



# Futures Conference: Seeing the Water

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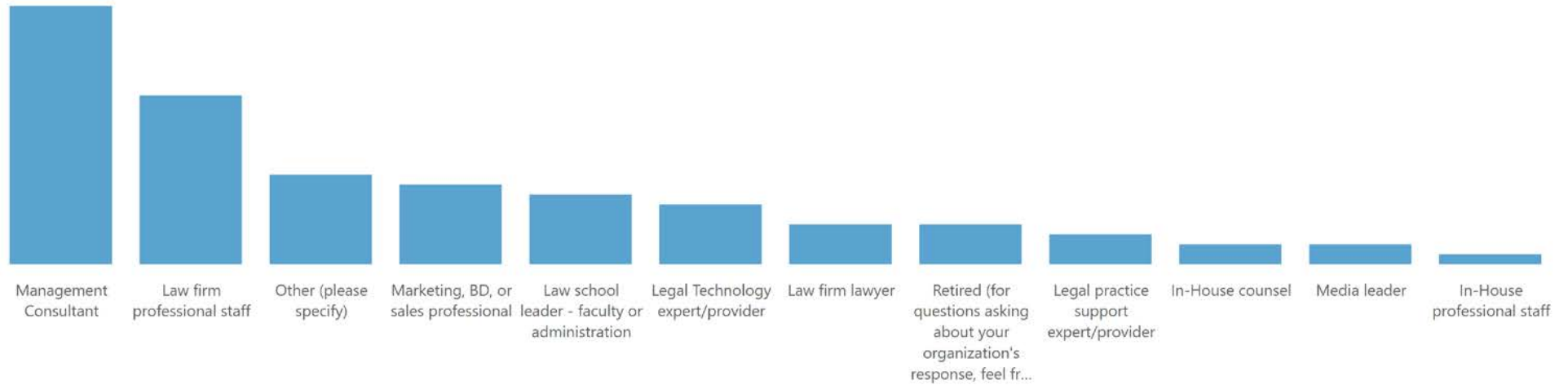
How do these fit together?

These are the water. These are prime issues that are causing society to rotate. You should expect policies to devolve from these issues. Much as you see our news bending to their gravity.

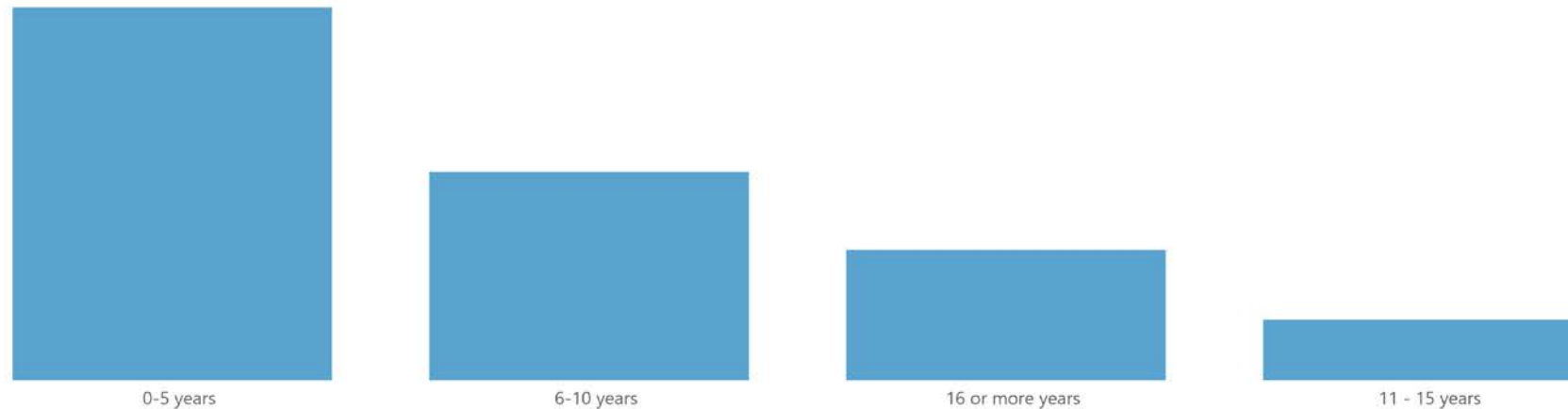


# This is Us

Roles



Tenure



# Relative Maturity and Investment

1.91

Average of 4IR Maturity Score

2

Median of 4IR Maturity Score

0.48

Average of 4IR Investment Score

0

Median of 4IR Investment Score

## Maturity Scores:

No Answer -1  
Non-existent 0  
Initial 1  
Iterative 2  
Defined 3  
Managed 4  
Optimized 5

