.com.br)

**Judith Wallace**  
Carter Ledyard & Milburn LLP  
New York, New York, USA  
[wallace@clm.com](mailto:wallace@clm.com)

### 2023-2026

**Drew M. Dillworth**  
Stearns Weaver Miller  
Miami, Florida, USA  
[ddillworth@stearnsweaver.com](mailto:ddillworth@stearnsweaver.com)

**Esther Domínguez Martin**  
Marimón Abogados  
Barcelona, SPAIN  
[dominguez@marimon-abogados.com](mailto:dominguez@marimon-abogados.com)

**Amanda F. Esch**  
Davis & Cannon, LLP  
Cheyenne, Wyoming, USA  
[amanda@davisandcannon.com](mailto:amanda@davisandcannon.com)

**Matthew T. Evans**  
Damon Key Leong Kupchak Hastert  
Honolulu, Hawaii, USA  
[mte@hawaiiilawyer.com](mailto:mte@hawaiiilawyer.com)

**Andrew Lambros**  
Bennett & Philp Lawyers  
Brisbane, Queensland, AUSTRALIA  
[alambros@bennettphilp.com.au](mailto:alambros@bennettphilp.com.au)

**David Reid**  
Brazeau Seller Law  
Ottawa, Ontario, CANADA  
[dreid@brazeauseller.com](mailto:dreid@brazeauseller.com)

**Philip Wong**  
Gallant  
Central, HONG KONG  
[philipwong@gallantho.com](mailto:philipwong@gallantho.com)

### 2024-2027

**Michael Baier**  
Wenger Vieli AG  
Zürich, SWITZERLAND  
[m.baier@wengervieli.ch](mailto:m.baier@wengervieli.ch)

**Alicia L. Gutierrez**  
Moses, Farmer, Glenn, Gutierrez,  
& Werntz, P.C.  
Albuquerque, New Mexico, USA  
[alicia@moseslaw.com](mailto:alicia@moseslaw.com)

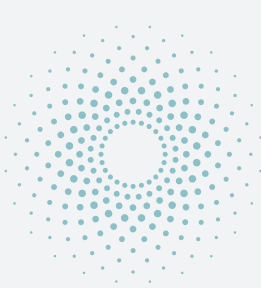
**Jinaro K. Kibet SC**  
TRIPLEOKLAW ADVOCATES, LLP  
Nairobi, KENYA  
[jkibet@tripleoklaw.com](mailto:jkibet@tripleoklaw.com)

**Leonidas Prieto**  
Prieto  
Santiago, CHILE  
[lprieto@prieto.cl](mailto:lprieto@prieto.cl)

**Emma Richmond**  
Whitney Moore LLP  
Dubin, IRELAND  
[emma.richmond@whitney Moore.ie](mailto:emma.richmond@whitney Moore.ie)

**Kowit Somwaiya**  
LawPlus  
Bangkok, THAILAND  
[kowit.somwaiya@lawplusltd.com](mailto:kowit.somwaiya@lawplusltd.com)

**J. Calhoun Watson**  
Robinson Gray  
Columbia, South Carolina, USA  
[cwatson@robinsongray.com](mailto:cwatson@robinsongray.com)



