



Fall 2022 Conference
15 - 17 September 2022
Vienna, Austria



Host Firm:



Vienna waits for you.

Dear LawPact friends,

great to have gathered you all here in Vienna. A special welcome to all of you!

We, whether old or young, currently live in uncertain times, crises, and helplessness wherever the eye looks. In these challenging circumstances, it is especially important and wonderful to be together, to discuss and plan together professionally and privately, to work on our great network, and finally to celebrate.

Let's do that now, here in our hometown Vienna. We are so happy seeing each one of you and we look forward to our time together.

Singing with Billy Joel: *Vienna waits for you.*

Indeed, it is.

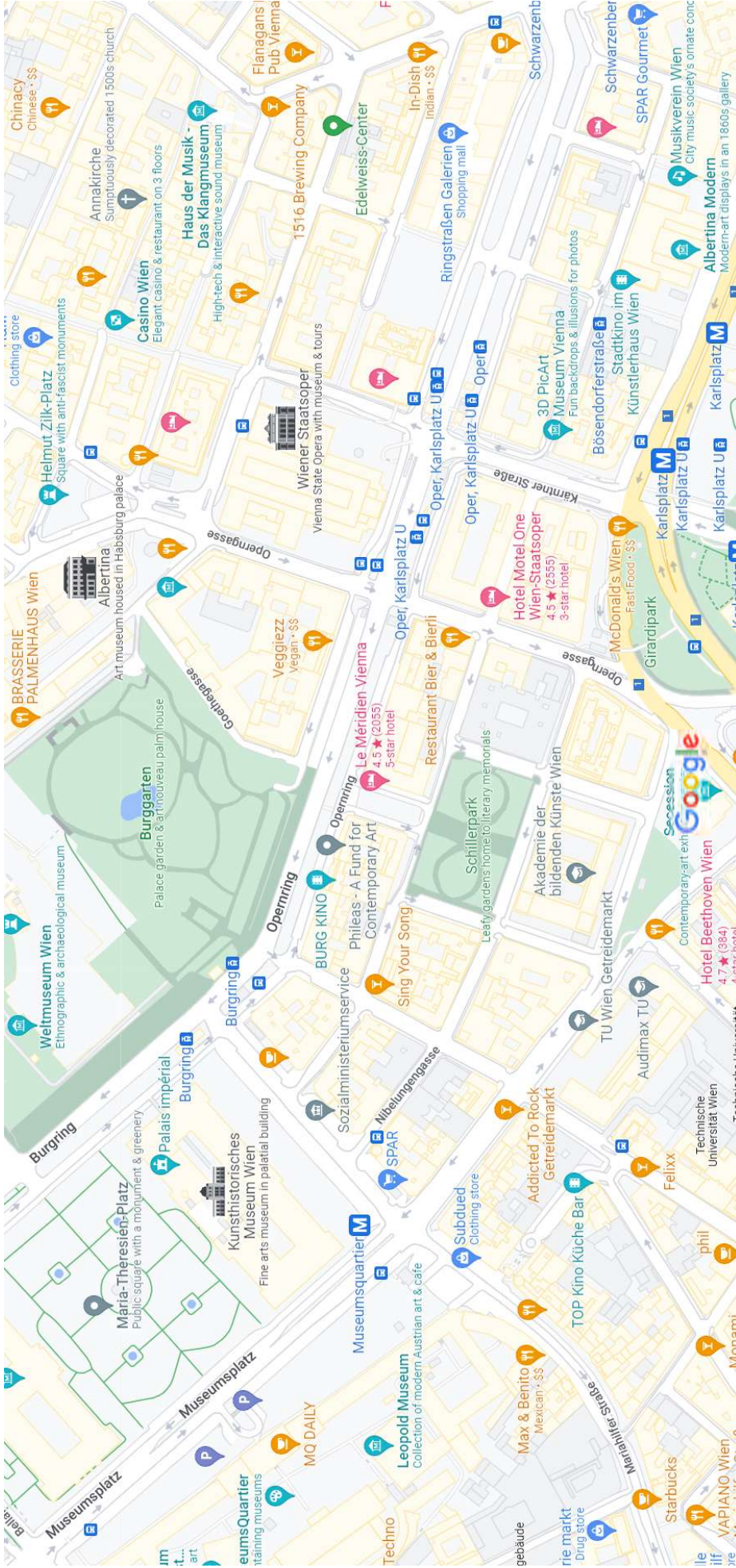
Welcome to Vienna!

Warmest regards



Anna & Xenia & Martin

Anna & Xenia & Martin
Preslmayr





2022 Fall Conference
Vienna, Austria
September 15 - 17, 2022

Conference Delegates and Guests

Program Presenters

	<p>Anton Prinz Thomas Prinz, MA</p>
	<p>Dr. Nikolaus Forgó Professor of IT and IP Law and Head of the Department of Innovation and Digitalisation in Law University of Vienna</p>
	<p>Valerie Herzog Consultant Sustainability & Impact Enthusiast</p>

Delegates and Guests
(Alphabetical by firm name)

	<p>Steve Cole Adams Leclair, LLP Rochester, New York</p> <p>Guest: Ariana Cole (daughter)</p>
	<p>Frederic Beele Lawfirm Beele Gent, Belgium</p> <p>Guest: Maud Beele (daughter)</p>



Charles Van Horn
Berman Fink Van Horn
Atlanta, Georgia

Guest: Christine Van Horn



Kenneth Winkler
Berman Fink Van Horn
Atlanta, Georgia

Guest: Lauri Winkler



Kipp Williams
Blanchard, Krasner & French
La Jolla, California



Jim Radabaugh
Bowen, Radabaugh & Milton, P.C.
Troy, Michigan

Guest: Barbara Radabaugh



Nicole Windsor
Bowie & Jensen, LLC
Towson, Maryland



Philippe Brouillette
Brouillette Law
Montreal, Quebec, Canada

Guest: Marie-Christine Ancil



Robert Brouillette
Brouillette Law
Montreal, Quebec, Canada

Member of the Board of Directors

Guest: Francine LeDuc



Bernadette Brugeron
CleverLex
Paris, France



Douglas Conover
Law Offices of Douglas Conover LLC
Chicago, Illinois

President of LawPact and Member of the Board of Directors

Guest: Cindy Conover



Anna Soatto
Cortolazzo & Soatto
Padova (Padua), Italy



Yair Estline
Estline & Co.
Tel Aviv, Israel



Shoshana Rabinowitz
Estline & Co.
Tel Aviv, Israel

First time delegate



Helen Marsh
Forbes Solicitors
Manchester, England



David Aldrich
Forge IP, PLLC
Shelton, Connecticut

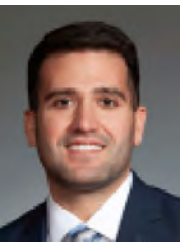


David Azrin
Gallet Dreyer & Berkey LLP
New York, New York



David Gaw
Gaw Estate Planning
Napa, California

Vice President - North America, and Member of the Board of Director



Christopher Clemson
Gordon, Fournaris & Mammarella, P.A.
Wilmington, Delaware

Guest: Sarah Yannes



Scott Collins
Helsell Fetterman LLP
Seattle, Washington

Guest: Griffin Collins (son)



Nathan Watson (firm administrator)
Helsell Fetterman LLP
Seattle, Washington

LawPact Website Committee

Guest: Minako Watson



Amy Delisle
Keyser Mason Ball, LLP
Mississauga, Ontario, Canada

Guest: Andrew Kirwin



Ian Wick
Keyser Mason Ball, LLP
Mississauga, Ontario, Canada

Member of the Board of Directors

Guest: Maggie Wick



John Ambrogi
Latimer LeVay Fyock
Chicago, Illinois

Guest: Loyanna Grierson



Brian Thompto
Latimer LeVay Fyock
Chicago, Illinois



Tobias Hutter
Lichtenstern Partners
Landsberg am Lech/Munich, Germany

[First Time Delegate](#)



Bernd Lichtenstern
Lichtenstern Partners
Landsberg am Lech/Munich, Germany

Vice President - Europe of LawPact, and Member of the Board of Directors



Christel van den Reek
MARK Advocaten
Breda, The Netherlands



Joe McGuire
McGuire, Wood & Bissette, P.A.
Asheville, North Carolina

Guest: Jean McGuire



Eric Ostroff
Meland • Budwick
Miami, Florida



Martin Preslmayr
Preslmayr Legal Rechtsanwälte GmbH
Vienna, Austria

Member of the Board of Directors

Guests: Anna Preslmayr-Pflug and Xenia Preslmayr



Filipe do Vale
Santiago Mediano Abogados
Lisbon, Portugal



Kathy Speaker MacNett
Skarlatos Zonarich
Harrisburg, Pennsylvania

Guest: Colleen MacNett



Nathan Berry
Skarlatos Zonarich
Harrisburg, Pennsylvania



Giangiuseppe Sanna
Studio Legale Sutti
Milan, Italy

[First Time Delegate](#)



Carl Jacobson
Synergy Business Lawyers LLP
Vancouver, British Columbia, Canada

Guest: Irene Hwang



Madeleine ("Maddy") Lebedow

MfL Associates, Inc.