2.62

Average of DEI Maturity Score

3

Median of DEI Maturity Score

0.56

Average of DEI Investment Score

1

Median of DEI Investment Score

## Investments Scores:

Much less -2  
Less -1  
Same 0  
More 1  
Much more 2

1.57

Average of ESG Maturity Score

1

Median of ESG Maturity Score

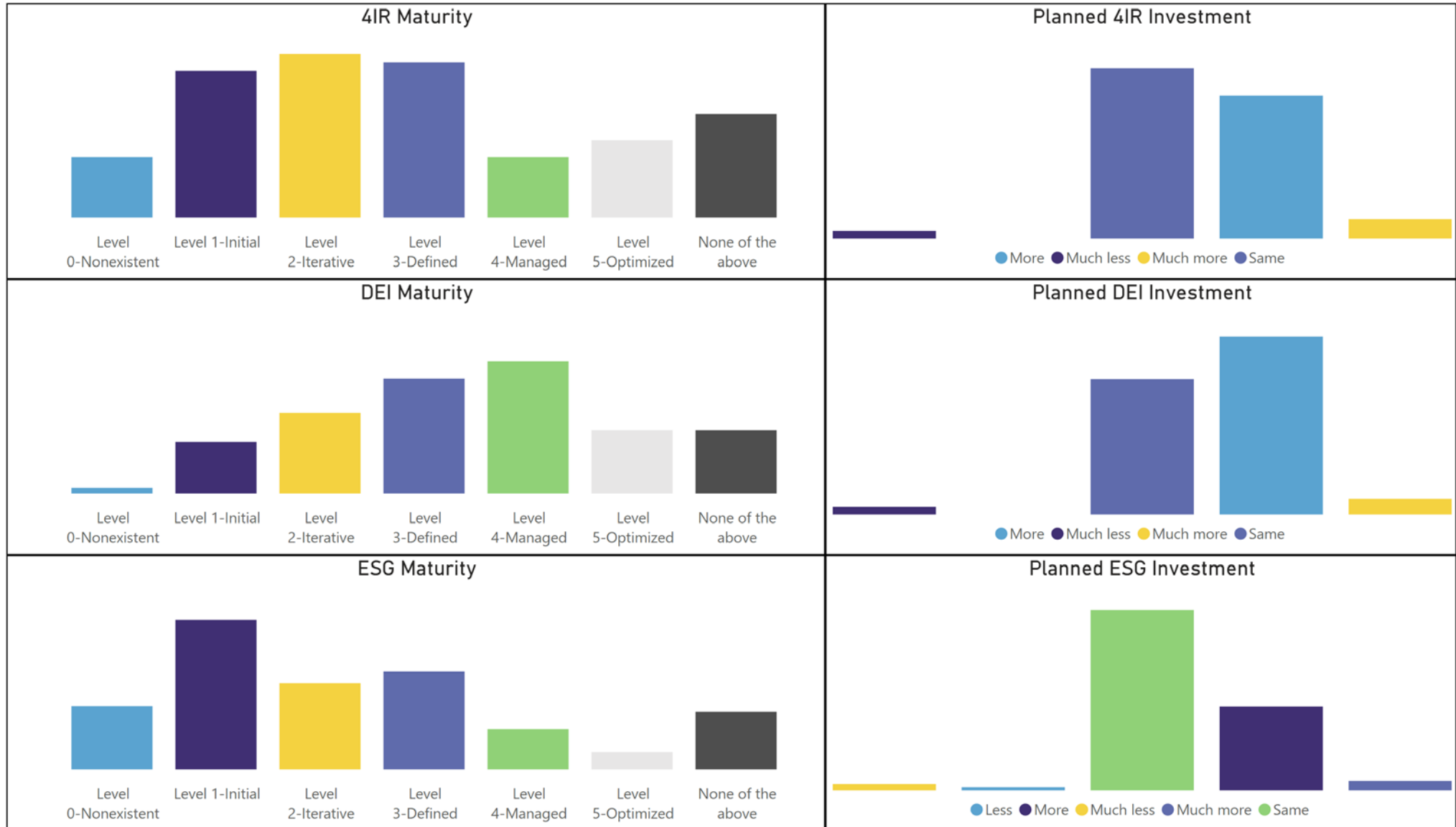
0.30

Average of ESG Investment Score

0

Median of ESG Investment Score

# Relative Maturity and Investment



# What is 4IR?

Exponential growth made possible empowering humans with machine-based leverage, and the knock-on effects that are created by this fundamental change.

The possibilities of billions of people connected by mobile devices, with unprecedented processing power, storage capacity, and access to knowledge, are unlimited.

And these possibilities will be multiplied by emerging technology breakthroughs in fields such as artificial intelligence, robotics, the Internet of Things, autonomous vehicles, 3-D printing, nanotechnology, biotechnology, materials science, energy storage, and quantum computing.

