

# IMPROVING AURECON'S EMPLOYMENT CONTRACTS THROUGH VISUALISATION

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*The Aurecon employment contract in its new visual form has, since its completion just over a year ago, raised a number of eyebrows and gained a lot of media coverage. Why? Because it is a comic book, and it is different, and it innovates HR management. Developed in collaboration between UWA and Aurecon, it is the first of its kind, and hailed as the “Future of Works” by the Financial Review.<sup>1</sup> In the following, John McGuire of Aurecon and Prof Camilla Andersen of the UWA Law School explain a bit about the project, how it came about, and some of the challenges it raised.<sup>2</sup>*

## I AURECON AND THE DISRUPTION TO ENGINEERING

Aurecon is a professional services engineering and advisory company working in the built environment, infrastructure, water, power, energy, and transport markets across Australia, Asia, Africa and the Middle East.

Aurecon works across 64 offices and 27 countries with 7500 engineers and roughly about a billion dollars in turnover. We're one of the largest professional engineering services organisations in the regions. We work on projects like the Dubai Tower, which is currently under construction in Dubai, which when complete is set to be one of the tallest buildings in the world and projects like Wembley Stadium in London or Melbourne Metro in Victoria. And that is what we do – we get involved in the environment.

And so, within that context, why does an engineering company need to innovate around contracts and what's wrong with what we've been doing all the

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<sup>1</sup> See David Marin-Guzman “Aurecon backs 'visual contracts' as future of work” in Australian Financial Review May 2, 2018, available at: <https://www.afr.com/work-and-careers/management/aurecon-backs-visual-contracts-as-future-of-work-20180502-h0zjch>

<sup>2</sup> Much of this article is taken from a presentation from the 2017 Comic Contracts Conference, transcribed by Chris Minus.

way along? The underlying challenge for our profession is that we exist in a world that is being radically disrupted by new and emerging technology. A fact that may well affect many professions. Our media is full of news about digital disruption and a lot of people might think that disruption is isolated to the so-called blue collar industries. But that is not the case. Disruption is affecting engineering as well. And why is it happening? In simple terms “digital” enables information and data to flow seamlessly across boundaries so that work that would previously have been done in one location can now be done anywhere in the world. This fact changes the traditional laws of supply and demand whereby when demand might increase in one location due to, say, private or public sector investment, supply can flood in to that market from anywhere in the world and most noticeably from lower cost locations. The impact of this is that we now see growing evidence in our industry of:

- Commoditisation of our industry;
- Things like design automation – a computer now doing what we were trained to do;
- We see things like off shoring and outsourcing and;
- Generally, fragmentation of the industry.

Moreover, disruption is happening to us all because our clients are also being disrupted. Our clients are similarly feeling the pressures of digital disruption in their businesses and hence they too are seeking new ways to compete and new ways to connect to their customers. They too must find new ways to add value and new ways to innovate. This, in essence, is the disruption and redistribution of entire global supply chains.

With this as a burning platform Aurecon simply had to find new ways to innovate. One of the biggest barriers presented to Aurecon's innovation strategy was the contracts for the professional services commissions we were being awarded. In simple terms, the contracts that clients would appoint us on were an inhibitor to innovation.

The authors agree that this disruption is affecting both the legal and engineering industry, both of whom - like many industries - are vulnerable to lack of change and innovation.

For example, engineers often need to inspect the inside of a pipe or cylinder; we recently invented an automated vehicle with a periscope camera which can inspect the internal surfaces of pipes. The tracked vehicle and camera record video footage of the internal surfaces looking for corrosion and weaknesses in

welded joints. Viewing the footage still takes hours or days but we wrote a machine learning algorithm that automates the work so it is now done in an hour. This is just one example of how design automation is going to disrupt an awful lot of things in engineering, and the AI algorithms that review contracts or agreements are disrupting law even more. This disruption has been occurring everywhere and because of that clients desperately want to innovate. They need to find a new way to create value and if an inhibitor is the contract then it stands to reason to the lawyer and the non-lawyer alike, to consider what we can do to innovate around the contract? What can we do to stimulate the behaviours that the parties need to ensure better collaboration? What can we do to promote better – and different – parameters and outcomes?

Aurecon has placed a lot of value on nurturing an innovation mindset in the company over recent years, and it has borne fruit with a number of impressive accolades. In 2017 they received the Sir William Hudson award from Engineers Australia, the highest accolade they can give. At the same time they also won the Australian Human Resources Institute Inclusive workplace award, and the Good Design award from Good Design Australia, competing against the likes of Tesla, Audi, BMW etc. They were also nominated as the large firm of the year from Consult Australia, and – the authors' personal favourite – also nominated as number five on the top fifty most innovative companies in Australia (impressively, the first time Aurecon had entered it, this is the first time a professional services company had reached the top five). Worth noting that Aurecon's previous CEO, Giam Swiegers, was previously the CEO of Deloitte where he worked for 12 years, and they're at number six. Clearly, his focus on innovation is a good thing for any company.

So perhaps not surprising that the notion of innovation is incredibly important to Aurecon as an organisation, it is part of the success and what defines them as an organisation in a world where we are being disrupted.