Lincolnwood, Illinois

Executive Director of LawPact

Guest: Aaron Lebedow



LawPact Fall Conference Agenda

September 15-17, 2022

Le Meridien Hotel, Vienna

Thursday September 15, 2022: Board Meeting and Welcome Reception		
4:00 – 5:30 PM	Board Meeting: All Members are invited to attend.	To be announced
7:00 – 10:00 PM	Welcome Reception: Please join LawPact members and guests for an opportunity to review the past two years' happenings and welcome our new participants.	Sala Terrena Room
Opening Day: Friday September 16, 2022 (Velvet Blue Room)		
7:30 – 8:30 AM	Breakfast	Sala Terrena Room
8:30 – 10:00 AM	Opening Remarks and Introductions Delegates introduce themselves and provide updates about their firms	Martin Preslmayr and Doug Conover, LawPact President
10:00 – 10:30 AM	Break	
10:30 AM – 12:30 PM	Crisis? What Crisis? Covid, Brexit, the economy, war, inability to find employees? Our speaker will provide guidance on how to competently and sovereignly management crises and avoid personal catastrophe for those responsible.	Anton Prinz, Thomas Prinz, MA
12:30 – 1:30 PM	Lunch	Sala Terrena Room

1:45 – 2:30 PM	Discussion – LawPact member firms relate their personal experiences in crisis management	Moderator(s) , to be determined
2:30 – 3:00 PM	Break	
3:00 –4:00 PM	Technology Presentation – Legal Ramifications of the Metaverse	Dr. Nikolaus Forgó , University of Vienna
4:00 – 5:00 PM	The Legal Implications of Sustainability	Valerie Herzog , Consultant
7:30 PM	Dinner	
Second Day: Saturday September 17, 2022 (Velvet Blue Room)		
7:30 – 8:30 AM	Breakfast	Sala Terrena Room
8:30 – 9:15 AM	Follow-up Discussion and Takeaways from Friday program	Presenter to be announced
9:45 – 10:30 AM	LawPact Regional Group Breakout Meetings Followed by reports to the group	
10:30 – 10:50 AM	Break	
10:50 – 11:45 AM	LawPact Open Forum	David Gaw and Martin Preslmayr , Moderators
11:45 AM – 12:30 PM	Member Discussion – Open forum regarding LawPact and what we can be doing to support our members. Website Update LawPact Finances LawPact Business Membership Development Future Conference Schedule Final Announcements	Doug Conover Nathan Watson , Helsell Fetterman
12:30 – 1:30 PM	Lunch	Sala Terrena Room
1:30 – 4:30 (approximate)	Group Event – Guided Walking Tour of Central Vienna	Meet in the hotel lobby
7:30 (approximate)	Group Dinner optional	To be determined



**Board of Directors' Meeting
Thursday, September 15, 2022
16:00 (4:00 p.m.) Central European Time
Le Meridien Hotel, Vienna, Austria**

LawPact Board of Directors:

Robert Brouillette
Dave Gaw
John Pickervance
Kim Ritter

Douglas Conover
Mark Hoyt
Scott Pohlman
Ian Wick

Tomas Contreras
Bernd Lichtenstern
Martin Preslmayr

Invited Guests:

Madeleine Lebedow, Executive Director
Nathan Watson, Technical Advisor
Sherri Cook, Media Advisor
Kathy Speaker McNett

Ken Winkler
Scott Collins
Joe McGuire
Frederic Beele

Jim Radabaugh
Kipp Williams
David Aldrich

Treasurer's Report: Mark Hoyt

Old Business

Weekly Zoom Conferences
September 15-17, 2022: Vienna
May 18 - 21, 2023: Cleveland, Ohio
Fall 2023: Portland, Oregon
LawPact Business and Growth Plan
Website revamp: Zealth Digital Marketing engagement (Sherri Cook and Nathan Watson)
Membership Development

New Business

LawPact Europe (Bernd Lichtenstern, Frederic Beele, and Martin Preslmayr)
LawPact Latin America (Tomas Contreras)
LawPact Zoom Program
Other new business?

Next conference call: October 12, 2022 via Zoom

Adjournment



master crises!

Competent and sovereign crisis management instead of personal catastrophe for those responsible.

[Read more](#)

Crises come suddenly – crisis management has to work just as suddenly. Appropriate preparation is required for this. If this is missing, crises can quickly become a personal catastrophe for the managers responsible. With my 6-stage CRISIS competence program, I support managers and teams or companies of all sizes in developing appropriate strategies - tailored to your needs and compliant with the brand new ONR CEN/TS 17091.

For a quick introduction to the topic, I would be happy to provide you with my **FREE eBook** !





CRISIS COMPETENCE

With my 6-step program "CRISIS Competence" you can optimally prepare yourself and your team for crisis management. I am happy to support you in each of these steps!

1

conceptualize

Define who is to be contacted, how and when, how decisions are to be made by whom, whether there is a crisis team (and how it has to work) and what your crisis communication should look like.

2

resource

The most important resources for preparing for crises are time (for preparations), money (for any necessary investments) and skills (which may first have to be acquired).

3

To implement

Everyone in the team must know their task in the event of a crisis, be prepared for it and have the necessary skills. Your crisis management concept must be compatible with everyday life. Positive awareness from all team members is important.



Simulate

In realistic practice situations, bring your team closer and closer to the real stress of a real crisis situation.

evaluate

Evaluate each drill and each actual or near-crisis situation. What can be improved? Learn your lessons!

networks

Maintain contact with all relevant "crisis management partners". If you build mutual trust in advance, things will go much better in an emergency!



Download

Download my 6-point program as a clear cheat sheet.

For download →

MY SERVICES



Crisis? What Crisis?

Thomas Prinz
Krisenmeisterei („Crisis Mastery“)

1

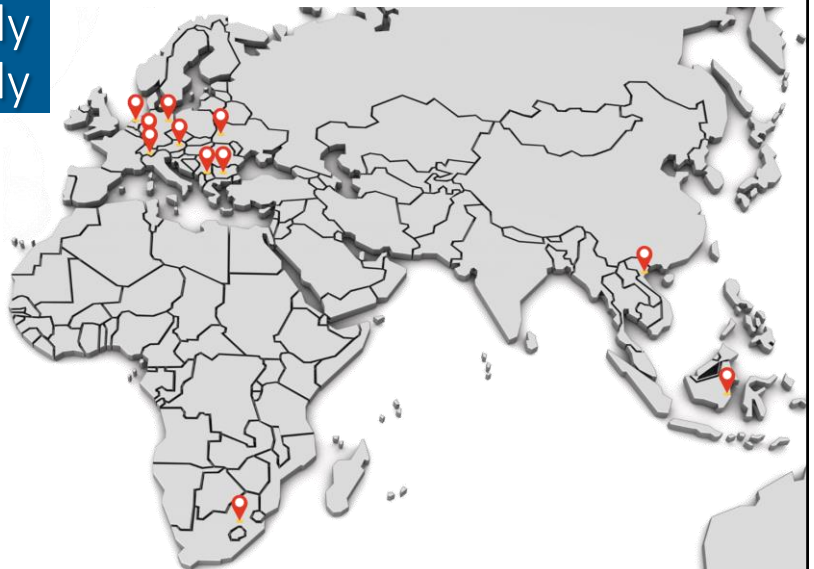


To Master Crises Competently and Sovereignly



- ✘ Active in disaster management since 1983
- ✘ Strong IT-Background
- ✘ Consultancy and training for emergency and crisis management since 2007
- ✘ Degrees in International Economic Relations and Business Consultancy

Details: [linkedin.com/in/wanasek/](https://www.linkedin.com/in/wanasek/)



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Crisis? What Crisis?

