

A woman with long dark hair, wearing a dark jacket and plaid pants, is sitting on a concrete ledge on a rooftop. She is looking out over a dense city skyline at sunset. The sky is a mix of orange, yellow, and light blue. In the background, several skyscrapers are visible, including the Shanghai Tower on the left and the Jin Mao Tower in the center. Other buildings have logos like 'Standard Chartered', 'citi', 'MIRAE ASSET', '中国建设银行', and 'ICBC'. The woman is wearing a dark jacket with '666' and 'MADE IN CHINA' on it, and plaid pants. She is sitting on a concrete ledge that is part of a larger structure, possibly a rooftop garden or terrace. The overall mood is contemplative and serene.

Deloitte.
Legal

Legal Technologist Program
Bringing tomorrow's lawyers to life

Introduction

Bringing tomorrow's lawyers to life

There is a gap between what society demands from the legal industry and what the legal industry can offer. Lawyers are not equipped with the necessary skills, knowledge and expertise to operate in the legal landscape of the future. Therefore, Deloitte Legal developed the Legal Technologist Program.

In almost every market today, technologies are emerging which enable the digital transformation of various departments. There's no question that technologies like the internet, mobile, and social, created unprecedented disruption. In today's digital age, however, the pace of disruption is only set to increase. As new technologies — such as the Internet of Things (IoT), artificial intelligence & robotics, cloud computing, blockchain and big data — proliferate, organizations are coming under mounting pressure to rethink not just their technology strategy but their entire operational strategy. Also in the legal department, digital transformation is a fact.

Although the pace of adopting legal technology is slow, the general consensus amongst GC's and their

teams is that technology is going to transform the operation of the in-house legal functions.

In order to prepare lawyers for a future where technology sets the tone, Deloitte developed a comprehensive program to train lawyers in technology. The program focusses both on various legal aspects of the aforementioned disruptive technologies as well as on how to leverage such technologies within the legal department. The three year program consists out of three layers.

1. What should you know? (knowledge)
2. What should you be able to do? (skill)
3. What should you have done? (experience)

The knowledge oriented layer is being facilitated by subject matter experts around the globe, including experts from Deloitte as well as from universities and other companies. The theoretical curriculum consist of topics like cloud computing, blockchain, big data, artificial intelligence, robotics, IOT. These topics are

addressed from multiple perspectives such as the legal and regulatory framework, intellectual property, contracting, data and privacy, corporate governance, business development. Skills in project management, business intelligence programming and design thinking are also included in the program. The program will be evaluated and optimized on an ongoing basis.

Initially the program is open for Deloitte Legal lawyers only. Our aim is to open the program next year to external admissions like general counsel and their teams.

Sincerely,

Peter Kits
Partner Commercial Law
Deloitte Legal
pkits@deloitte.nl
Tel: +31 6 13001055



Introduction

The Transformation

The Program

The Curriculum

Ambitions & Roadmap

The Transformation of the legal landscape

Click for Video (in Dutch)

Introduction

The Transformation

The Program

The Curriculum

Ambitions & Roadmap

The 9 Big Shifts of the Digital Age

The Digital Age provides new opportunities for businesses through agile working, outsourcing and automated machine-learning and the legal industry has to change with it

3 Big Shifts in 'Ways of working'



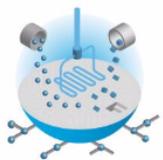
1.

Agility and speed become the new norm. Organizations learn and adapt by experimenting and fast deployment.



2.

The **boundaries between business and IT blur**, business-led IT increases, and tech fluency is vital for all.



3.

The rise of **innovation ecosystems** with joint risk taking, and value creation among quickly engaging and disengaging partners.

3 Big Shifts in 'Resources'



4.

The **workforce** transitions as digital, data, AI, and robotics create new jobs and cause existing jobs to disappear.



5.

Organizations adopt the **vision, values, culture, and leadership** required to build digital DNA.



6.