## II AURECON'S NEED TO DISRUPT THE LAW...

Engineers are often defined as problem solvers. They like problems that are well defined, that have nice boundary conditions, where the parameters are known and well defined. They are skilled at taking that problem and solving it. But engineering is changing as an industry from this world of problem solvers to a world of problem finders. For instance, many of Aurecon clients don't know how digital is going to change the landscape of the business within which they are operating. They need innovative professional service providers who can help

them interpret applications of digital and other new technologies into their business. They are themselves being disrupted by different business models, they are exposed to much wider competition and so they need professional service providers who can help them find problems, or problems for their customers, that they might not even know existed. This is why the engineering profession is transitioning from being problem solvers to problem finders. However, in problem finding and problem solving, alike, the restrictive format and feel of contracts was inhibiting innovation.

It certainly seems to the non-lawyer that most contracts in the engineering and construction industry are drafted from a very negative perspective, and need disrupting, as it is too easily perceived as a document drawn up to punish when things go wrong, without facilitating the relationship positively. In the eyes of the engineer, a contract mostly lists “all the bad things I will do to you if you don’t deliver on these points of the contract”, mentioning amongst other things liquidated damages, unqualified fitness for purpose, consequential loss so on and so forth. So as a service provider you don’t move outside the bounds of the contract, and it does not help to build a fruitful relationship.

Perhaps we should expand on this a little. In most instances, Aurecon are the recipient of a contract from other parties. They typically get handed a 300 page contract which tells them all the penalties that could be imposed if they don’t deliver and because of that, inherently, the focus is to deliver what was defined in the contract which (typically known problems with known solutions) without thinking outside the confines of the threatening contract. In order to innovate, contracts need to allow the engineers to bravely go into the unknown unknowns. Aurecon thus decided to take a stand about how contracts could be innovative too, and allow for better engineering innovation – without the proverbial sky falling. Even if Aurecon could take a portion of their contracts, and start defining it in a way people could understand, that would be real progress. With visual contracts, we are working with better degrees of comprehension, exploring a better understanding.

So when an opportunity arose to innovate both engineering contracts and law, it seemed too good to pass up.

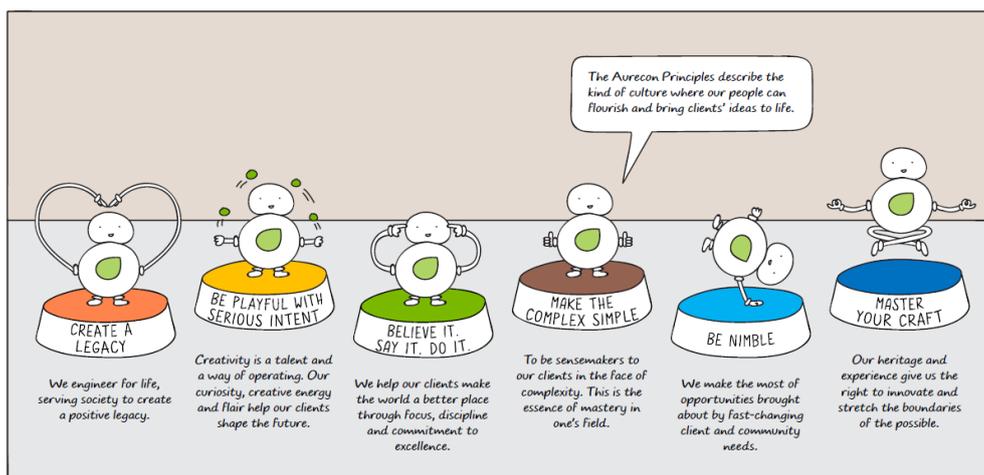
### III BEGINNINGS, VALUES AND BENEFITS

This search for legal innovation was not fruitful, initially. Aurecon, as a billion-dollar engineering business, scanned a number of legal practices and they

weren't able to help. But THEN, one morning John McGuire – head of Aurecon Innovation at the time, and co-author of this piece - was sitting down in Fremantle, with his daughters in their ballet school and (quirkily) listening to the Law Reports on ABC, where he heard of the UWA Comic Contracts project. He immediately realised that this was the direction he wanted Aurecon to go, and with very little delay a project was born. This project is now in its second stage, and a long-term collaboration between law and engineering to make better contracts for this industry has begun to bear fruit.

The immediate first goal of the project was the employment contract, which is what this paper focuses on. This particular contract was considered a low-hanging fruit, largely because (typically) Aurecon are the sole authors of it, and retain control of its content – and because it was in dire need of updating.

By changing it, Aurecon also control its *spirit*. This is incredibly important to the company, and was one of the key points for the first part of the project. The contract redesign focussed on two of Aurecon's main values. Not only was it important to simplify the contract itself, but also to create something playful which clearly communicated an employer with a difference, a playful yet professional approach to engineering. As the fifth most innovative company in Australia with aspirations to be number one, getting employees to embrace the culture and the innovative way of thinking and providing solutions to clients is imperative. Aurecon defines these values as “Playful with serious intent” and “Make the Complex Simple”. The values of the company, labelled the Aurecon Principles, are set out very clearly, at the start of the (short) comic contract in the spirit of clearly communicating relational contracting values, part of the Aurecon story-telling narrative:



