



LEGAL
EXCELLENCE
PIONEERS

The
LEGAL
500

Confidential Legal 500 and LEX360

©2023 Mo Zain Ajaz

LEX
THREE SIXTY

LEGAL GEMBA WALK

RECOGNISING INDUSTRY PIONEERS

PROGRAMME OF LEARNING



LEGAL
EXCELLENCE
PIONEERS

The
LEGAL
500

Confidential Legal 500 and LEX360

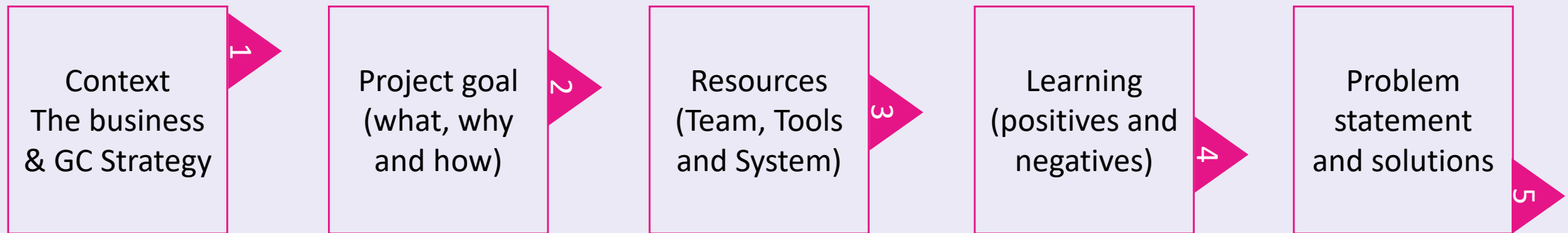
©2023 Mo Zain Ajaz

LEX
THREE SIXTY

GEMBA



- The concept comes from the lean six sigma world where teams learn from walking the floor (Gemba Walk) to understand business operations and solve problems being faced by the organization.
- As part of the learning programme, the pioneer organization will share a 'show and tell' on their improvement programme that has driven value for their organisation. This programme is different because it is in depth, curated using lean methodology and presented to industry leaders, warts and all.