What is
a crisis?







What makes
a crisis?

Who is
in crisis?

Who
isn't?

Who is afraid
of crisis?

Situation

-  Covid
-  Brexit
-  Economy
-  War(s)
-  Inability to find employees
-  ...

How many crises???

IT DEPENDS...

Crisis - Definition

- ❌ Disruptive event
- ❌ Not foreseen – or at least not prepared for...
- ❌ Not to be worked off according to a simple operative algorithm
→Coping strategy must be developed “on the fly”
- ❌ Existential threat
- ❌ Needs special structure to be coped with

Crisis - “Differential Diagnosis”

- ❌ Problem
 - ⊗ Happens regularly
 - ⊗ Can be solved with normal resources (“daily business”)
- ❌ Emergency
 - ⊗ Should not happen, but ...
 - ⊗ Needs special resources or resource-allocation
 - ⊗ Can be managed “by the book”: Detailed SOPs, algorithms, checklists, ...
- ❌ Disaster: Geographical aspect

Business Continuity Management

- ❌ BCM identifies and defines:
 - ⊗ Possible causes of disruptions
 - ⊗ Tolerable downtimes
 - ⊗ Interdependencies of processes
 - ⊗ Time, resources, and sequence required for recovery
 - ⊗ SOPs for response and recovery
- ❌ Crisis management is needed if
 - ⊗ something unforeseen happens and/or
 - ⊗ BCM routines don't work (why so ever)

*„But I already have BCM -
do I still need crisis
management?“*

YES!

Crisis Management

- ❌ Set of meta-competencies
 - ⊗ Situational awareness
 - ⊗ Decision making
 - ⊗ Communication
 - ⊗ Leadership AND Management
 - ⊗ ...
- ❌ It's not primarily about WHAT to do, but HOW to **find out** WHAT to do.
- ❌ And it's no good substitute for change-management!!!

To think the unthinkable!

Special Structure – Why?

- ❌ Crisis response must be
 - ⊗ fast
 - ⊗ creative
 - ⊗ “taylor made”
 - ⊗ strategic
- ❌ Best practice:
Crisis Unit with board’s power/delegation

Crisis Unit

- ❌ Cause of crisis is an unforeseen, existentially threatening, disruptive event → no specific reactions are prepared
- ❌ Crisis unit must be proficient in
 - ⊗ situation assessment,
 - ⊗ situation valuation,
 - ⊗ decision making, and
 - ⊗ giving orders
 - ⊗ on a strategic level.
- ❌ Must be prepared!

Crisis Unit Structures

- ✘ Austria:
SKKM “Staatliches Krisen- und Katastrophenschutzmanagement”
(State Crisis and Disaster Management)
- ✘ Germany:
FWDV100 “Führung und Leitung im Einsatz. Führungssystem”
(Management and Leadership for Missions. Management System)
- ✘ Europe:
CEN/TS 17091 “Crisis management – Guidance for developing a
strategic capability”
- ✘ US FEMA: ICS – “Incident Command System”

Crisis Unit Structures – SKKM & DV100

- ✘ Derived from the military
- ✘ Great for big, monolithic organizations with stand-by staff
- ✘ Structure based on “functional areas”
- ✘ Suitable for military & some emergency agencies
→ e.g., functional area 4 “Supply”: Determines needs, procures,
checks delivered goods and orders payments.
- ✘ Compatibility issues with typical structures and
process designs of companies

Crisis Unit Structures – CEN/TS 17091

- ✘ Aimed at companies and organizations
- ✘ Can be adapted to specific needs
- ✘ “Wireframe” for getting crisis-ready
- ✘ Strategic level
- ✘ Practice-oriented

Crisis Unit Structures - ICS

- ✘ Created to overcome interoperability issues in interagency operations
- ✘ Designed for extreme scalability: One-person-resource up to 100+
- ✘ Lots of experience in the civil sector
- ✘ Ongoing reviews and refinements for decades
- ✘ Standard includes templates for structure, processes and forms

Crisis Unit Structures - Recommendations

- ❌ Standards are good starting points
- ❌ Must be adjusted to the specific needs
- ❌ Implementation is more than just definition!
- ❌ Crisis Unit Members
 - ⊗ must be suitable
 - ⊗ need training
 - ⊗ must do periodic exercises
 - ⊗ need deputies

Crisis Management Plan - Regulations

- ❌ Who has the powers and the responsibility for key decisions during a crisis
- ❌ Contact information for key personnel: How to contact them in a crisis
- ❌ Crisis communication (internal and external)
- ❌ Triggering process of crisis response
- ❌ Details for company-wide/organization-wide reaction stages (i.e., whom to contact at which state) incl. a flow chart
- ❌ Structure and role of the crisis unit as well as its objectives
- ❌ Location of the crisis unit (and alternatives) incl. needed equipment and support
- ❌ Templates for documentation

Crisis Management Plan – Annexes

- ❌ Current and potentially new important information sources
- ❌ Mnemonics, SOPs, checklists
- ❌ Specifications of roles and responsibilities
- ❌ Templates for PR
(written statements, wordings, information sheets, press kits)
- ❌ Equipment lists
- ❌ ...

Crisis Management Plan – Typical Pitfalls

- ❌ Not considering how much time communication takes
- ❌ Producing paper without proper rollout,
training and regular exercises = “betting slip”!
- ❌ Ignoring the most important element of crisis response: **Humans!**
- ❌ Making a complex world even more complex

Complexity

❌ Many “complexity drivers”:

- ⊗ Technology
- ⊗ Multinationality
- ⊗ Outsourcing & Offshoring
- ⊗ ...

❌ Problems:

- ⊗ If you don’t know your interdependencies, how do you assess your situation?
- ⊗ If you plan “special solutions” for crises, you add to your complexity!

Dealing with Complexity

❌ Know your interdependencies. Before crises!

❌ Reduce complexity whenever possible.

❌ Crisis response should help to reduce complexity, not maximize it:

- ⊗ Use as simple as possible approaches.
- ⊗ Use familiar technology, structure, and processes where suitable and possible.
- ⊗ In all other cases:
 - ⊗ Implement technology, structure, and processes into your daily routine OR
 - ⊗ train and exercise REGULARLY.
 - ⊗ Only alternative: Failure.

Most Important Resource: Humans

- ⊗ Situation assessors
- ⊗ Communication partners = information sources
- ⊗ Decision makers
- ⊗ Recipients of orders and instructions
- ⊗ Operational people

Most Important Resource: Humans

- BUT at the same time, they are:
- ⊗ Lovers
 - ⊗ Friends
 - ⊗ Parents
 - ⊗ Children
 - ⊗ Pet-Owners
 - ⊗ Volunteers
 - ⊗ Commuters
 - ⊗ ...
 - ⊗ Simply afraid?!
- ⊗ Situation assessors
- ⊗ Communication partners = information sources
- ⊗ Decision makers
- ⊗ Recipients of orders and instructions
- ⊗ Operational people

**RETHINK YOUR
TEAM'S AVAILABILITY!**

“Intrapersonal Crisis Competition”

- ❌ Who will REALLY be available (and are you allowed to ask)?
- ❌ How fast?
- ❌ How long?
- ❌ How to foster availability during crisis:
 - ⊗ Knowledge / Training / Regular exercises
 - ⊗ Supporting personal preparedness:
 - ⊗ Accept the person’s dilemma and support!
 - ⊗ When possible: “Bring-your-family”-approach

Some Many CEOs’ Dilemma with Crisis

- ❌ “Preparing for crisis makes us look vulnerable!”
- ❌ “Never ever use the word crisis!”
- ❌ “It has worked out all the time – it also will the next time!”
- ❌ “When we are challenged, our team achieves superhuman abilities!”
- ❌ “We pay for infrastructure – if a disruptive event causes infrastructural problems, it’s an SEP (someone else’s problem). If the public want’s us to be prepared, someone else must pay for that!”
- ❌ “We have plans for everything – we are prepared!”
- ❌ “We have contracts!”