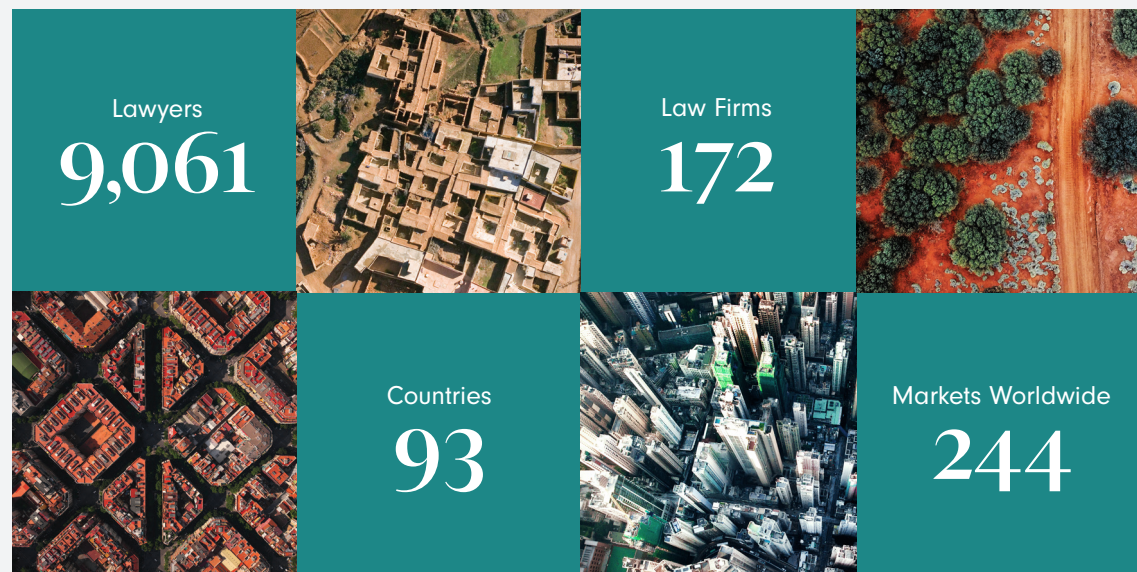
# Meritas by the Numbers

Comprised of 172 top-ranking law firms across 93 countries and 244 markets, Meritas delivers exceptional legal knowledge, personal attention, and proven value to clients worldwide. We continually evaluate our geographic coverage to ensure clients can confidently do business worldwide, inviting select firms to join our network where appropriate.

We remain committed to maintaining a truly global organization and serving the needs of clients in existing and emerging markets. The Meritas network is fortified by our dedication to having the right firms in the right markets.

Meritas offers firms a path to remain independent and protect client relationships while growing their business and leveraging peer knowledge on critical business strategies. With our thorough recruiting process, including both in-person and virtual meetings, members and prospects engage in multiple interactions to determine suitability.

## YEAR-END 2024:



# Relationships & Engagement



## The Foundation of Growth

### PRACTICE & INDUSTRY SECTOR GROUPS

Our 18 [Practice and Industry Sector Groups](#) empower members with resources and knowledge to reach and engage clients. Members connect with counterparts worldwide to discuss relevant topics and strategize potential solutions available for their clients. Key highlights of 2024 include:

- Developed a comprehensive marketing platform for the M&A Group. [See page 12.](#)
- Elevated the visibility and expertise of the Sports Law Group with an international sports investment seminar and networking event. [See page 12.](#)
- More than 3,600 unique members (40% of the membership) belong to at least one practice & industry sector groups.
- Total participation across all groups was up 16% from 2023.
- 37 virtual or in-person practice and industry sector group meetings were attended by over 650 members.

### MEETINGS & EVENTS

At the core of building and strengthening relationships that fuel collaboration and business growth are Meritas meetings. Meritas members value the opportunities to connect with and learn from colleagues across our network.

#### In 2024:

Meritas provided **91 opportunities** for members to meet.

**2,500+ overall attendees** at **19 in-person** and **72 virtual** meetings.

The Asia Regional Meeting **increased attendance by 58%** over 2023.

[View our 2024 meeting highlight reel.](#)



*For me, the most fruitful and personally fulfilling relationships as a lawyer are those based on personal connections. In-person meetings provide incredible opportunities to sit beside colleagues from across the globe, to learn skills together, and share insights and truly connect with each other.*



– [DAVID REID](#), Meritas Board & Member Engagement Committee Member  
[Brazeau Seller Law](#), Ottawa, Ontario, Canada

### Meritas Month

Meritas extended its former week-long member-education event into a month-long campaign, enabling increased programming and greater involvement across the membership.