LEGAL GEMBA WALK

IN PICTURES

FROM THE AUDIENCES LENS



Confidential Legal 500 and LEX360

©2023 Mo Zain Ajaz





The E.ON stage

The team









Confidential Legal 500 and LEX360

©2023 Mo Zain Ajaz

LEGAL GEMBA WALK

THE SHOW

E.ON



LEGAL
EXCELLENCE
PIONEERS



Confidential Legal 500 and LEX360

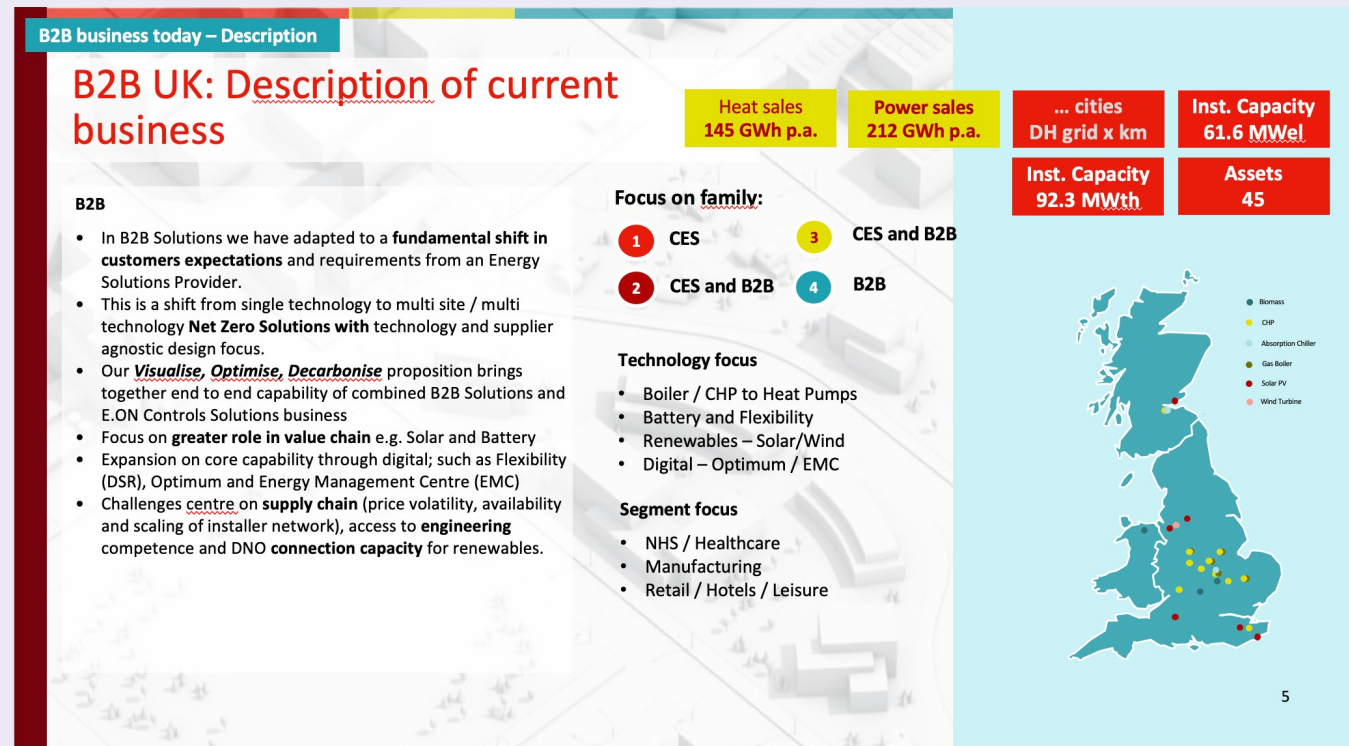
©2023 Mo Zain Ajaz



UNDERSTANDING THE ENVIRONMENT: E.ON PRIORITIES



- 2014 divested conventional generation
- 2019 – asset swap with RWE – divest of large renewables generation and acquired Npower in the UK
- Focus on customer solutions and grid (no grid in the UK)
- Major transformation in 2020 (three operational pillars and new platforms)
- Over 6mill customers and 8,000 employees
- Purpose: “to provide personalised energy solutions to our customers”
- Drive to Net Zero by 2030.