Crisis: Cognition vs. Emotion

- ❌ Many are overwhelmed by emergencies/crises
- ❌ **Emotions** (limbic system) **prevail**, cognitive functions of our brain are increasingly not retrievable
- ❌ Without special training, everyone relies on behavioral patterns that have had led to success previously – even under incomparable circumstances
- ❌ Possible result: Afflicted ones do not fulfill ordered tasks but delve into something that has been sufficiently carried out in the past („**Butterfly-Syndrome**“)
- ❌ At a certain stress level (and above): Actions are no longer under rational control. They will be taken reflexively, without reflection or consideration, but hastily and hectically (**limbic system takes over, blocks prefrontal cortex**).

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Perception & Distortions

- ❌ Fixation errors
- ❌ Law of the instrument
- ❌ Authority bias
- ❌ Normalcy bias
- ❌ Just-world hypothesis
- ❌ Turkey illusion
- ❌ ...
- ❌ Automatic, unconscious, and intuitive filling of information gaps

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Documentation helps...


- ⊗ ... to organize crisis response.
- ⊗ ... to give good briefings.
- ⊗ ... to make good decisions.
- ⊗ ... to be sure to pass on all necessary information *correctly* to deputies, successors, or anyone else.
- ⊗ ... to produce good reports.
- ⊗ ... in court.

Documentation is THE safety net.

Documentation & Decisions

- ⊗ “Hindsight is easier than foresight.”
- ⊗ Frequent fear:
Decisions might turn out being “not optimal” afterwards.
- ⊗ But: Decisions must always be retrospectively assessed based on the information available at the time of the decision.
(e.g., CEN/TS 17091)
- ⊗ Two prerequisites:
 - ⊗ Good information management is in place during the incident.
→ Professional situation assessment & valuation
 - ⊗ Level of information at the respective time can be reconstructed.
→ Documentation

Plan – Do – Check – Act

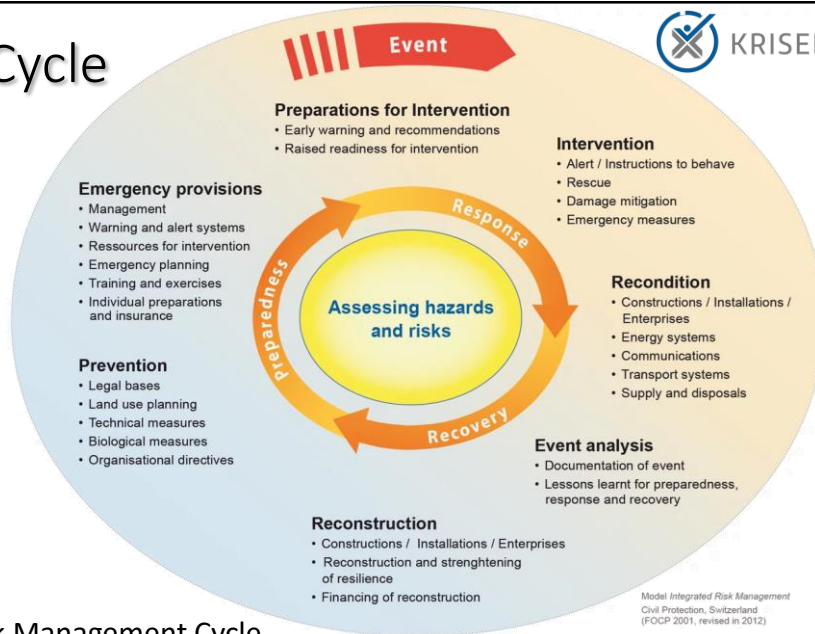
- ❌ “Do”: Don’t wait for a real crisis!
- ❌ Exercises are necessary:
 - ⊗ To prepare personnel
 - ⊗ To check procedures
 - ⊗ To improve
 - ⊗ To turn the “betting slip” crisis plan into a sound investment.
 - ⊗ Exercises help to “downgrade” crises to emergencies 
- ❌ Start with “cozy review”, work up to realistic simulation!
- ❌ “Check”: Do an After-Action Review (AAR) after EACH exercise or incident!

Exercises For Everyone!

After-Action Review (AAR)

- ❌ Collection & analysis of all individual action logs
- ❌ Discussion with all involved persons:
 - ⊗ What was expected to happen?
 - ⊗ What actually occurred?
 - ⊗ What went well and why?
 - ⊗ What can be improved and how?
- ❌ Important features of an AAR:
 - ⊗ Open and honest professional discussion
 - ⊗ Participation of everyone in the team
 - ⊗ Identification of ways to sustain what was done well
 - ⊗ Development of recommendations how to improve → Mitigation Cycle

Mitigation Cycle



Swiss Integrated Risk Management Cycle

16.09.2022

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7 Pillars of Resilience



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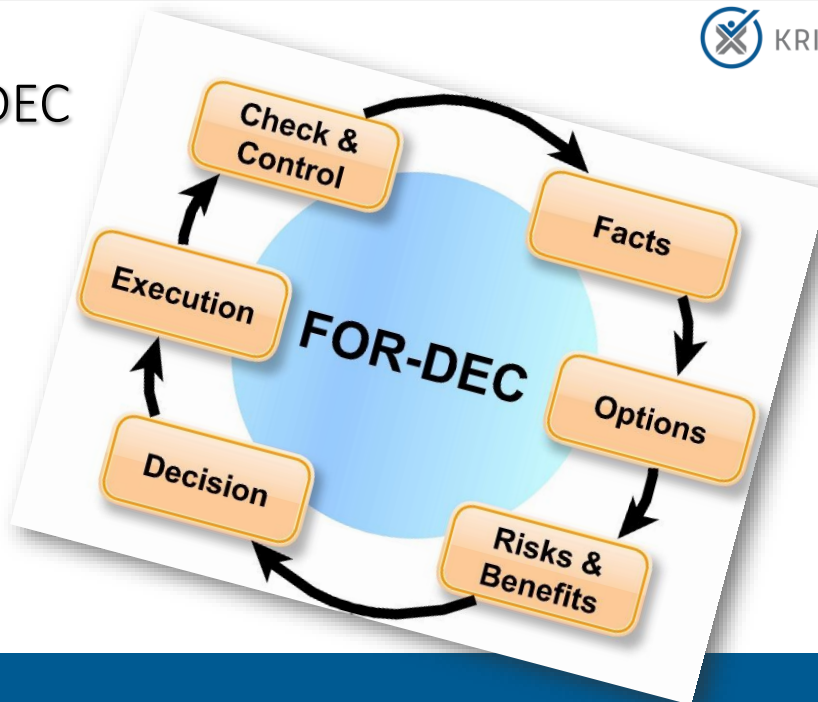
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5 Traits of Resilient Organizations (hbr)



FOR-DEC





My Top 7 Tips for Surviving Crises

- ❌ Reduce complexity, know your dependencies.
- ❌ Do planning.
- ❌ Do exercises.
- ❌ Don't deny an existing crisis.
- ❌ Don't act on "phantasy".
- ❌ Do documentation.
- ❌ Do After-Action Reviews.



Looking forward to staying in touch with you!