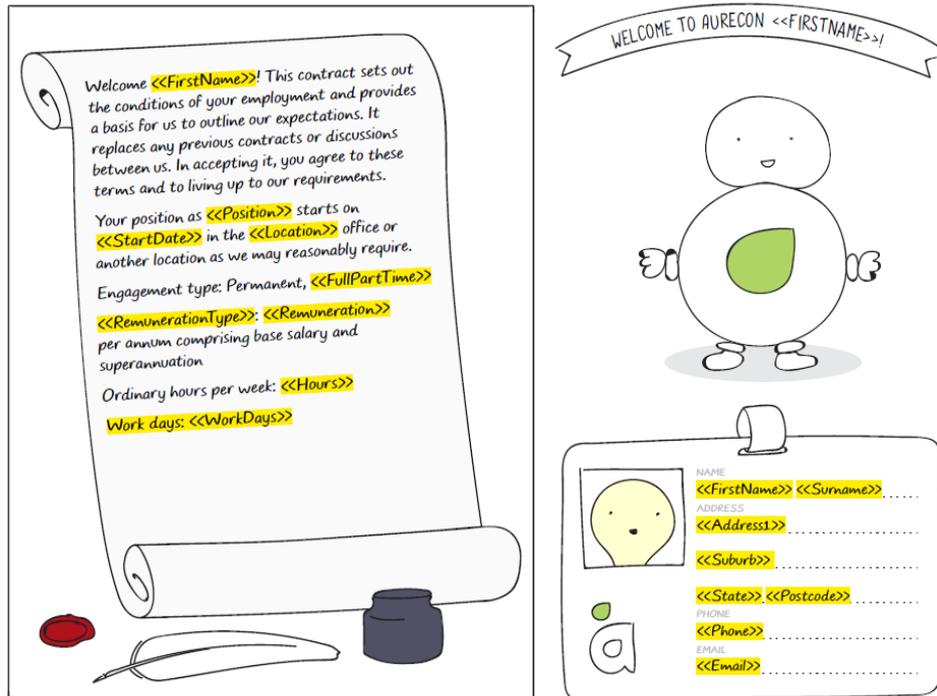
The benefits of values-based contracting (very similar to relational contracting, or part of the integrative law movement)<sup>3</sup> is well known in legal research in a number of circles, as it brings the relationship of the parties into focus, rather than their perceived obligations/rights. In the employment contract, the advantage is that prospective members of the team are clearly communicated the nature of the team spirit before they begin. The relationship IS the focus.

Moreover, the comic contract itself is an embodiment of the company's values. According to Aurecon, it gives the company a competitive edge in the race for talent recruitment. It is important to remember that Aurecon's employees define them, and they compete for people in the market. And they actively seek innovative, agile minded employees for most positions. If a prospective employee sees the type of awards and recognition the company gets for innovating, the last thing Aurecon want to do is put the prospective talent off with a 20 page contract with 7 point type and punitive clauses and unnecessary fine print. To Aurecon, the two things just don't go together. Now, what Aurecon present to employees is an interactive comic book contract; from the very start of the relationship with Aurecon prospective employees feel a *"Wow you guys are different – unconventional – you're thinking quite differently and that's the way you want us to behave. That's pretty cool."* So therefore, Aurecon

<sup>3</sup> A relational contract is a contract whose effect is based upon a relationship of trust between the parties to which it pertains. Relational contracting has been around since the 1960's, and has been reinvented in slightly different forms such as values-based or conscious contracts. See <https://jkimwright.com/conscious-contracts/> for more information from one of the leaders of the current movement, J Kim Wright.

perceives the impact strongly, in the war for talent and in subsequent corporate culture. No one should underestimate how important the start of an employment contract is in terms of the nature of your organisation and your employees' first impressions of the spirit of the company.

#### IV THE CONTRACT AND ITS AVATARS



This is the Aurecon employment contract... We start with an account set up, we are now producing it into an online platform so that when people receive an offer from us, it will be an email and it will be cloud based and it will be fully interactive and immersive. What you're not seeing here is the interactivity of the images at work. We felt that the interactive nature of it is actually really important. So, people will populate it and that will automatically flow into all of our HR workplace systems (called "Workday"). As a consequence, the back end of things like payroll and inductions to the workplace are automated.

This interactivity the contract presents now is actually a compromise between ambitions and what was realisable at the time. A further explanation will illustrate this. Behold the current images of the employer and the employee in the current contract model:

These images here are what we refer to as the “avatars” of the company and the new employees. Both parties to the contract. We needed to choose non-gendered avatars, and we had long debates about the bit about “this is you.” Because at one point in time we were thinking of well, why don't we get them to pick who it is that they are and generate an avatar for



them? So we designed a visual platform that could “game” the contract by allowing the employee to choose race, weight, outfit, hair, facial features etc. Basically, design your own avatar, to populate the contract. We loved the idea. We were really excited about that and we were going along this route until we started to speak to some programmers and the programmers then said to us, no problem, but do you realise you have now created 25,000 possibilities of the avatars? And so, the cost to do this is going to be “XXX” ... a number so high it stopped us in our tracks, and we decided that we would use a static generic image. The lightbulb. Why? Because we like employing bright people with ideas. At the time of writing, we are exploring other way to keep innovating the contract, and pictures of the line manager (headshots) and more interactive ideas are being looked at. We also considered a “take your own picture” approach, but it would require a very static face-on avatar in all slides. Which – as you can see from the selection of images from the contract – would not work well with the avatars interactive approach. Sometimes it's side on, sometimes it's the back, sometimes it's three-quarters on and that's where the 25,000 variations come on.

