



The journey of digitalisation for legal departments, challenges, priorities and pitfalls

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Introduction

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International



About Xebia



Xebia is a worldwide, innovative IT Consultancy Company, operating on a global scale with a team over 5,500 consultants helping the world's top 250 companies and category leaders overcome digital challenges, embrace innovation, adopt new technology and implement new business models.

In line with Xebia's purpose, the legal department has laid out a challenging digital transformation path for the legal department to become a fully digitalized and AI driven department by the start of 2025.



Xebia Legal Core Values

Drivers for everything Legal does...

Xebia's core values are key and crucial to Xebia's legal department unique formula



People First

legal leads by example with the highest integrity



Sharing Knowledge

relentlessly stimulate new products through legal support, legally enabling development of new products



Quality Without Compromise

legal continuously delivers highest daily performance and quality supporting business through the most practical and constructive legal solutions



Customer Intimacy

advertise Xebia and its values by meeting with peers, organizing conferences, roundtables and giving presentations nationally as well as internationally

Legal outlook digital innovation

back in 2021 for the legal department years 2021-2026

International Expansion

through adjacent activities that fit Xebia's model and culture:

- new shores and further expansion in existing countries;
- expansion in Europe: Germany, DACH, UK.

Administrative Organization

must be able to match and serve a size of 5.000 employees.

Acquisitions

more acquisitions for 2023.

Expansive growth current legal work

anticipated in the coming five years following the growth path of the Xebia Organization.

2022

2023

To legally scale the organization safely and phase out the repetitive legal tasks requires nothing less than a paradigm shift

Current state (starts of 2021)

Desired state (2025)

Legal DNA is ingrained at departmental level of the legal department only

Legal DNA is made generic and ingrained throughout the whole Xebia Organization instead of the legal department only

Legal capacity is built at departmental level

Legal capacity although built generic, it has a decentralized business focus

Tailor made legal solutions per each legal request

Generic legal solutions through legal self service portal and, legal self services products, but made specific where necessary to serve local needs

Knowledge and continuity embedded in and dependent on the legal department

Knowledge and continuity embedded in legal systems and processes throughout the whole Xebia Organization

Low scalability

High scalability

Legal DNA may for certain aspects differ per entity

Legal DNA is identical for all Xebia entities

Projects to pair and connect the new legal DNA

with the upcoming challenges of the future organization

Challenge 1. International expansion

Every new shore globally or European country has its own sets of local requirements, a program needs to be established to streamline the set up of new foreign entities with various local requirements with generic automated actions, to make it easily repetitive.

Challenge 2. Acquisitions

A team needs to be formed internally as well as externally. Internally with a representative from the legal department for rapid due diligence and have a seamless integration after add on to the Xebia Organization.

Challenge 3. Administrative Organization

Execution of processes and projects that improve and support the new legal DNA throughout the organization, such as legal playbooks, legal asset and corporate housekeeping management, matter management, chat bot function, traffic lights and team training. Create legal ops/legal enablement function for execution of these new tasks, general counsel to steer at strategic level.

Challenge 4. Expansive growth current legal work

In both India and Europe multiple lawyers have been added to the team to follow the rapid growth of the legal work in the organization.

What has changed, has been done the past 2 years

I - Guidance by legal

- Introduction of new matter management system which is now deployed and in use;
- Introduction of an electronic shareholder registration system;
- Introduction of one global registration application for all privacy related matters and a data processing register;
- Introduction of a digital global environment for all insurances;



What has changed, has been done the past 2 years

II - Guidance by legal

- All the fully executed contracts of Xebia's current customers are now archived in a contract management system including the contracts of the eight companies that joined Xebia;
- Start of 4 new lawyers in The Netherlands and two new lawyers in India;
- New territories started as part of the build strategy, in Denmark, Germany, Vietnam, Singapore, Canada, the existing entity United Kingdom was taken out of the freeze mode and activated to support Xebia India's business.





What has to be done the coming two years

- Two newly to be appointed Lawyers for Europe and US and a para legal for Europe, the lawyers are necessary to cover the growth of contractual and compliance work globally in particular in the US and Europe. The para legal is to be appointed to cover and automate the administrative work accompanied with the further integration of the legal processes globally;

Three focus area's until 2025:

- **1.** Integration: With new companies still to be acquired during 2023, legal has to focus further on the integration process. Entity management needs to be formulated.



What has to be done the coming two years

- **2.** Legal Operations: The loosely coupled legal management tools should be replaced, implemented and finished by starts of 2023 through one global system;
- Usage of Google Docs for working more closely together as one legal team but also to work in one environment with business, customers and partners;



What has to be done the coming two years

- **3.** Governance and compliance (contractual and regulatory): Further research to the possibilities and necessity to roll out other modules of the legal management tools in relation to an overarching company Code of Conduct (instead of Binding Corporate Rules) including Ethics and legal components of ESG and potentially also GRC modules;
- Use Legal Operations to implement governance and compliance e.g. through automation to enhance scalability and legal knowledge and as such to enable Xebia to comply with new regulations globally;
- Legal will investigate if the implementation of AR/VR Technology will improve further efficiency within the legal department.



Translate to Roadmap

Periods after first Q1 2023 are filled in the roadmap now the new hiring process of 2023 for the legal team is completed

H2 2022

**Q1
2023**

Q2 2023

Q3 2023

Q4 2023

H1 2024

WHO

Integrations

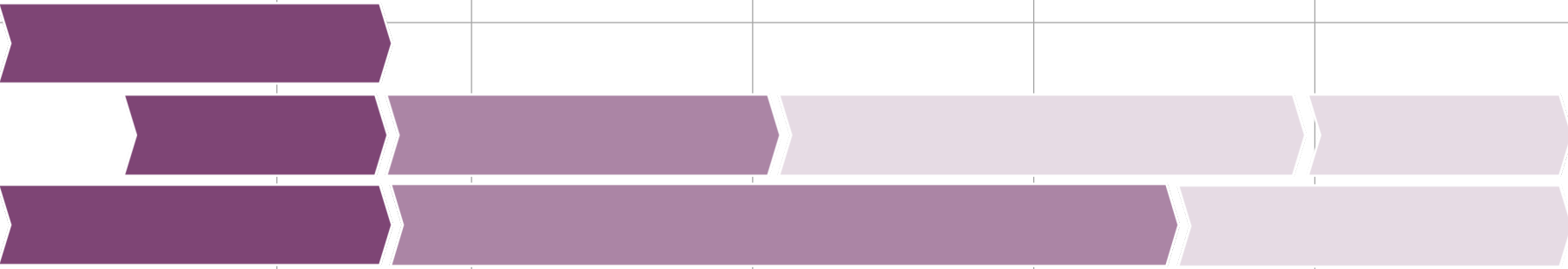
**Entity
Management**



**Lawyer 1 and
2**

Legal Operations

**One Global
System**
(contract "Intake & Generation" project)



**Lawyer 3 and
4**

**Usage of
Google Docs**



**Governance &
Compliance**

**Selection/
strategy**



**New
technologies**



**Lawyer 5 and
6 etc.**

**Enforcement/
evaluations**



Other

**Internal
Website**



Chatbot



All

**AI for
Contracts**





'By 2025 the legal department of Xebia will be transformed into a fully digitalized and AI Driven Department'

Any Questions?