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Curriculum Vitae (Extract)

Born 1968 in Vienna
Law Studies in Vienna and Paris
1990 - 2000 University Assistant at the Faculty of Law of the University of Vienna and its IT representative
1998 Founder and ever since head of the Postgraduate Program for Information- and Media Law at the University of Vienna
2000 - 2017 Professor for IT-Law and Legal Informatics at Leibniz University Hannover
2007 - 2017 Head of the Institute for Legal Informatics at Leibniz University Hannover
2013 - 2017 Director of the Research Center L3s
2013 - 2017 Data Protection Officer of Leibniz University Hannover
2015 - 2017 Chief Information Officer of Leibniz University Hannover
Since March 2017 Member of the Digitalisation Council of Lower Saxony
Since October 2017 Professor for IT- and IP Law at the University of Vienna, Department of Innovation and Digitalisation in Law
Since July 2018 Expert member of the Data Protection Council of the Republic of Austria

Extensive dogmatic and third-party funded research for European, German and Austrian clients regarding questions of IT law, in particular data protection and data security law. Evaluation and consulting activities i.a. for the European Commission, the German Research Foundation, the German Ethics Council as well as various German and Austrian ministries.

Valerie Herzog

Valerie Herzog is a social scientist and economist with a track record of delivering impactful projects in corporate strategy, ESG, energy efficiency, green growth, national and corporate digital transformation, innovation policy, tech, and economic diplomacy in developed, emerging and frontier markets.



Valerie is passionate about using research, policy, data, and evaluation to deliver positive social impact for grand societal challenges and used these skills as a consultant to advise governments, international organizations, NGOs, DFIs and investors on stakeholder engagement, public-private partnerships, and finance scale-up.

She is the Co-Founder of the Digital Innovation Hub INNOVATE, an innovation lab focusing on sustainability and climate change in the agriculture, timber, and energy sector. INNOVATE was recently named as one of the best Innovation Hubs within the European Union and will be a European Innovation Hub starting this fall, funded by the Commission. Valerie combines her strong climate diagnostics and assessment skills, knowledge of decarbonization, public-private partnerships, and systemic innovation with data analysis to advance action on global development outcomes.

On the academic side, the complex qualitative and quantitative data analysis conducted as part of her doctoral research at UC Berkeley allowed her to analyze and implement systemic innovations through public-private partnerships that challenge traditional business models. She was able to both publish academic papers and work with industry to write white papers and provide policy advice to philanthropies, governmental agencies, and private entities. Moreover, in a crossover role at the World Bank, she develops frameworks that assess risks stemming from climate change from a firm-level perspective. She further investigates how firms can contribute to green growth, focusing on climate mitigation and adaptation.

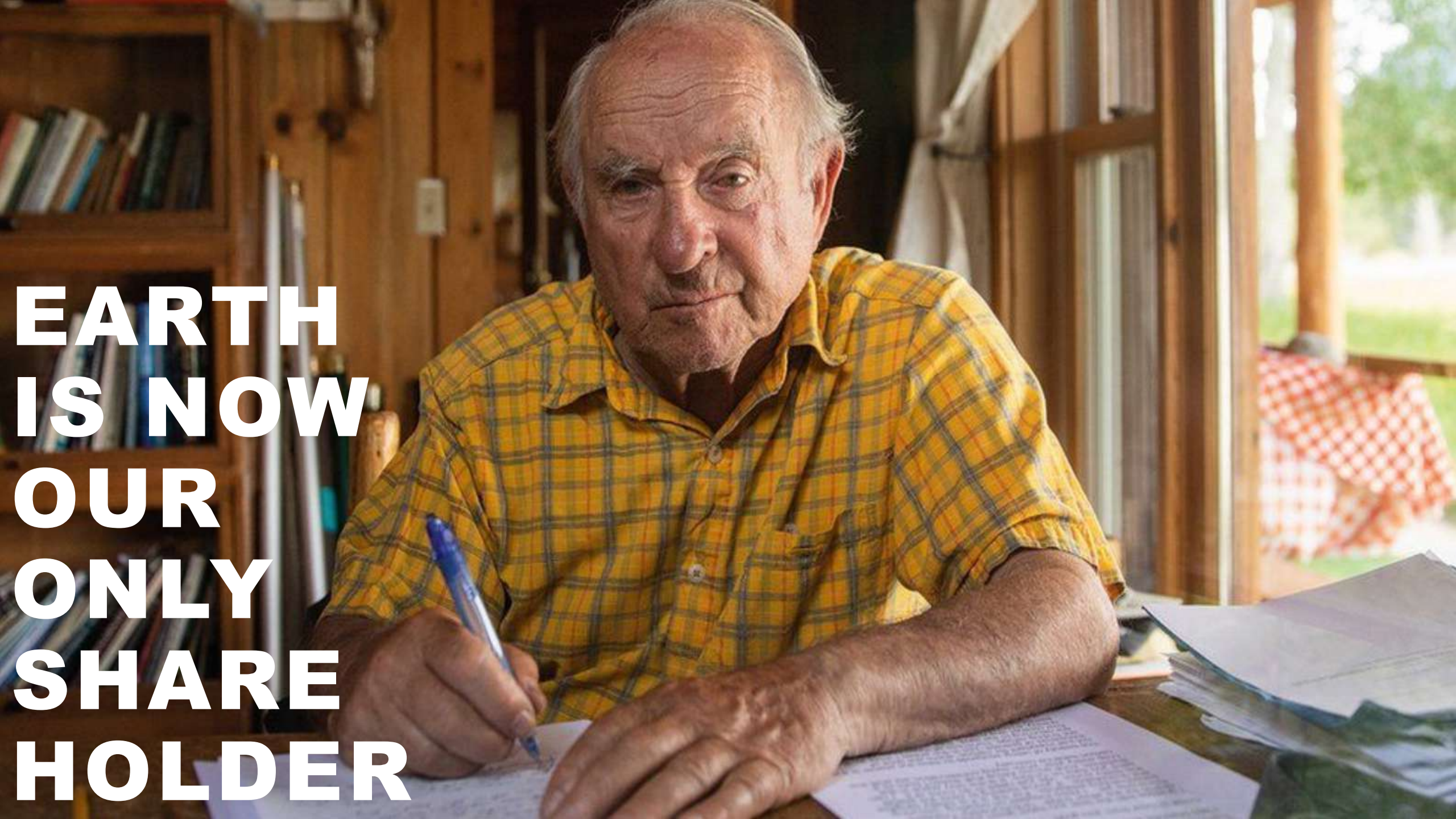
Valerie spent most of her academic career in the US (Florida Atlantic University, the University of Chicago, UC Berkeley) with a short stop in Austria (Vienna Diplomatic Academy).

BE

AMBITIOUS

Sustainability: IMPLICATIONS CHALLENGES

September 16th, 2022 - Lawpact

An elderly man with white hair, wearing a yellow and grey plaid short-sleeved shirt, is seated at a wooden desk. He is looking directly at the camera with a neutral expression. In his right hand, he holds a blue pen, poised over a document on the desk. His left hand rests on another document. The desk is cluttered with several stacks of papers. In the background, there is a wooden bookshelf filled with books on the left and a window on the right showing a glimpse of a green outdoor area with a red and white checkered tablecloth. The lighting is warm and natural, coming from the window.

**EARTH
IS NOW
OUR
ONLY
SHARE
HOLDER**

CLIMATE CHANGE RECORDS

Warmest years on record

The past seven years, between 2015 to 2021, were the warmest years on record.

Record high sea levels

Sea levels also reached a new record high in 2021. Globally, the sea level rose 4.5mm a year on average between 2013 and 2021.

First ever rain at Greenland's highest point

Rainfall was recorded for the first time ever at the highest point on Greenland's ice sheet.