## V EMPLOYEE VALUES AND BEHAVIOUR

One of the defining aspects of the Comic Contract project is its clear focus on changing contracts from being punitive and adversarial to being collaborative manuals of cooperation. It does so using a developed process of:

1. Identifying/mapping problem areas or “pain points” in the relationship the contract governs

2. Identifying/mapping behavioural drivers to ensure better engagement
3. Ensuring clear communication of duties etc for better comprehension, and
4. Enhancing the perception of the parties through an innovative collaborative experience, like expressing values as set out above.

The latter, and the focus on a collaborative experience which is well perceived and ensure a good fit, means that it is not just the values of the employer which are central, but also the characteristics of the employee. The characteristics which future employees are tested against are set out below, which is page 2 of the contract. The quiz is short, and easily completed, and is taken before the contract can be completed.<sup>4</sup>



These traits are labelled the “Aurecon Attributes” and were developed through research with Aurecon clients, who were asked the simple question “What would YOU want from professional service providers in the future ...?” Through this research the attributes were identified, and testing them online and incorporating that into the contract was an easy step to take. Of course, not everyone can be equally inquisitive, engaging, resourceful, co-creative, sense-maker, unconventional thinker, commercial and fearless. And the outcome of the quiz is not an essential assessment tool, merely one that can help identify key attributes. Most people have one or two more dominant attributes than others, and now when a project team is composed, Aurecon make sure that they put together people with different dominant characteristics. They find this helps

<sup>4</sup> As an interesting aside, the quiz was originally developed as a game Aurecon employed when employing graduates. However, they soon found that all staff took it and that it really resonated with everyone.

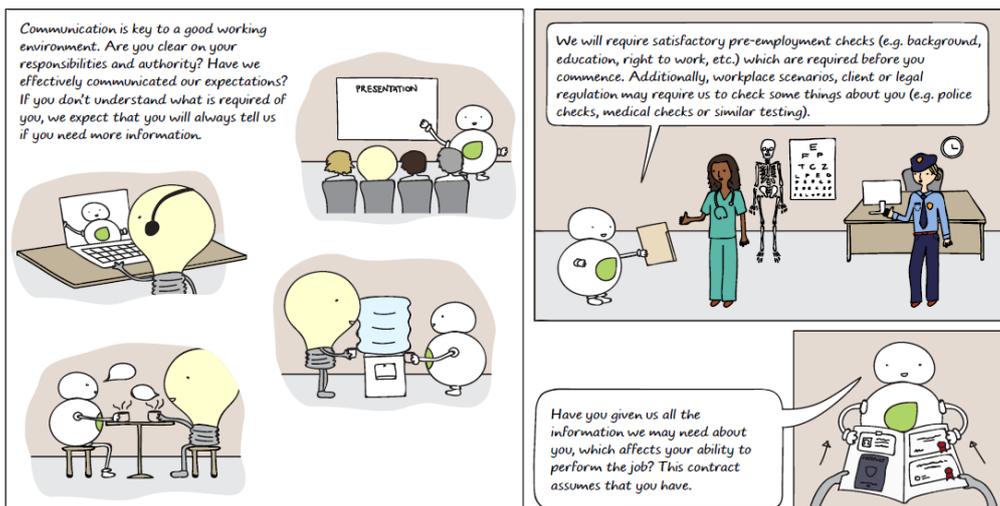
create really diverse, eclectic, energised dynamic teams which can come up with amazing results.

And as an element in an innovative on boarding experience it works well. An employee is told “Welcome - take the quiz! You can work out what your dominant characteristic is and tell us your values.” Aurecon then acknowledge this by ensuring that on the first day of work, when somebody starts they have a mug ready on their desk, alongside a T-shirt, with their dominant Aurecon Attribute, ready to be part of a team as an individual that counts.

This focus on values also helps to drive behaviours, by accentuating the ones which are appreciated and encouraged. As seen above, driving behaviours is key to the Comic Contract project, and the contract drives behaviours in a number of ways, after having identified which ones were key to focus on.

Two of the central aspects of the employment relationship are communication and collaboration.