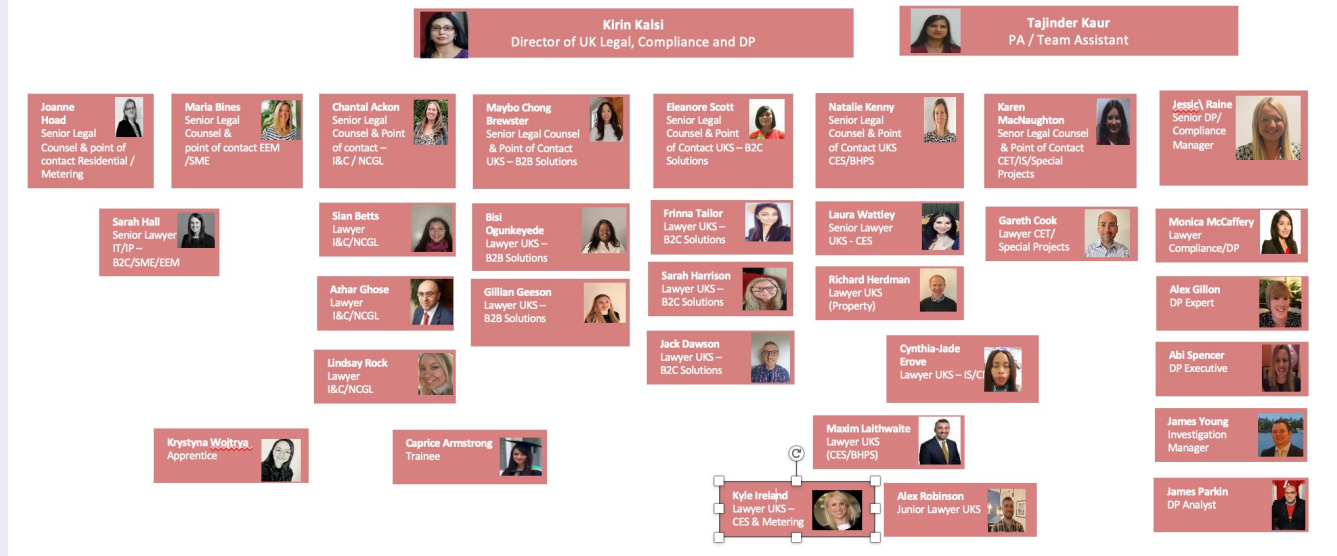


UNDERSTANDING THE ENVIRONMENT: E.ON LEGAL STRATEGY



- We help our colleagues with commercial decisions, risk appetite discussions, experience and knowledge of corporate history, all of which are not strictly speaking “Legal” but add value to our business.
- Some outsourcing will always be necessary for non-BAU work (such as Disputes and M&A) and to cover peak periods (e.g. close to year end).
- We do not resource to cover peaks, but to cover base load, therefore peaks require external support.
- Upskilling will be required to maximise effectiveness of insourcing and may be required to ensure the team is effectively supporting the BAU business.
- Reminder that there are no silos – resource is utilised on a fluid basis depending on capacity and specialism, including on special projects

UK Legal, Compliance and Data Protection Team



SHOW: E.ON DIGITAL TRANSFORMATION



How we achieved a successful roll out of our M365 matter management solution and achieved team engagement:

- Stakeholder needs identified and managed
- Actively involved in the development of the tool
- Support from the top
- Mindset within the team to embrace digital tools
- Digitalisation being a key focus for E.ON and a strategic objective

Hurdles/problems encountered:

- Time it took to develop the tool
- Developers working in the live environment
- Turnover of developers

BUSINESS CASE – SPONSORSHIP, BUDGET AND RESOURCES

NEEDS ANALYSIS: DIGITAL TRANSFORMATION OPPORTUNITIES

PROCESS MAPPING, PROJECT MANAGEMENT AND MEASUREMENT

CHANGE MANAGEMENT STRATEGY INCLUDING COMMUNICATIONS

REQUEST FOR LEGAL SUPPORT / MATTER MANAGEMENT

INDEMINITY APPROVAL / SANCTIONS CHECKS/ DP / HOSPITALITY

SHOW: E.ON ESG PROGRAMME



Terminology

There is no universally accepted definition of **sustainability**. It basically means protecting the Earth's resources, considering the impact that our actions and our decisions are having upon the environment, and how this might affect future generations enjoyment of our planet. To achieve this we need to find a balance between ecology, economy and social aspects.



Environmental

- Climate change
- Natural resources
- Pollutions and waste
- Environmental opportunity

Social

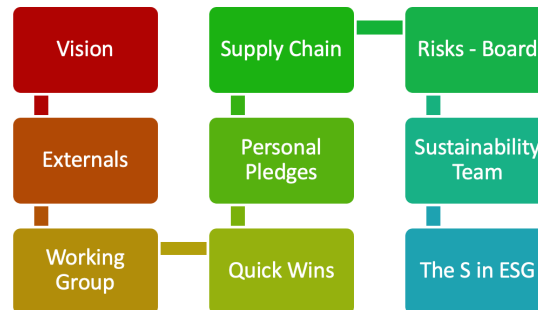
- Human capital
- Product liability
- Stakeholder opposition
- Social opportunity

Governance

- Corporate governance
- Corporate behaviour

Net zero means that your greenhouse gas emissions are equal to or less than the emissions that you remove from the environment (where less the term **net positive** is also used)

The How:



The Why:

1. E.ON strategy
2. We advise all areas of the business
3. We have access to a wealth of materials
4. Because we want to
- 05 Because together we can make a difference