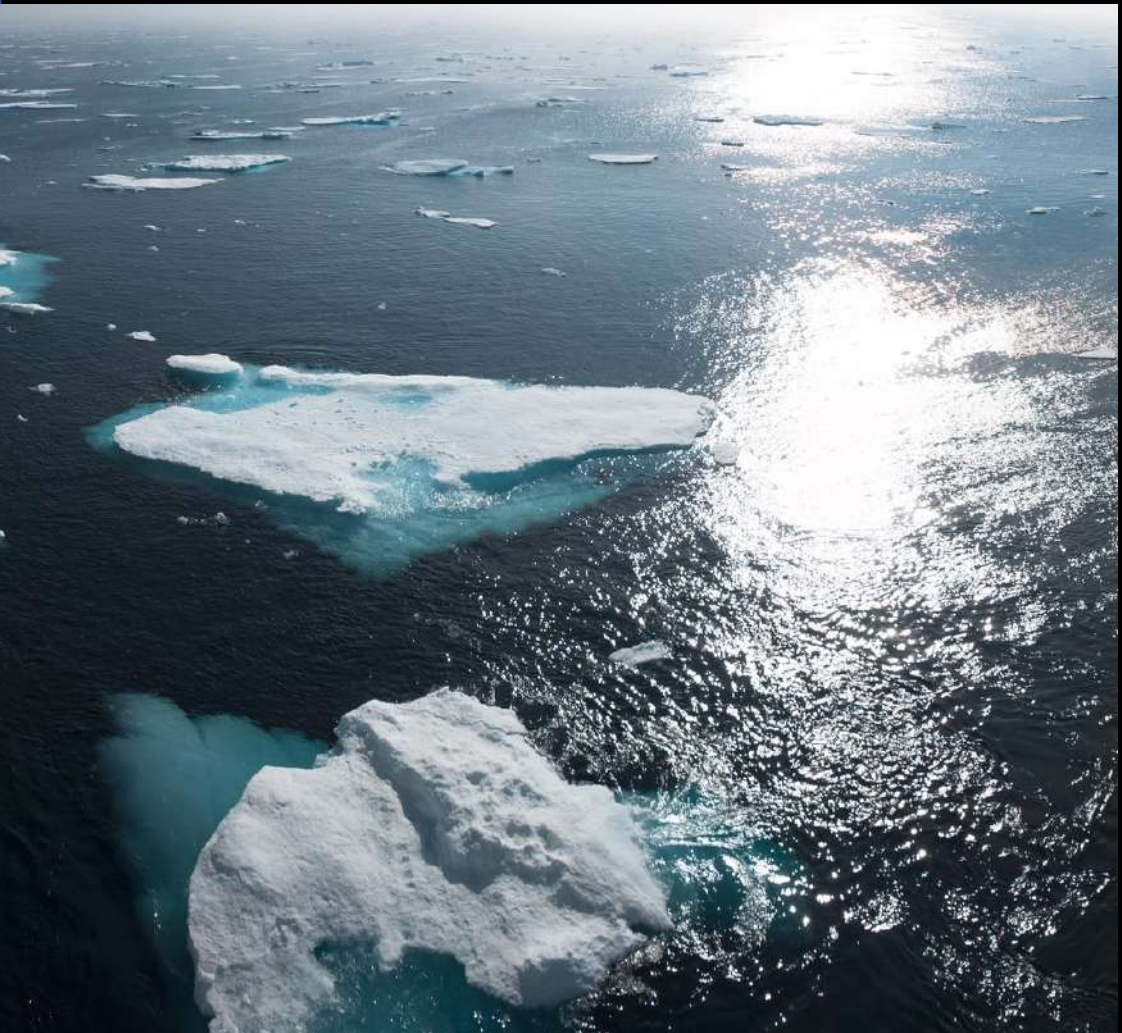
Record-breaking heat waves

In western North America and the Mediterranean, it was "exceptional heat waves" that were breaking records.

Lowest water level for US reservoir

Drought led to a new water level low for Lake Mead, a reservoir on the Colorado River in Southwestern US.





CALL TO ACTION

How are we going to have a positive impact on our world in the face of global crises, including pandemics and climate change?

THE SOLUTION

We have a unique opportunity, responsibility, and platform. Our core values play a critical role in the wellbeing of people and planet, mind and body, and individual and collective. When we focus on one, we also impact another.



BUT WHAT IS EVEN SUSTAINABILITY?





**SUSTAINABILITY
OFFERS A HUGE
POTENTIAL FOR
BUSINESSES.**

01

Smart Resources

Innovative solutions make it possible to best use resources. These solutions allow to dispose them in a timely manner, and thus save resources and energy.

03

People Positive & Shared Value

Our people succeed because we create an environment that is equitable, inclusive, and fosters growth. We create value for everyone.

02

New Business Models

New business models. The more disruptive and innovative we think, the greater the new business field.

04

Reporting

An annual sustainability report makes it possible to track our progress on advancing action on grand societal challenges. Internal quarterly reviews ensure being on track.

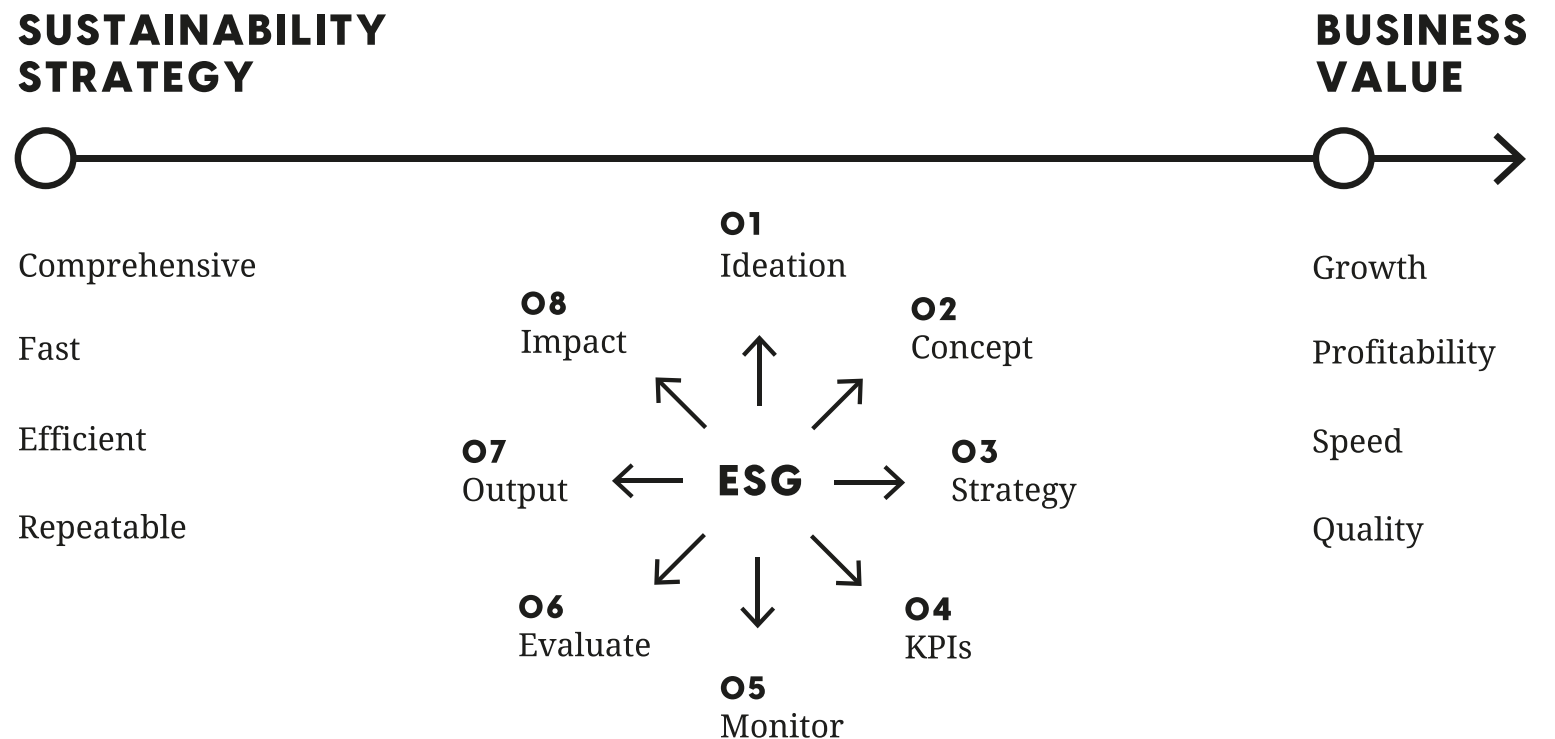
05

Planet Positive

Innovative companies leave their footprint on the world, not on the planet, e.g. sustainable supply chain, green operations, IT, etc.