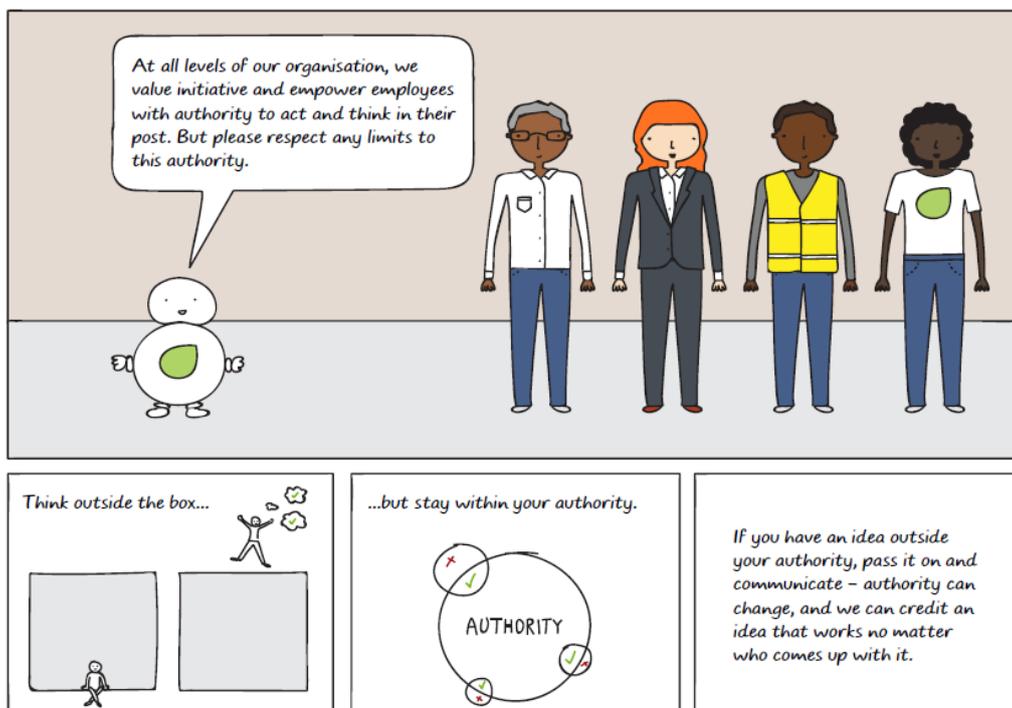
Aurecon identified communication as one of the key concerns in their workplace, and as a key behavioural driver, the whole issue is therefore dealt with first on page 5 of the contract:



The team collaborated on different forms of communication in the workplace, ensuring it is illustrated as well as addressed as central. So instead of different legal clauses in a contract which had something to do with communication, a blanket approach was taken to outline all communications.

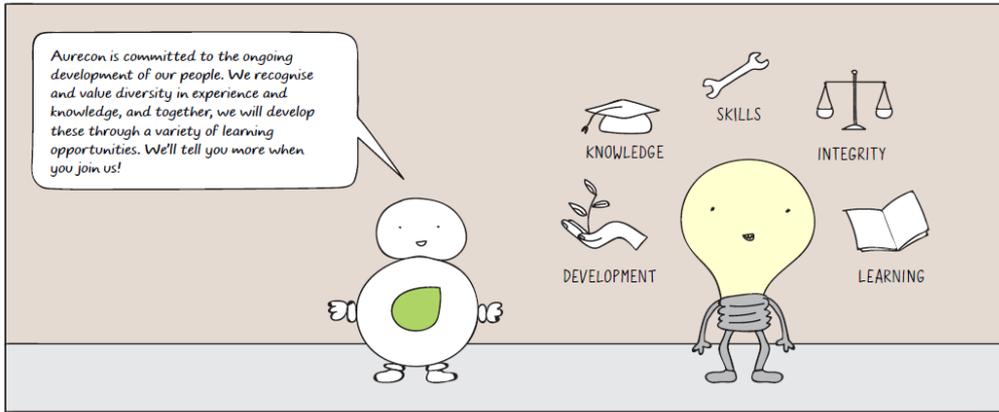
Workplace communication can be formal, it can be informal, it can be round the coffee, over the water cooler. Moreover, Aurecon has a right to expect certain information from you around medical history, police checks, and expect that you have told us everything that we need to know. Done!

The next important behavioural driver centres on collaboration. Creativity and innovation pervades strongly throughout Aurecon, and we had to find a way to capture and address behaviour around that, and the balance of respect. Innovation is valued and celebrated across all levels of Aurecon, so as the [former] Chief Innovation officer,<sup>5</sup> it was central to John McGuire to empower employees to balance initiative and innovation with respect. This balancing act was a tricky one to signal clearly: Aurecon want employees to think outside the box because that is the type of organisation they are, in the eyes of media, clients and other organisations. Innovation is the expectation, and Aurecon want it. However, employees must also respect authority to ensure pursuit of strategic goals and management plans. So communicate, as above, and talk to your manager(s). By labelling the innovation with “Collaboration” it sends the right message about innovation in context of a functioning working environment with others.



<sup>5</sup> John is now Global Managing Director for Aurecon's Built Environment business.