**121 Total Firms Participated in 2024 – Up 20%**

### Annual General Meeting (AGM) | May 8-10, 2024 | Charlotte, North Carolina, USA

Winning Together was the theme of the 2024 AGM held in the birthplace of NASCAR (National Association of Stock Car Auto Racing). Sessions focused on harnessing the collective power of our network to address current challenges and drive future success.

#### 2024 ATTENDANCE:

- 248 Attendees
- 122 Firms
- 52 Countries
- 60 First-time Attendees



[See Meritas Members Collaborating in Charlotte!](#)



## AFFINITY & INTEREST GROUPS

Meritas' five Affinity and Interest groups offer distinct platforms for knowledge-sharing, mentorship, business development, and relationship-building. These groups also develop resources that benefit firms across the network. Through regular in-person and virtual meetings and other programs, our affinity and interest groups enhance professional and personal development of like-minded members. **In 2024, 1,107 individuals participated in at least one affinity or interest group.**

### Information Technology (IT) Group

By sharing knowledge and remaining up-to-date on the latest innovations in technology, the 230 members of the [IT Group](#) ensure Meritas firms have the tools and knowledge needed to make important decisions about their technology investments and practices. Highlights of 2024 include:

- Launched a quarterly, open-mic series of Innovation Roundtables, which enables Meritas members to ask questions and share information on tech topics most important to them.
- Published [Member-Recommended A.I. Products](#), a resource based on the knowledge and experiences of member firms.

### Firm Management Forum (FMF)

This group of 172 managing partners and firm leaders enables confidential conversations and best practice sharing with executive-level colleagues from non-competitive firms.

*These FMF meetings are productive and insightful because of the trust and collegiality of the Meritas network, and the opportunity to learn from colleagues whose commitment to thoughtful firm management matches their commitment to quality in their legal practice.*



– [JUDITH WALLACE](#), Meritas Board Member & FMF Chair  
[Carter Ledyard & Milburn](#), New York, New York, USA



### Emerging Leaders Program (ELP)



- The [Lawyer Exchange](#) program, a key component of the Emerging Leaders Program, expanded in 2024 with 22 exchanges, which is a record number of exchanges.
- The program also experienced its first cross-regional exchanges since the program was relaunched in 2021. These exchanges occurred between [Ntrakwah & Co.](#) (Accra, Ghana) and [Swaab](#) (Sydney, New South Wales, Australia) and between [Neelakandan & Neelakandan](#) (Colombo, Sri Lanka) and [Madgwicks](#) (Melbourne, Victoria, Australia).

*My time in Sydney was truly transformative, and I'm deeply grateful for the opportunity to represent my firm and engage with such incredible legal professionals.*

— Exchangee [PAULINA DANSO](#)  
[Ntrakwah & Co.](#), Accra, Ghana



### Women's Leadership Congress (WLC)

- 312 members participated in the Meritas [Women's Leadership Congress](#).
- In May 2024, the inaugural Meritas Women's Leadership Awards recognized honorees in six categories.
- Launched a new Mentorship program pairing male and female mentors with female early-career lawyers. Forty-four pairs of lawyers at different career stages began forming mentor-mentee relationships.



### Black Lawyers Forum (BLF)

- Developed a social media campaign illustrating how mentorship can open doors and create opportunities for growth.

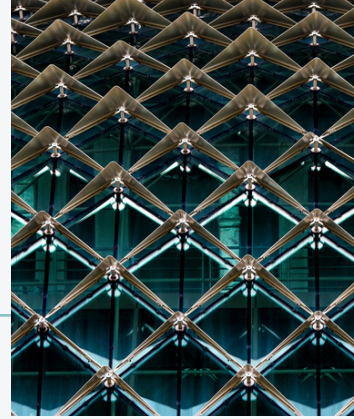
*Creating a comfortable environment to ask unfiltered questions fosters growth within young associates in a way that is unique to being in a room full of people with your shared experiences.*

— [TERENCE A. JONES](#), Leadership Council Member, Black Lawyers Forum  
[Stradley Ronon](#), Philadelphia, Pennsylvania, USA