SUSTAINABILITY'S IMPACT ON BUSINESS VALUE

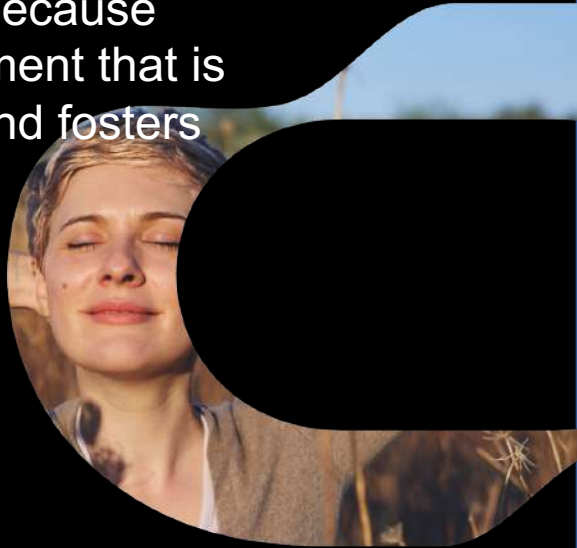
Environmental, Social and Governance ratings are about integrating people, processes, data and systems to monitor and evaluate sustainability data throughout its life to effectively share and use this data to create maximum impact.





ENVIRONMENTAL SOCIAL

Our products and actions avoid environmental harm and contribute to restoring a healthy planet.



Our people succeed because we create an environment that is equitable, inclusive, and fosters growth.



GOVERNANCE

Our economy thrives because we contribute to conditions that are fair, act responsibly, and observe clear ethical principles.

ENVIRONMENTAL



01 Bold climate action

Commit to be climate neutral and net carbon zero across all three scopes.

02 Renewables

Source 100% renewable energy.

03 Energy efficiency

Use energy more efficiently and reduce absolute energy consumption.

04 Circular economy

Maximize the reuse of finite resources across operations, products, and supply chains.

SOCIAL



05 Inclusion, diversity and equality

Pay equality is a given. Offer everyone the same opportunities no matter who they are or where they come from.

06 Employer attractiveness

Be a diverse, global and inclusive workplace that attracts and develops the best talent.

07 Employee leadership opportunities

Be the place where people come to develop and grow as leaders for the world.

08 Wellbeing for all

Provide access to wellbeing tools for all employees.

GOVERNANCE



09 Purpose-driven company

Express the means by which a company proposes solutions to economic, environmental and social issues.

10 Being ethical

Reflect responsibilities in a code of conduct with employees, suppliers and partners.

11 Sustainability governance

Establish a Sustainability Steering Committee.

12 Mitigation

Assess financial implications and other risks and opportunities and ensure reduction of these risks.

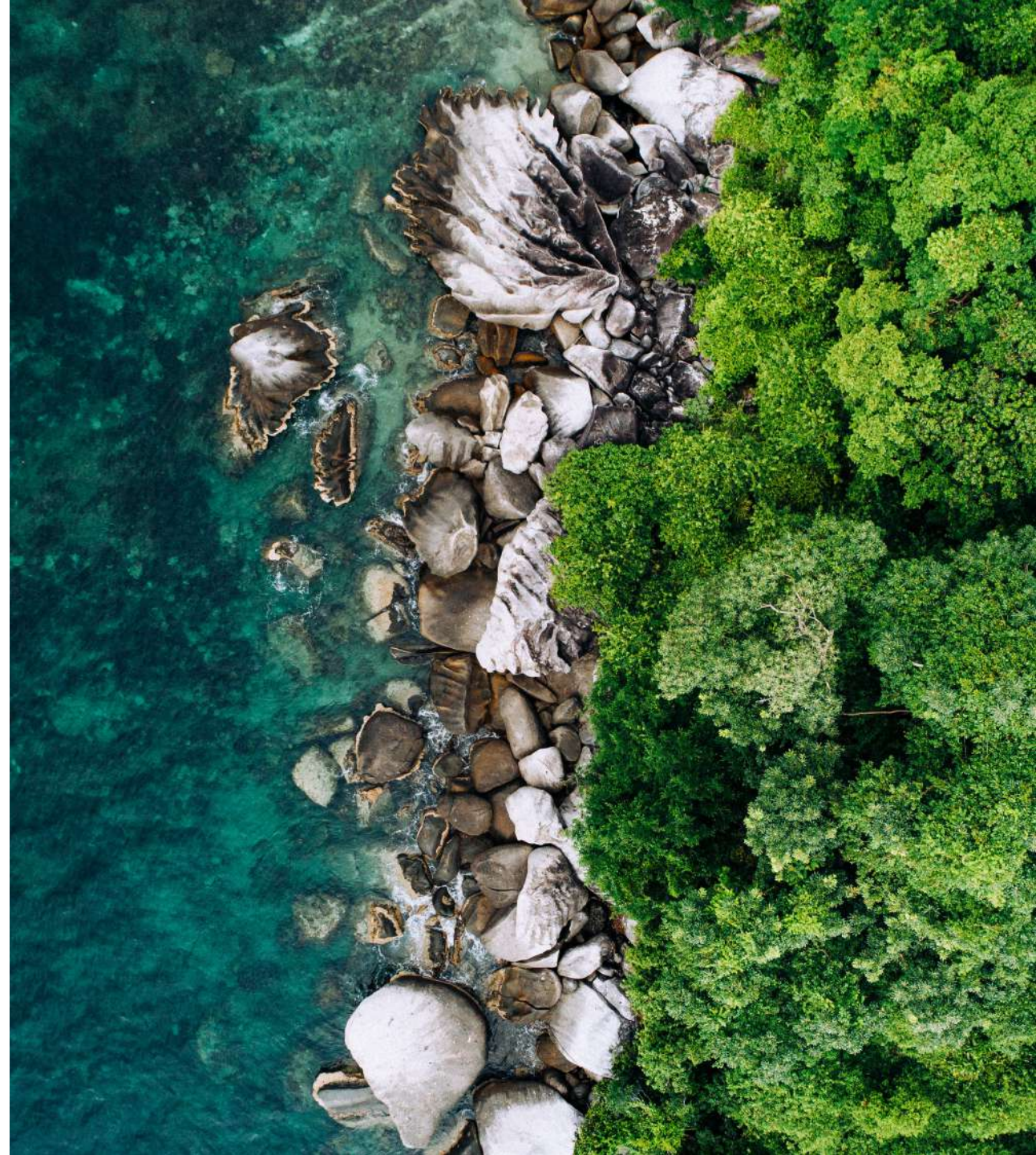
REGULATIONS(EU)

Corporate Sustainability Reporting Directive (2024)

Makes non-financial reporting obligatory for EU registered companies to improve ESG data disclosure. Supports the implementation of Green Deal objectives. Mandatory audit and assurance regime to ensure reliability of data. Disclose sustainability risks, including climate change risks.

EU Taxonomy

A classification system to identify which economic activities can be deemed environmentally sustainable. Environmental objectives: climate change mitigation, climate change adaptation, sustainable use and protection of water and marine resources, transition to circular economy, pollution prevention and control, protection of healthy ecosystems.