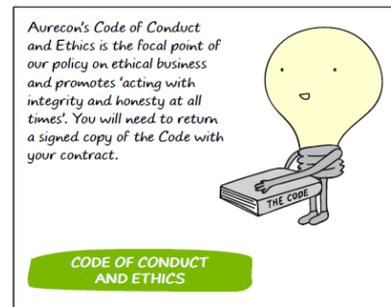
VI TRAINING AND DEVELOPMENT



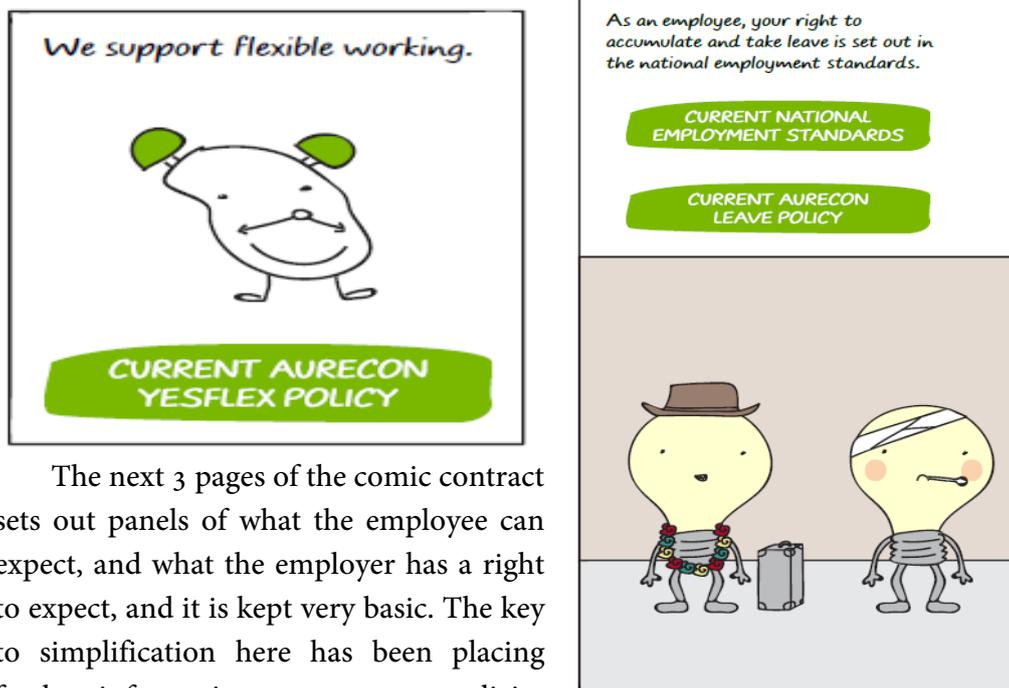
One of the biggest challenges with new employees, in most industries, is ensuring that the on boarding and training is completed as efficiently as possible, to make sure employees follow any needed codes and regulated behaviours and that they fit the organisation.

Aurecon has already improved on the organisational fit by clearly communicating their values in the contract, but the regulated training still needed to be addressed. The code of conduct, health and safety, anti-bribery and corruption – these are dealt with in the employment contract as interactive training links, like the green button you see here to your right. It is part of the contract itself, and must be followed and completed as part of the contracting process. This was a big step – but by integrating the training into the actual contracting in one step the overall process is simplified and ensured.

We may have drawn out the contracting process in terms of time up front, but training gets done in a fun, interactive gaming environment. And it is flagged up as essential by being a part of the contract – the manual for the working relationship.

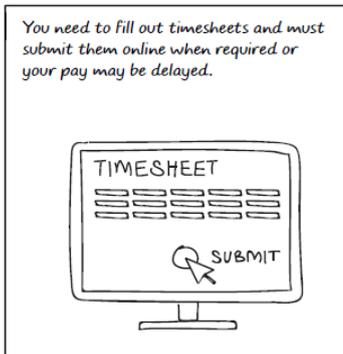


## VII EXPECTATIONS



The next 3 pages of the comic contract sets out panels of what the employee can expect, and what the employer has a right to expect, and it is kept very basic. The key to simplification here has been placing further information on company policies (on things like salary packaging, leave policies and flexible working) in interactive links like the one on the left, so just the key information is in the framework contract. This has allowed us to focus on the main relevant information and simplify the overview, while retaining the necessary detail in the links that can be clicked.

Another simplification initiative was the reference to the current National Employment Standards (NES) where relevant. In a number of panels around employee entitlements and expectations, there is an interactive link to current relevant company policy, but ALSO a link to the relevant site on the NES website. The reason for this is twofold. Firstly, the NES regulations represent statutory minimum obligations, the current ones in play at any time will be the relevant ones, so this future-proofs the contract to ensure it refers to updated requirements at all times. Secondly, the pointless regurgitation of NES thresholds and regulations in employment contracts seems unnecessary in an interactive electronic contract which can just as well refer to the official website where examples and details are laid out clearly.



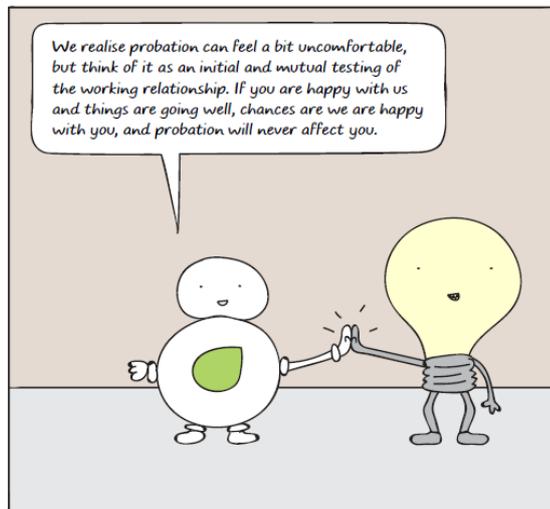
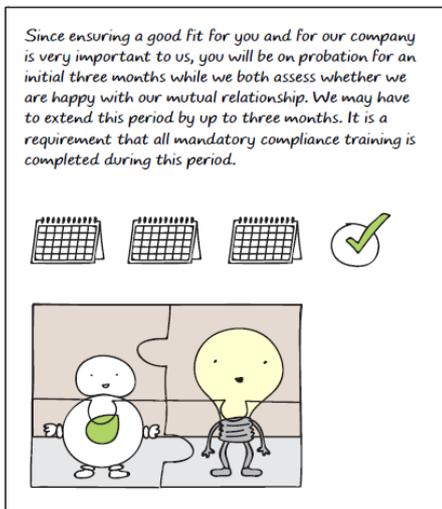
The comic contract does not only simplify, however, it also added details where the analysis of “pain points” (see pt 1 above) revealed more information was needed. One such example is the reminder in the contract to fill out timesheets, and their importance for billing and salaries. Initially, Aurecon reported a practical issue with fresh graduates not completing timesheets with regularity, largely as the importance was not clear