Innovation and experimentation require a larger share of resources, with fit-for-purpose **funding mechanisms and governance**.

3 Big Shifts in 'Technology'



7.

Cloud becomes the dominant IT delivery model, with highly **automated IT processes**.



8.

Competitive advantage shifts in favor of **data and algorithms** fueling algorithmic business.



9.

Information technology (IT) and operational technology (OT) **converge**.

Introduction

The Transformation

The Program

The Curriculum

Ambitions & Roadmap

T H E G A P

There is a *gap* between what society demands from the legal industry and what the legal industry can offer

Lawyers are not equipped with the necessary skills, knowledge and expertise to operate in the *legal landscape of the future*

Educational Programs do not (yet) anticipate the *major changes* that the legal landscape is undergoing

Introduction

The Transformation

The Program

The Curriculum

Ambitions & Roadmap

The Legal Technologist Program

builds the bridge between what society demands from the legal industry and what the legal industry currently offers



Introduction

The Transformation

The Program

The Curriculum

Ambitions & Roadmap

The 3-Stage-Rocket Characteristics of the Program

3. WHAT SHOULD YOU HAVE DONE?

Deloitte enables young legal professionals to learn on the job by staffing them on projects where they can put their knowledge and skill of the Legal Technologist Program into practice

2. WHAT SHOULD YOU BE ABLE TO DO?

During the curriculum business skills and legal tech courses are taught that are required to operate in the legal landscape of the future

1. WHAT SHOULD YOU KNOW?

The 3 year theoretical curriculum covers all relevant disruptive technologies from different legal perspectives

Introduction

The Transformation

The Program

The Curriculum

Ambitions & Roadmap

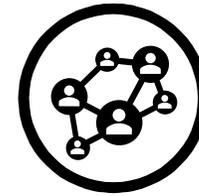
Education of legal professionals in technology

The Legal Technologist Program focuses on obtaining knowledge of disruptive technologies from different legal perspectives and implementing these technologies within the legal department

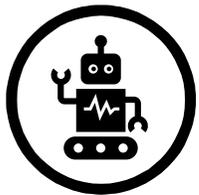
The theoretical curriculum focuses on five major disruptive technologies that are crucial to the Digital Age. Lectures will be taught by subject matter experts around the globe, including: experts from Deloitte, university professors, lawyers and Legal Counsels with in-depth knowledge.