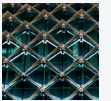


# Business Development

## Supporting Member Success



SUPPORTING MEMBER BUSINESS DEVELOPMENT (continued)



### PRACTICE GROUP & INDUSTRY SECTOR MARKETING

- To educate prospective clients and Meritas firms on the capabilities, seamless cross-border experience, and trusted global reach of the Meritas M&A Group, a comprehensive marketing campaign was developed featuring:

- [Microsite](#)
- [Brochure](#)
- Video: [“Clients Benefit from the Meritas M&A Group's Trusted Relationships.”](#)
- Video: [“The Meritas M&A Group and its Global Reach”](#)



M&A Sector Brochure

- To demonstrate thought-leadership and generate greater awareness for the Meritas Sports Law Group across the sports industry, the group hosted an in-person International Sports Finance and Investment Seminar and Networking Event: “The Opportunities and Risks in Sports Investment,” in London.



#### Takeaways:

[Game Changers: Navigating Opportunities and Risks in Sports Investment](#)

### STRATEGIC PARTNERSHIPS

Strategic partnerships raise visibility of the Meritas brand with potential clients around the world. In addition to ongoing partnerships with the National Association of Manufacturers (NAM)'s Manufacturers' Compliance Institute and the Association of Corporate Counsel (ACC), Meritas forged new relationships with the following organizations in 2024:



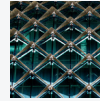
- **Latin American Corporate Counsel Association (LACCA)**

- Increased Meritas' reach among more than 100 leading corporate counsel and government representatives from the LAC region.



- **AFSIC - Investing in Africa Conference and Expo 2024**

- Expanded awareness for Meritas' brand and its African members in front of more than 1,500 delegates interested in investing in Africa.



# Creating External Visibility



## CASE STUDY: PARADIGM OF SUCCESS

In a recent one-month period, Schnitzer Properties used five different Meritas firms for financial opinion letters and a range of other matters. This case study details Schnitzer Properties' use of Meritas firms and the value Senior Counsel and Vice President/Secretary [Jeff Nudelman](#) gains from working with Meritas. To learn why Meritas' trusted network is an essential resource for Schnitzer's legal department, read the case study.

Two versions promote Meritas internally and externally, respectively.

- [External version](#)
- [Confidential, printable internal version](#)

*I can look at Super Lawyers or other listings in any market, but the Meritas vetting process sets it apart from other organizations. Any organization can give me a list, but I know if I contact Meritas the firms will take care of me. That makes my job easier from Day One. I expect them to offer service that is the best, and they do. Why would I go anywhere else?*



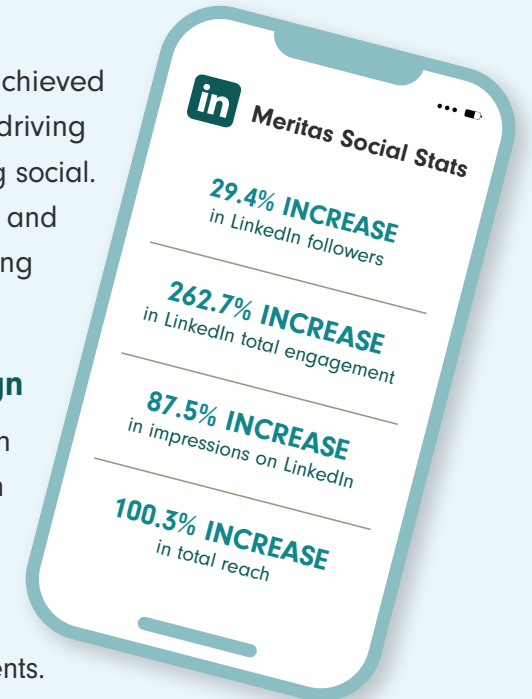
— Meritas client [JEFF NUDELMAN](#)  
Senior Counsel & Vice President/Secretary  
[Schnitzer Properties](#)

## SOCIAL PLATFORMS

Throughout 2024, the Meritas content team achieved great success in generating awareness and driving engagement across multiple channels, including social. Their efforts elevated the Meritas brand, firms, and lawyers as recognized thought-leaders among potential clients worldwide.