to them. The importance and incentive, and clear communication of it, is now included in the comic contract. And it is wonderful to be told by HR that the problem is now greatly diminished, by developing this behavioural driver which addresses the problem.

### VIII PROBATION AND PROBLEMS

As is apparent at this point, we endeavoured to create a very friendly contract, and a lot of thought went into the images and the processes of the friendliness and non-adversarial nature of this relational contract. That does not mean, however, that we chose to ignore the issues that COULD get problematic.

The first of these was probation. Having to explain to prospective new hires that they were being assessed on the job, without making them feel too vulnerable about that, meant developing both language and images which accentuated that this would be in both parties’ interests. The puzzle piece as a metaphor for the



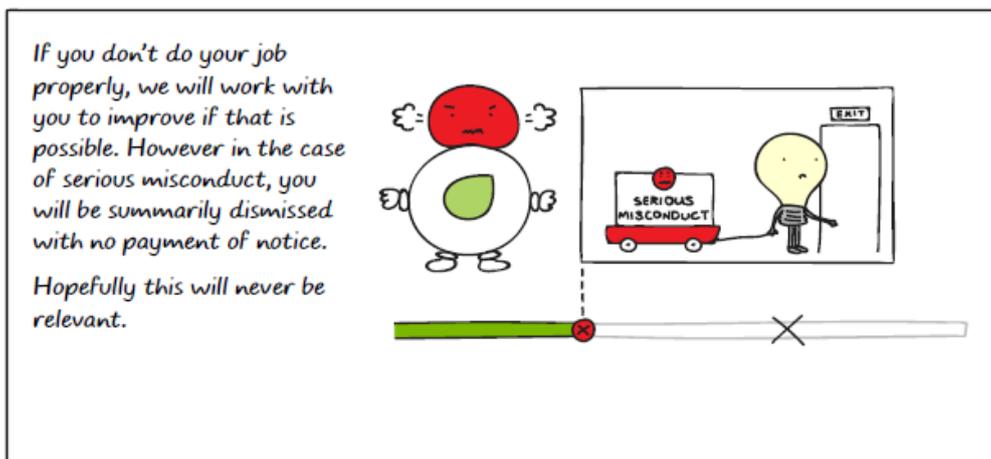
“good fit” came in handy, but so did the assurances that there is goodwill on both sides.

Interestingly, in qualitative feedback, the decision to communicate the awareness of any discomfort in the arrangement upfront, as you can see above, has been reported to reduce the anxiety which some new employees feel about being on probation, as it acknowledges the nature of the arrangement. And if the relationship is a good fit, then everything is “high-five, let’s go forward.”

However, our team also had to face the termination aspects of a contract we were striving to make friendly. We initially likened it to a prenuptial agreement for wedding vows, but soon realised that in today’s environment, no one is expecting to stay with one employer for 50 years and get the proverbial gold watch. So, instead, we likened it to a joint train journey, where one party may choose to disembark and go in a different direction at any time.

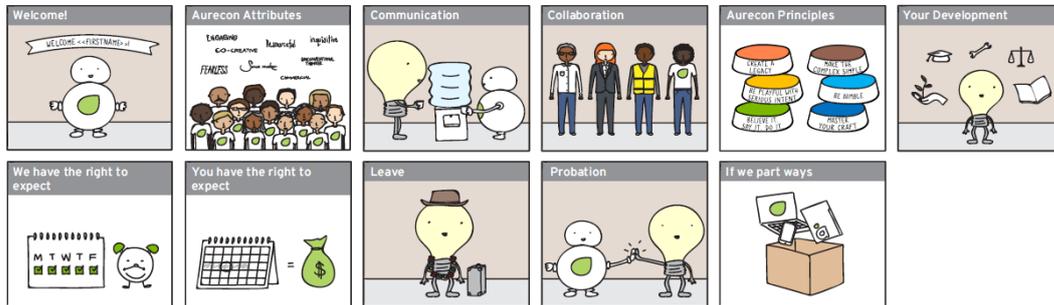


The inspiration for this was the London underground; a fitting metaphor for a good relationship that gets both employee and the company to the right destination. Prior to coming together the company and the employee are on quite separate paths, but they travel together for a while on the same journey collaboratively, possibly one day parting ways with no harm done.



A more difficult challenge was the issue of what happens when things are working very badly. As an aside, in striving for a friendly Aurecon avatar, we made a number of visual decisions in the design. One such decision was the subliminal one to design a friendly avatar from Aurecon which is never – as you will note – larger than the employee. However, in dealing with the prospect of serious misconduct we advertised very strongly in visual terms that this would be upsetting to the employer, and so the friendly avatar turns very red in the face and grows larger than the image of the employee. Not to be threatening, but to remind the employee that the employer strives to be friendly but still has rights.