The Fourth Industrial Revolution is evolving at an exponential rather than a linear pace. Moreover, it is disrupting almost every industry in every country. And the breadth and depth of these changes herald the transformation of entire systems of production, management, and governance.

# What is DEI?

Creating the mix of talented people that positions an organization to successfully deliver increasing value on a sustainable basis in an increasingly by ensuring the people with required skills and perspectives remain attracted to the organization and contribute meaningfully because they feel they belong there.

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A great deal of noble and important work has been done on DEI in recent years, but we have hit a ceiling. All S&P 500 companies have at least one woman on the board, but 90% of Fortune 500 CEOs are straight, white, cisgender men. Even in countries where most companies have D&I programs, up to 75% of targeted employees report no personal benefit from those programs. Annual US spending on D&I training amounts to \$8 billion, but up to 55% employees still experience discrimination.

As we emerge from the pandemic, many organizations are seizing this moment to fundamentally rewrite the rules of the workplace. The bold intent and aspiration of DEI at work is enabling each employee in the organization to thrive, which ultimately fuels long-term, sustainable business advantage for the company.



# What is ESG?

A holistic approach to business that factors in externalities impacting other stakeholders into business decisions to optimize the privileges available to the business' franchise and attract customers, partners, and workers that weigh this impact model into their choices.

The triple bottom line is a business concept that posits firms should commit to measuring their social and environmental impact—in addition to their financial performance—rather than solely focusing on generating profit, or the standard “bottom line.” It can be broken down into “three Ps”: profit, people, and the planet.

To some, adopting a triple bottom line approach may seem idealistic in a world that emphasizes profit over purpose. Innovative companies, however, have shown time and again that it's possible to do well by doing good.

As the world's most pressing challenges evolve, purpose-driven leaders are needed to spearhead initiatives that can spur positive change—but making those changes isn't an easy task.



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## THE 4<sup>TH</sup> INDUSTRIAL REVOLUTION

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## ENVIRONMENTAL, SOCIAL & GOVERNANCE

“

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## DIVERSITY, EQUITY & INCLUSION

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# Purpose

"Every function within the company has to explain for itself how they are helping to support the wider purpose of the company. As an in-house leader, I am very focused on starting with the 'why.' Why do we show up? Why are we here? You can then ask how your role fits within the wider purpose of the company. I believe that it is important to have a clear purpose, and to create a vision and mission, and then a strategy on how to achieve those."

*~Global airline GC*

**"The GC plays a dual role of being both the conscience of the company and is a key enabler of business growth and success. ... It is now well established that the purpose of corporations goes beyond merely enhancing value for shareholders and serving customers. Companies are also expected to serve their communities and benefit society overall."**

*~GC and regulatory leader for financial services company*

**"I don't think we can undertake our roles as general counsels properly any longer without being involved in advancing ESG initiatives."**

*~GC of international telecom company*

# Why We Care and Why We Don't

**DEI, ESG & 4IR share one important trait: They are systemic, impacting every segment of a business. That makes it hard to define, embrace and implement...but also critical to the success of the business. Here's a thematic look at why you said you are or are not bullish on DEI, ESG and 4IR.**

## Why

- Leadership is driving
- Clients are demanding this
- Right thing to do
- Business opportunities
- Legal well placed to assist in these spaces
- Part of mission
- Staff driving change in these spaces
- Credibility with clients
- More staff, more formalized offerings
- Lessons from pandemic/dispersed workforce
- Increased desire
- Survival
- Relevancy
- Differentiation
- Efficiency

## Why Not

- Lack of leadership
- Impact on profits
- Organization is too small
- Practice/court dependent so can't implement enterprise-wide
- Lack of awareness
- Iterative is working
- Too many competing priorities
- Not yet understood
- Topics are just too big
- Little interest
- Impacts too many segments of org

# Why Now?

A confluence of world events have opened our eyes to things we can no longer ignore. From mental health to social justice... working smarter to working for a purpose... showing vulnerability to showing compassion. These have all seeped into the business world and leaders will have to address it whether they want to or not. More eyes are watching and more voices are speaking out.



# What do we do next?

- How can we focus the next three sessions in January to harness our collective brainpower and help our businesses, industry and society thrive under this context?
- Systemic thinking
- Adapting Proactively
- Harnessing opportunities
- How to make this work for organizations of all sizes

### Next Sessions:

- January 11—ESG
- January 18—DEI
- January 25—41R

**Time:** 2:00 p.m. – 5:30 p.m. Eastern

# Futures Conference: Seeing the Water

*Visit the College of Law Practice  
Management website to register.*

*All are welcome!*