### Three Decades Of Excellence Campaign

A strategic, collaborative LinkedIn campaign promoted Meritas members who have been with the network for 30-plus years. It featured more than 40 posts from individual firms to commemorate Meritas' history. Each post highlighted how Meritas has benefited their clients. The campaign yielded impressive results in awareness and engagement, as the stats below illustrate.



More Than **57,000** Total Impressions

More Than **1,300** Reactions

More Than **16,000** Clicks

**93** Reposts

**25** Comments

Click [HERE](#) for a representative post from the campaign.





## PUBLIC RELATIONS & BRAND AWARENESS

Meritas enjoyed a record year of public relations wins in 2024:

- Media stories that included the Meritas brand totaled 454 in 2024, reaching 103,185,470 within our targeted audience globally.
- Reach of in-house generated content pieces up 4.7% compared to 2023.
- New relationship with ALM for paid content opportunities.
- Launched member-written monthly column in *Sports Business Journal*, increasing visibility for the Sports Law group and its capabilities.

## ICYMI: Top Meritas Articles in 2024

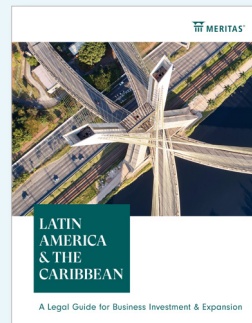
- [New Meritas Chair Aims To Raise Profile Of Network](#) in *Law360*
- [In a Changing Global Legal Landscape, Networks Are the Answer](#) in *ALM.com Corporate Counsel*
- [The Legal Implications of Private Equity in Collegiate Sports](#), one of five legal analysis articles by the Sports Law Group in *Sports Business Journal*

## NEW MERITAS BUSINESS GUIDES

Our guides help clients understand the business and legal environments where they operate. They also build awareness for the Meritas firms in the region, and generate new business for Meritas lawyers.



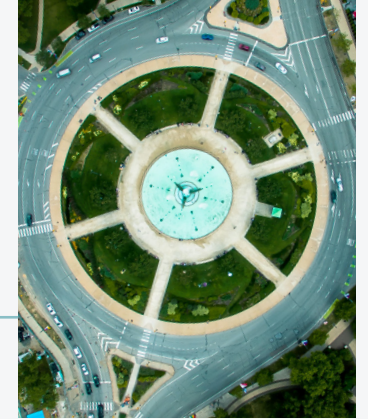
[Africa: A Legal Guide to Business Investment & Expansion](#)



[Latin America & the Caribbean: A Legal Guide to Business Investment & Expansion](#)

# Member Training, Tools & Resources

## Strengthening Operational Practices



## TRAINING

Meritas continued to produce valuable training materials for members and their firms, including Connect & Learn sessions, Chambers & Partners Training, Implicit Bias Training, Legal Tech resources, and more. These materials can be found on the Meritas member portal. Here are two of the most popular trainings:

- [“Top Tips for a Chambers and Partners Submission”](#)
- [“Addressing Implicit Bias: What You Need To Know”](#)



## LEGAL TECHNOLOGY RESOURCES & SUPPORTS

- During 2024, the Legal Tech Program received nearly 65 requests for Advisory support from Member firms.
- The services provided are buttressed by the experiences and best practices of the IT professionals across Meritas' firms globally, resulting in trusted guidance tailored to the needs of mid-sized, independent law firms.
- The Legal Tech Advisory Services program impact on members has included:
  - Saving time and money.
  - Avoiding business disruptions.
  - Providing a sounding board for members seeking to make more informed decisions regarding technology investments.
  - Serving as an extension of member firms' internal IT, Innovation, or Firm Management Committee's efforts to advance with technology.
  - Leveraging and building off the experiences realized by other trusted Meritas members.