This has worked well. A friendly avatar is an important design decision, but a reminder that the friendly avatar will not put up with just anything has not harmed the perception of the employer, according to the incoming statistics in the longitudinal study.



## IX FINAL OVERVIEW AND SUBMISSION

The contract ends with an overview of the cartoons that have been interacted with. While each of the 13 stages of the contract so far have required employees to click that they have read and understood each thoroughly, they may still wish to go back and review some before signing and submitting the electronic contract to Aurecon, making them part of the Aurecon team. It's then official!



## X STATISTICS

As this process has been a research project, it has been subject to rigorous testing and psychometric evaluation. The statistics and data can be found in detail in other publications, including publications by other members of the Comic Contracting team, but in essence the findings at the time of writing indicate that across all three major categories (comprehension, engagement and perception) under investigation, there has been significantly better scores on the comic based contract.

Both qualitative and quantitative feedback suggests that the comic contract version of the contract, when compared to a study of the text based version, is perceived, understood and engaged with better. All mean scores of the feedback from comic book sampling have been significantly higher than those of the text based contract. A forthcoming paper will delve deeper into the data sets and the sampling, but for now we are happy to reveal that overall, the results indicate that the 'ECCP total score' for comic contracts was 10.74 points higher than that of the text based contract, which reflected that comprehension was 2.21 points

higher, engagement 3.97 points higher and perception 4.55 higher.<sup>6</sup> All round, a big win.

	<u>Text</u>	<u>Comic Book Contract</u>	<u>Weighted Per cent Difference</u>	<u>Points difference</u>
Total Score	61.75 (68.61%)	72.49 (80.54%)	+11.93%	+10.74
<i>Comprehension</i>	20.95 (69.83%)	23.70 (79%)	+ 9.17%	+2.75
<i>Engagement</i>	20.80 (69.33%)	24.77 (82.57%)	+13.24%	+3.97
<i>Perception</i>	20.01 (66.70%)	24.56 (81.87%)	+15.17	+4.55

We are not in a position to share the specifics of the qualitative feedback, but have taken on board general appreciation of ease of understanding, lack of need to involve legal services in the employment process, and – perhaps most importantly – the fact that we have received no negative feedback.

#### XI THE COMIC CONTRACTING JOURNEY

So that's the process we're on and that's why we did it and how we have done it, and what impact we have seen.

But what did we learn? First and foremost, this was a more difficult journey than either of us had anticipated. The obstacles, the testing, the many iterations, the clearances, the initial reluctance from some to support the concept... we have many stories to share about this, and not all equally pretty.

As John explained at the 2017 conference:

...this is quite new and challenging. I remember when I was talking to my executive committee. I said "I want to change our staff employment contract, I want to turn it into a comic strip," they went... "what's he up to now?".[ ...] while we're a very innovative company, you should see my executive committee. And you see the body language; they sit back and they're looking at it like... And I went through the contract and I said "look, guys we got to give this a go – this is an experiment, we are going to experiment with this.

And it took significant effort, not just in simplifying the law or planning out the content of the contract itself, but in clarifying values, image, and key purposes. To illustrate a contract, to infuse it with the spirit of a company, that spirit needs closer definition, and so the difficult questions were asked: What's

<sup>6</sup> Michael Montalto (PhD student, UWA and RA on the project) has produced these figures, as part of the psychometric testing of the Aurecon contract. Future co-authored papers with Michael will expand on the data sets and the testing.

your key purpose? What's your why as a company? What do you stand for? What are your values? What do you hold sacred? And how do you want to place that in the hearts and mind of your staff? How can you represent that in a set of images? Those were the tough challenges.

We have managed to do that with the employment contract, and we are now developing our collaboration to other areas of Aurecon's business – because, importantly, this foray into visual contracts has caused a major shift in the use of visuals. It is penetrating a whole bundle of other policies; at a committee meeting while work was ongoing, a member of management wanted a financial policy to be illustrated. And since then, the culture of the corporation has found illustrations to be natural, essential even, to communications. Now, Aurecon executives are reportedly saying “you need to turn that into a comic book, you need to turn that into a comic book, you need to turn that into a comic book.” With increasing frequency. This one innovation has caused a shift for the better in business communications – and we are very proud to have received a Gold Quill from the International Association of Business Communicators for the “Visual Employment Contracts. A new and innovative way to engage with talent.”<sup>7</sup>

Because, in the end, it is an endeavour we are extremely gratified to have embarked on, and the responses we have received have been overwhelmingly positive. We have only seen one (minor) hiccup, and we think it was a one-off: when the contract was first introduced one bank needed a written letter of confirmation that the comic actually WAS a contract for the employee. A quick confirmation letter was issued. But, apart from this one event, there has been nothing but positive news around this. Anything worth doing is worth doing well.

We will leave you with a quote from John: “There's two ways to be creative, one can sing and dance or one can create an environment in which singers and dancers can flourish.”

We hope we have helped create a legal environment where singing and dancing becomes more common place. Thank you.

<sup>7</sup> <https://gq.iabc.com/2019-gold-quill-award-winners-1/>