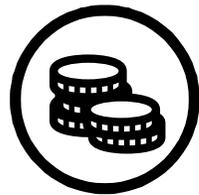
Cloud Computing



Internet of Things



A.I. & Robotics



Blockchain



Big Data

Introduction

The Transformation

The Program

The Curriculum

Ambitions & Roadmap

The Curriculum

Cloud Computing

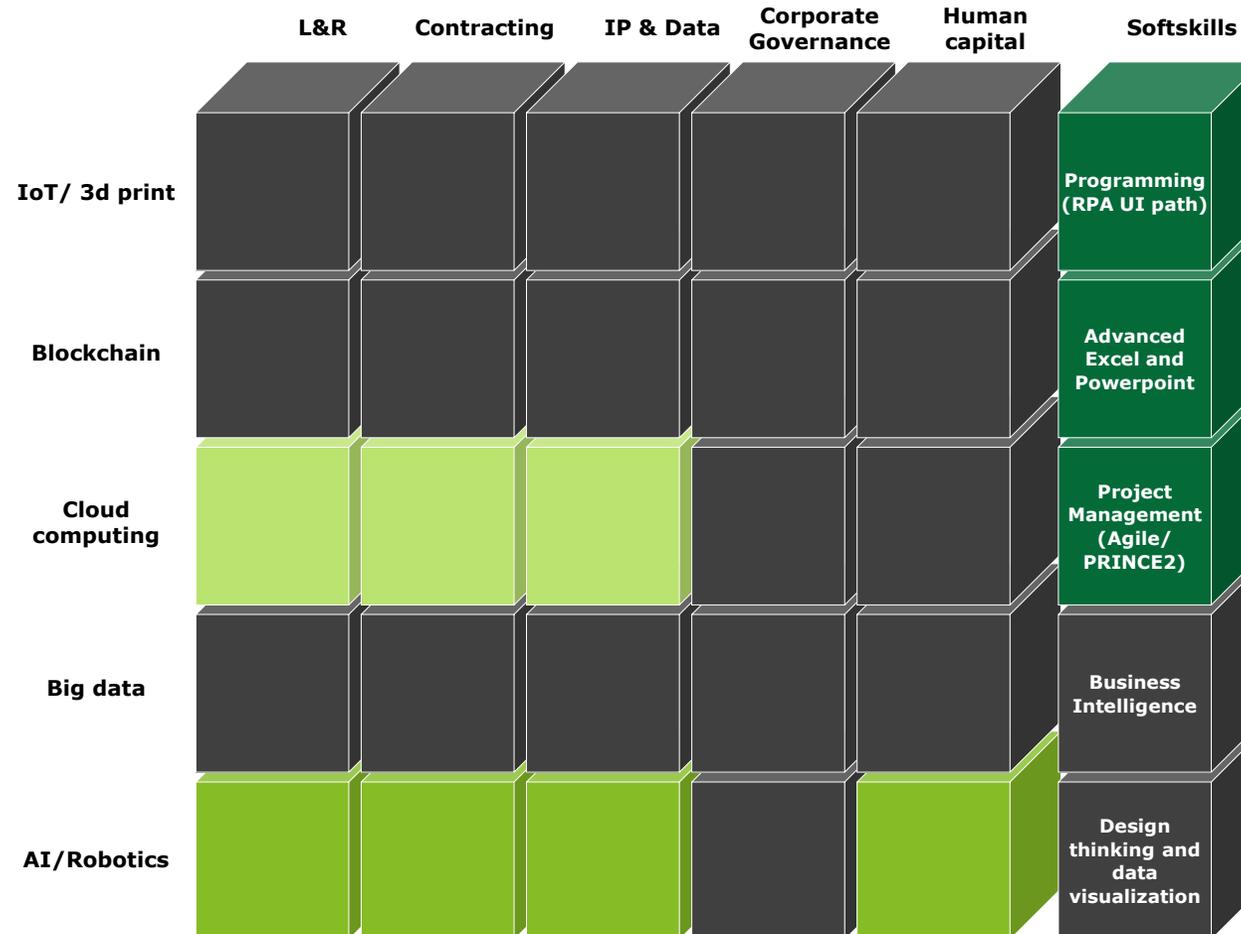
- technical aspects of the cloud infrastructure;
- covers the fast changing L&R framework;
- highlights contractual pitfalls;
- examines the intersection with data (ownership, portability).

AI & Robotics

- introduction to technical aspects of A.I. and applications of robotics;
- what are typical contractual issues (acceptance, warranties) governing these technologies?;
- who owns IP in A.I.? (algorithms, databases, ontologies);
- the course highlights the emerging L&R framework that regulates these upcoming technologies.

Legal tech & Skills

- Programming covers the potential of RPA and programming logic;
- Advanced Excel and PowerPoint;
- Project Management: Agile and PRINCE2.



Introduction

The Transformation

The Program

The Curriculum

Ambitions & Roadmap

The Curriculum

Blockchain

- introduction to technical aspects of blockchain;
- covers changing L&R framework;
- highlights use and risks of smart contracts;
- introduction to cryptocurrencies;
- explores how blockchain can be used in IP solutions. Using blockchain as an IP registry may help give clarity to copyright holders, owners and users.