Legal, Compliance & Data Protection Team (LCDP) #ActionForClimate Plan



#ActionForClimate Values
Develop ESG literacy – Question constructively – Challenge status quo – Facilitate rather than gatekeep – Promote best practice

Theme	Objectives	Actions	Owner	Timescale	Status
#actionforleaders	<ul style="list-style-type: none"> Promote ESG, keep topics alive, learn and share knowledge with the team and with the business. Empower and support members of the LCDP. Team to develop ESG literacy. Promote pathways to integrate ESG into team members' objectives, professional development, and career networks (e.g., apprenticeships). 	1. Prepare, monitor, and update the LCDP #ActionforClimate plan and consider best digitalisation tools.	Maria and Maxim	Launch 2023 plan by end of Jan 23	In progress.
		2. Interviewers to ensure diverse interview panels and use inclusive job specs rolled out by HR.	LCDP recruiters and interviewers	Ongoing	In progress.
		3. Re-investigate engagement with Group Legal and Regional Units and agree a specific KPI(s) to measure engagement.	Maria and Kim	End of 2023	New action.
		4. LCDP leaders to become members, all team members to consider benefits of a mentor.	Kim and Jo H	June 2023	Updated action.
#actionforcolleagues	<ul style="list-style-type: none"> Develop sustainable communication (e.g. not sending blank you emails, being conscious of cc'ing, use Teams for chat). Learn to use available technology (e.g. making use of the Digital Network Connect and Digitalisation Call). Utilise sustainable transport where possible (e.g. public transport, cycling, electric cars, company car/pool car/remote work). How did we do today? Promote to focus on sustainability/next zero. Comply with and promote anti-corruption policy, preventing bribery, fraud, and money laundering policy, modern slavery statement. 	5. Identify, signpost, and promote internal/external resources, events, networks, and opportunities related to ESG and continue to drive learning, disseminating, and promoting all aspects of ESG and agree specific KPI(s) to measure success.	LCDP ESG working group	End of 2023	Updated action.
		6. Prepare and circulate the LCDP ESG Newsletter.	Caprice	April 2023	In progress.
		7. Arrange a digitalisation overview workshop and master management training for LCDP Team.	Natalie/Sarah	End of January 2023	Updated action.
		8. Keep Modern Slavery Statement up to date.	Monica	End of June each year	Updated action.
		9. Perform a review of Chris Skidmore's report, be mindful of its application to our respective business areas.	All colleagues.	End of April 2023	New action.
		10. Keep an eye on the new German Supply Chain Due Diligence Act that came in to force in January 2023.	Monica	TBC	New action.
		11. Engage with E.ON Business Systems with a view of implementing their processes designed to measure various KPIs, in the context of our ESG performance.	LCDP working group	May 2023	New action.

An extract of the LCDP's action for climate plan

SHOW: E.ON ESG PROGRAMME



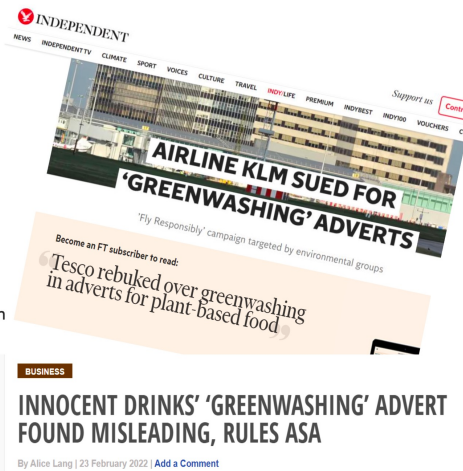
Regulation & Enforcement

Regulated by CMA, Trading Standards and Advertising Standards Authority

ASA cannot impose a fine, but can require advert to be withdrawn or amended and publish outcomes

CMA has wider enforcement powers that do have financial implications – typically consumer compensation and redress packages. Worst cases criminal offences

Risk of class actions (KLM claim)



A day in the life of an E.ON lawyer (Jack)

Product safety

Greenwashing

Market pressures

Regulators
(Ofgem, ASA, ICO, FCA)



Upskilling

Being Proactive

Talent attraction and retention

Supply market

Top Tips

TIME

Don't let lack of time get in the way

Celebrate the quick wins!