### Legal Technology Vendor Relations

- Meritas continually engages with legal tech vendors. These relationships ensure our vendors understand the needs of mid-market independent law firms globally, create opportunities for collaborative solutions for our members, and increase member awareness of trends and solutions.
- In 2024, a formal sponsorship program was launched to establish vendor partnerships for Meritas events and initiatives throughout the year.
- Four legal technology providers invested in Meritas' Legal Technology Program in 2024:

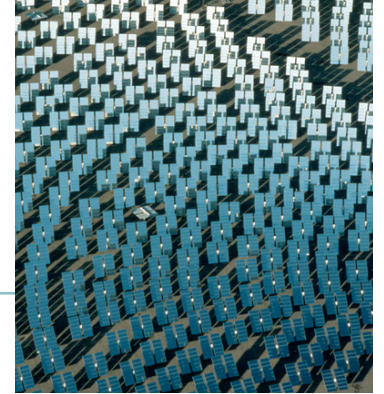
**Future In Tech**  
Future In Tech,  
an information  
governance solution.

**TIQ**  
Tiq,  
for automated  
time tracking.

**MITRATECH**  
Empower. Automate. Elevate.  
Mirattech,  
a provider of  
customer-experience  
services.

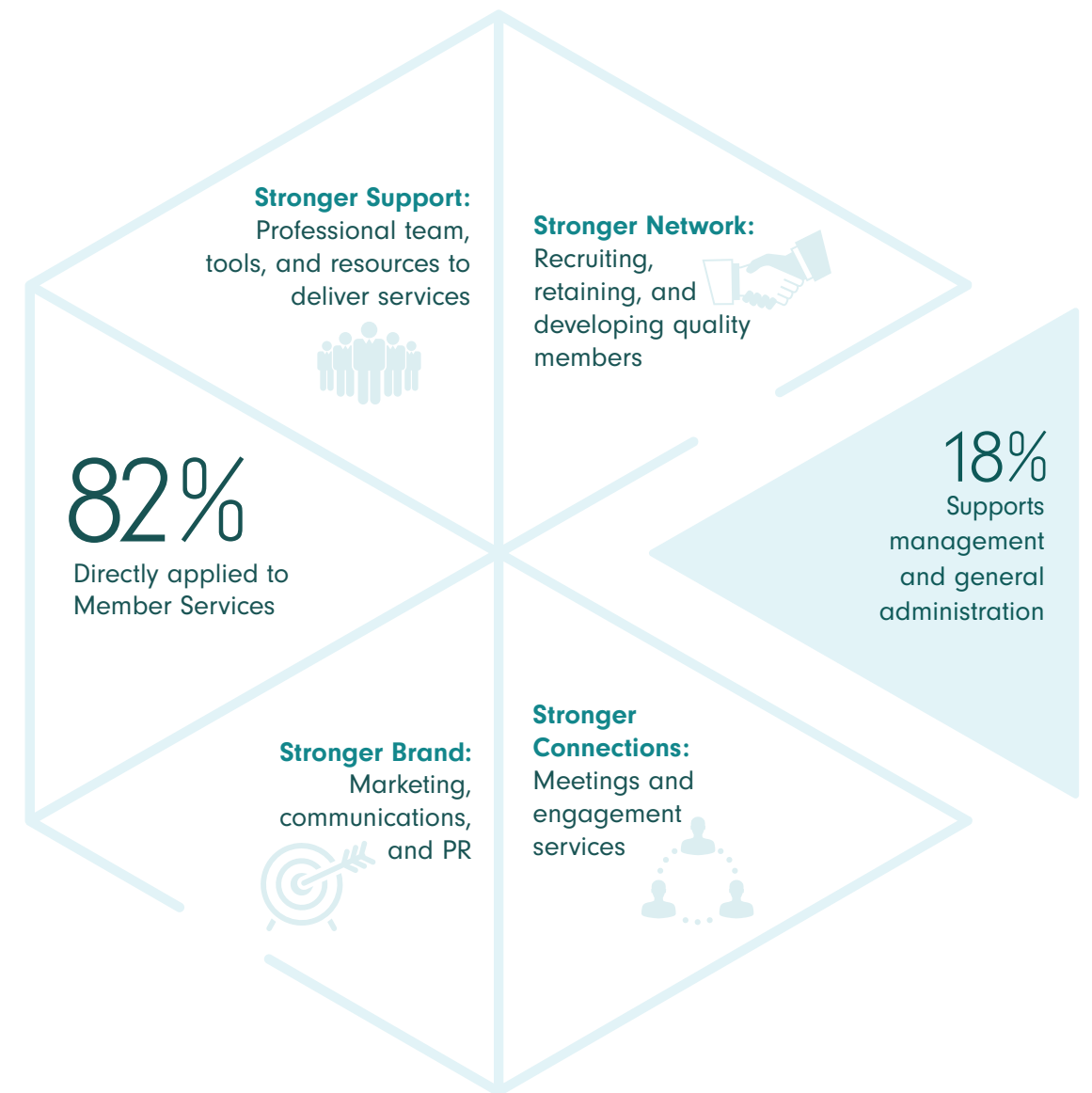
**Actionstep**  
Actionstep,  
a law firm  
management  
platform.