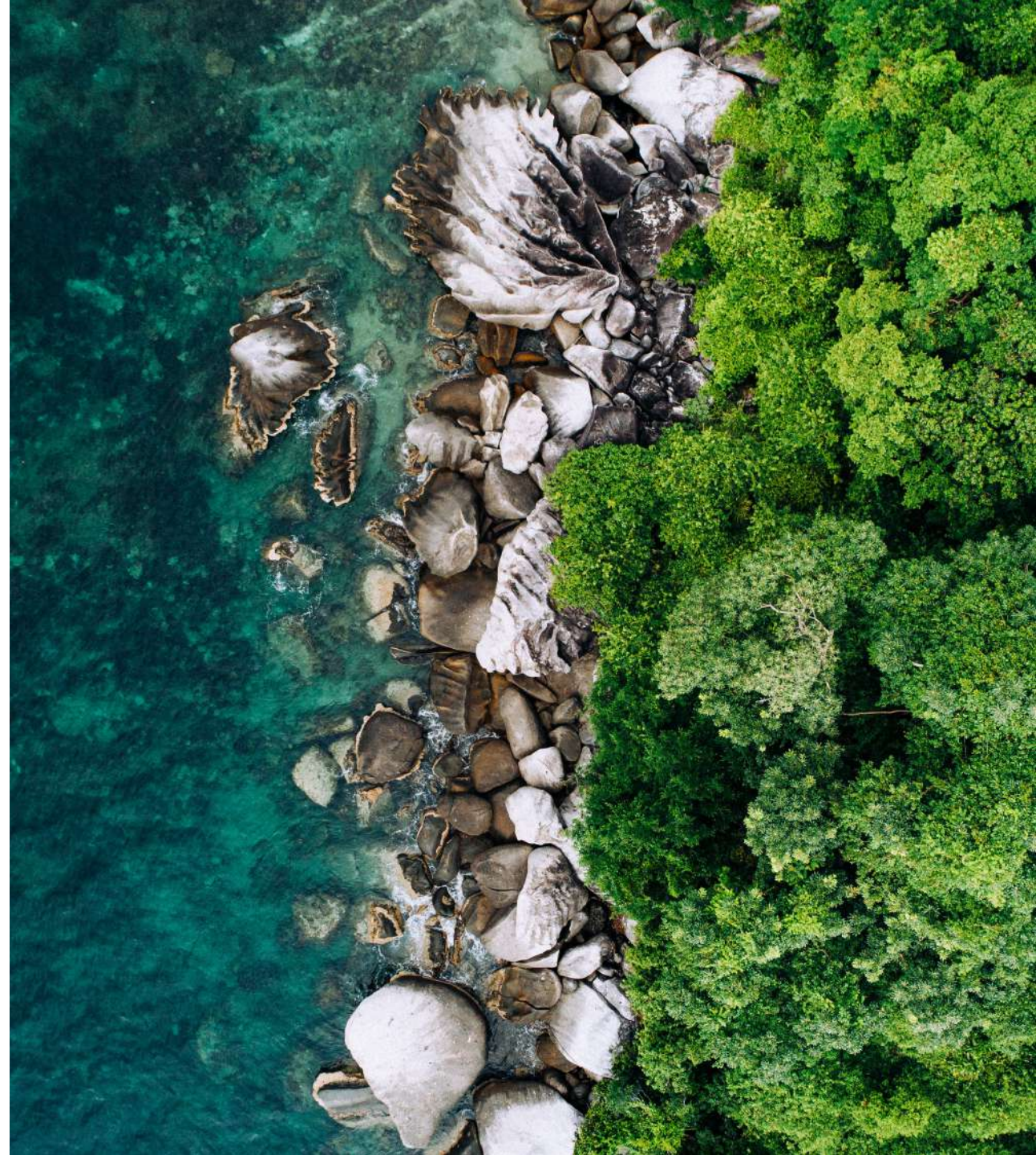


REGULATIONS(US)

SEC climate-related disclosures

The US Securities and Exchange Commission has proposed a new rule that however only deals with climate matters. Disclosure focuses on material climate impacts, greenhouse-gas emissions, and any targets or transition plans.

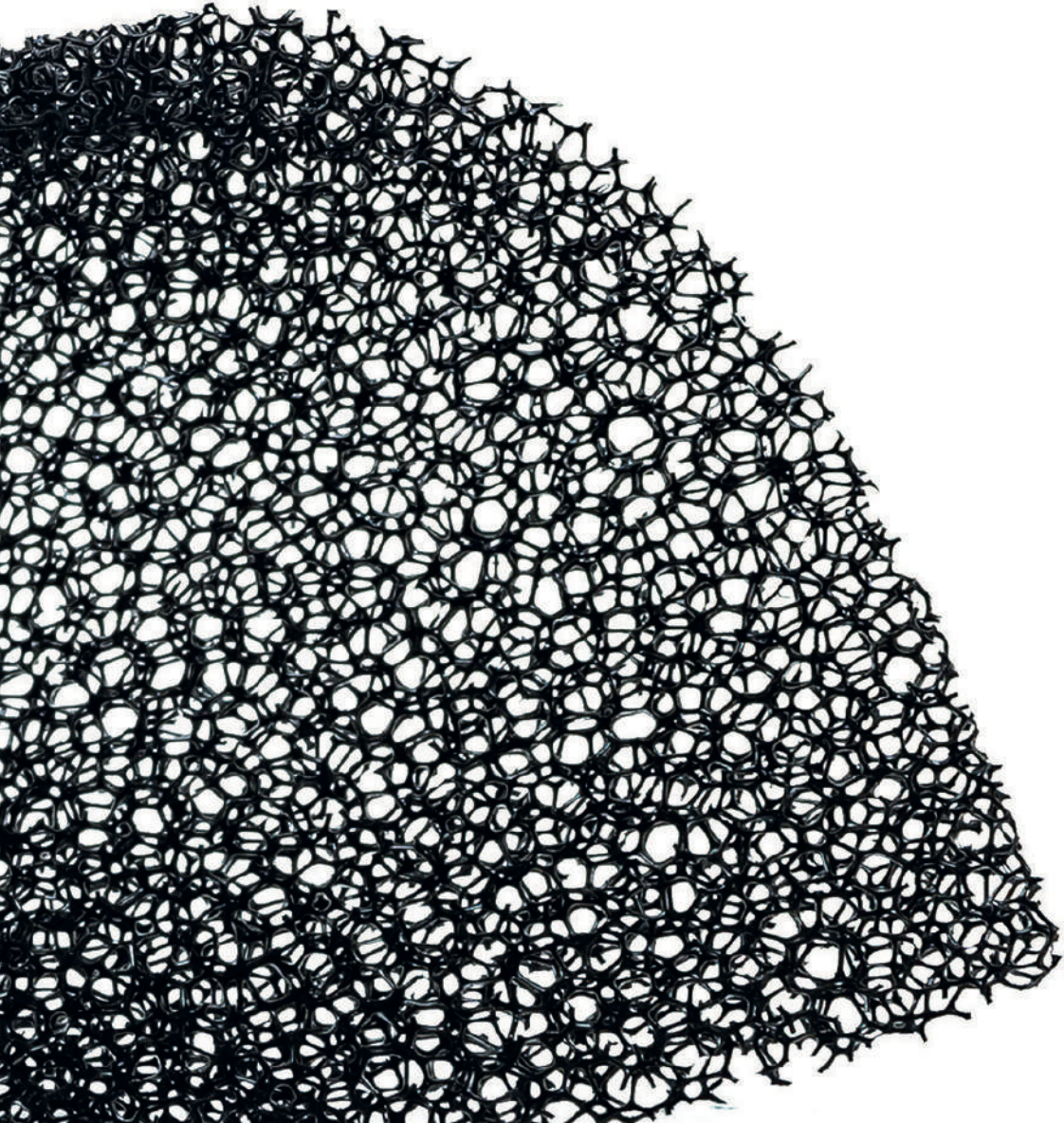
Rule would apply to US 10-K filers as well as foreign private issuers who file 20-F forms.





CHALLENGES

- **Timing laggards**
- **Sustainability strategy linked to sustainability reporting**
- **Risk assessments**, especially for investors (climate-related risks and stress-testing thereof)



CONCRETE GOALS FOR THE FUTURE

Companies need to have concrete goals going forward. They need to be the foundation of their strategic vision to **DRIVE** impact and contribute to a healthier future.



**IT IS GOING
TO TAKE ALL
OF US**

We need to bring a new level of ambition to our impact work: to be responsible and do what's right. To activate the innovators and enable the doers. To create the space for each of us to make a difference, take action, and change the world for the better.

We have a long way to go to meet our goals. We will need to scale our successes, learn from our setbacks, and report on our environmental, social, and governance progress annually.



FOR THE
WORLD

Our excitement and enthusiasm about Sustainability possibilities & opportunities need to continuously grow. With a clear and realistic understanding of the global challenges we're facing, we can lay out work that's aspirational and motivating.

In this moment, I see possibility within each of us to reflect on our priorities and evolve our strategies. Now is the time to act boldly, and to commit to doing the necessary work to create a better future for all of us.



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(as of September 2022^A)

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