Responsibility

Don't wait to be asked or leave it to your colleagues eg the Sustainability Team

Existing Activities

- in your team
- in your organisation (internal & external stakeholder roadmap)

ESG

Working Group

to create your own plan

Existing Resources

- Externals
 - other organisations (eg LfNZ)
 - webinars)
- Don't reinvent the wheel

Scope + Focus

Don't be overwhelmed
Break it down into short and long term measures & targets
Determine focus aligning to your corporate objectives/purpose

The LCDP Charity Work



Some photos from our recent charity bake sale (19/04/23) and charity day for Spencer's Retreat, a farm for vulnerable children and their loved ones (22/10/23).



“as a trainee, I have been given the opportunity to support the sustainability group allowing me to develop and add real value”

LEGAL GEMBA WALK

THE TELL FROM THE GC COMMUNITY

E.ON



Confidential Legal 500 and LEX360

©2023 Mo Zain Ajaz



TELL: GC'S THOUGHTS ON THE E.ON PROBLEM STATEMENT

E.ON are due to review their outsourcing arrangement – they have one firm arrangement which was market best practice but are reflecting on if the continue with that arrangement ... The GC's opinions were sought...

What Net Promotor Score would you give to your collective law firms?

0 3 8

0-7 Detractor



8-10 Promoter



What Net Promotor Score would you give to your best law firms?

0 4 0

0-7 Detractor



8-10 Promoter



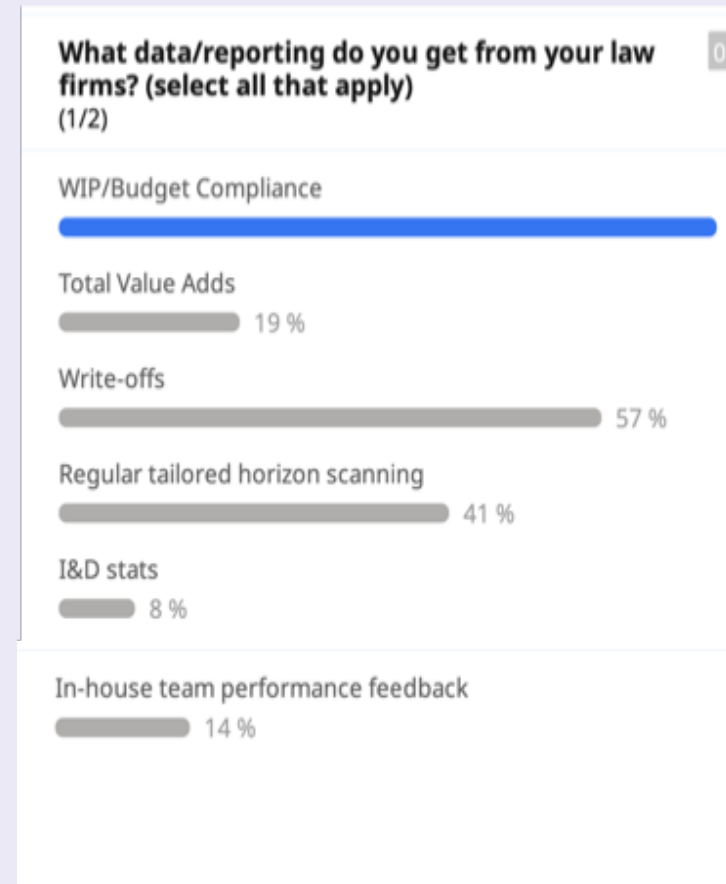
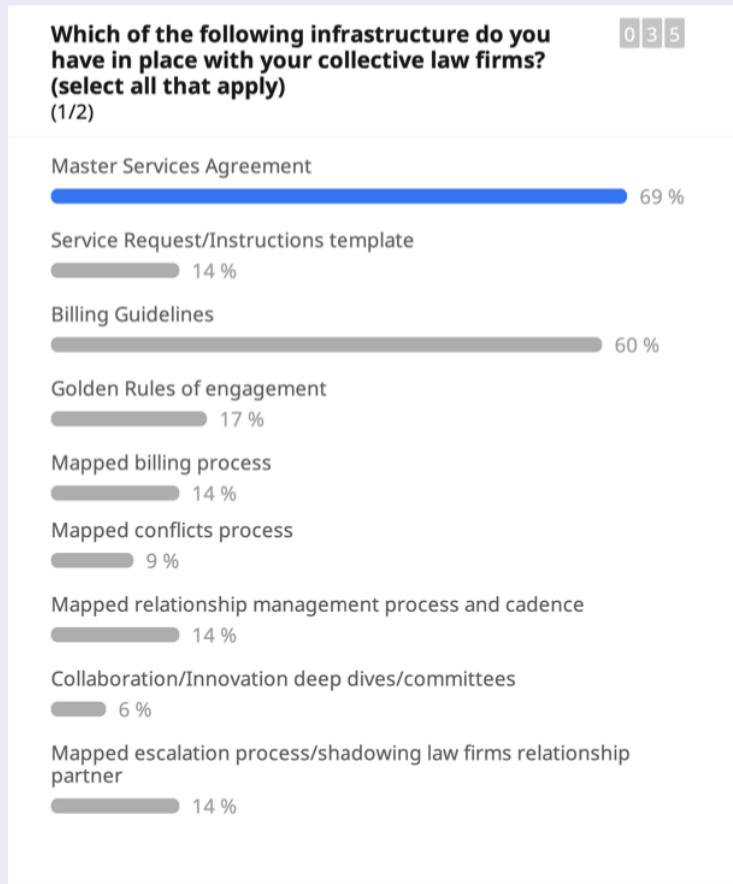
How important are the following attributes for the optimal outside counsel arrangement? Please rank in order of importance (1 being most important and 7 being least important) (1/2)