# Financials



### REVENUE ALLOCATIONS

Meritas spending is dedicated to increasing member engagement and generating referrals.



# Meritas Team

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**Sona Pancholy**  
President  
[spancholy@meritas.org](mailto:spancholy@meritas.org)



**Manda Herzing**  
Meetings and Events  
Project Manager  
[mherzing@meritas.org](mailto:mherzing@meritas.org)



**Kim Heinrich**  
Vice President, Global  
Marketing & Engagement  
[kheinrich@meritas.org](mailto:kheinrich@meritas.org)



**Cassie Jensen**  
Senior Marketing  
Coordinator  
[cjensen@meritas.org](mailto:cjensen@meritas.org)



**Quentin Vaile**  
Senior Director,  
Cross-Regional Strategy  
[qvaile@meritas.org](mailto:qvaile@meritas.org)



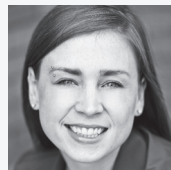
**Corey Garver**  
Legal Technology  
Program Manager  
[cgarver@meritas.org](mailto:cgarver@meritas.org)



**Gene Yocum**  
Controller  
[gyocum@meritas.org](mailto:gyocum@meritas.org)



**Molly Andresen**  
Membership Coordinator  
[mandresen@meritas.org](mailto:mandresen@meritas.org)



**Krystle Dahl**  
Online Communications  
Manager  
[kdahl@meritas.org](mailto:kdahl@meritas.org)



**Nick Preese**  
IT Coordinator  
[npreese@meritas.org](mailto:npreese@meritas.org)



**Jolene Engler**  
Program Manager,  
Member Quality Standards  
[jengler@meritas.org](mailto:jengler@meritas.org)



**Callie McDonald**  
Operations Coordinator  
[cmcdonald@meritas.org](mailto:cmcdonald@meritas.org)

# Regional Contacts

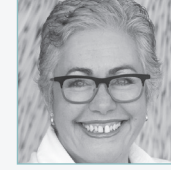
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**Sarah Croot**  
Europe/Middle East  
Regional Director  
[scroot@meritas.org](mailto:scroot@meritas.org)



**Vicky Berrington**  
Africa Regional Director  
[vberrington@meritas.org](mailto:vberrington@meritas.org)



**Sue-Ella Prodonovich**  
Australia/New Zealand  
Regional Representative  
[seprodonovich@meritas.org](mailto:seprodonovich@meritas.org)



**John Chiu**  
Asia Regional Director  
[jchiu@meritas.org](mailto:jchiu@meritas.org)



**Camila Urrutia**  
Latin America/Caribbean  
Regional Director  
[currutia@meritas.org](mailto:currutia@meritas.org)



[www.meritas.org](http://www.meritas.org)