0 4 1



TELL: GC'S THOUGHTS ON THE E.ON PROBLEM STATEMENT

E.ON are due to review their outsourcing arrangement – they have one firm arrangement which was market best practice but are reflecting on if the continue with that arrangement ... The GC's opinions were sought...



TELL: GC'S THOUGHTS ON THE E.ON PROBLEM STATEMENT

E.ON are due to review their outsourcing arrangement – they have one firm arrangement which was market best practice but are reflecting on if the continue with that arrangement ... The GC's opinions were sought...

Name one firm that would be a great partner for E.ON (1/2)

- White and case
- Burness Paul
- Walker morris
- Clyde Co
- Foot Anstey
- Addleshaw Goddard
- TLT
- NRF
- DLA
- Epiq
- Rpc
- Dentons
- Pinsents
- Squire Patton Boggs
- Addleshaw
- DLA
- Linklaters
- CMS
- Allen & Overy
- DLA Piper
- CMS
- Kemp IT
- Shoosmiths
- Norton Rose Fulbright
- Addleshaw
- Goodwin
- Epiq
- Osborne Clarke

With the problem statement in mind, what are key issues for E.ON? (1/2)

027

- Key man/partner dependencies
- Hire someone from existing firm to keep knowledge.
- I think it would be an issue to move to a full panel perhaps start with having a second firm
- Reverse secondment - solution
- If awarding new business to law firm, that's the moment to ask for free extras
- Educating business expectations around service delivery as new relationships bed in
- Knowledge history
- Rebuilding a relationship
- Stale relationship
- Avoiding complacency - brining best game all the time
- Quality across specialisms in the firm
- One stop shop firm
- Regret
- Complacency
- Consistency of approach across firms
- Knowledge transfer - price commitment
- Culture shock

LEGAL GEMBA WALK

COMING SOON

**JOIN US IN WELCOMING
THE NEXT PIONEER EVERY QUARTER**



Confidential Legal 500 and LEX360

©2023 Mo Zain Ajaz