Human Capital

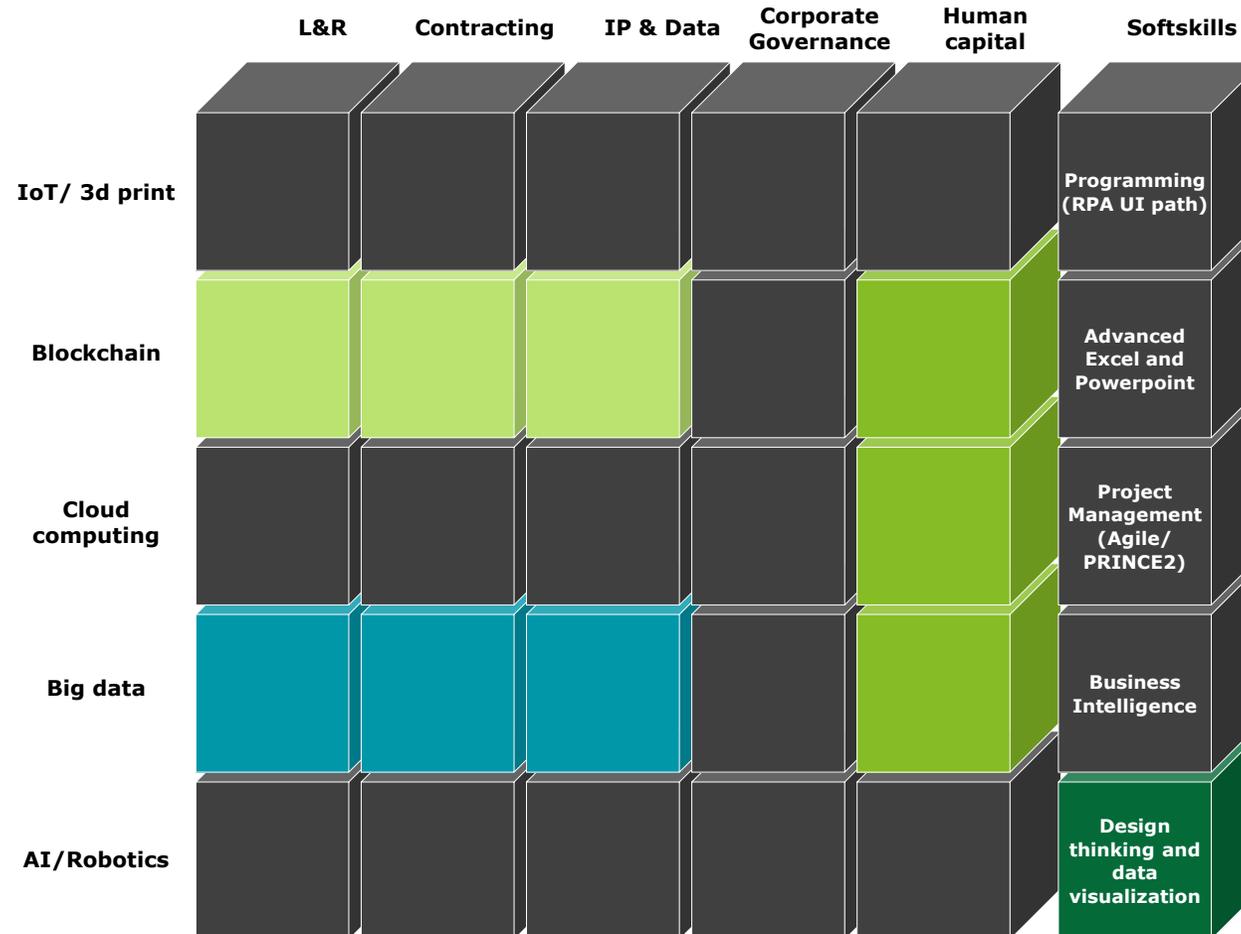
- how can blockchain and big data be used in an employment setting (talent analytics);
- use of employment data in the cloud. Risks from a GDPR perspective.

Big Data

- L&R risks when deploying big data analytics;
- contracting areas of concern;
- IP and data: how can big data be monetized?

Legal tech & Skills

- design thinking and data visualization.



Introduction

The Transformation

The Program

The Curriculum

Ambitions & Roadmap

The Curriculum

IoT & 3D Printing

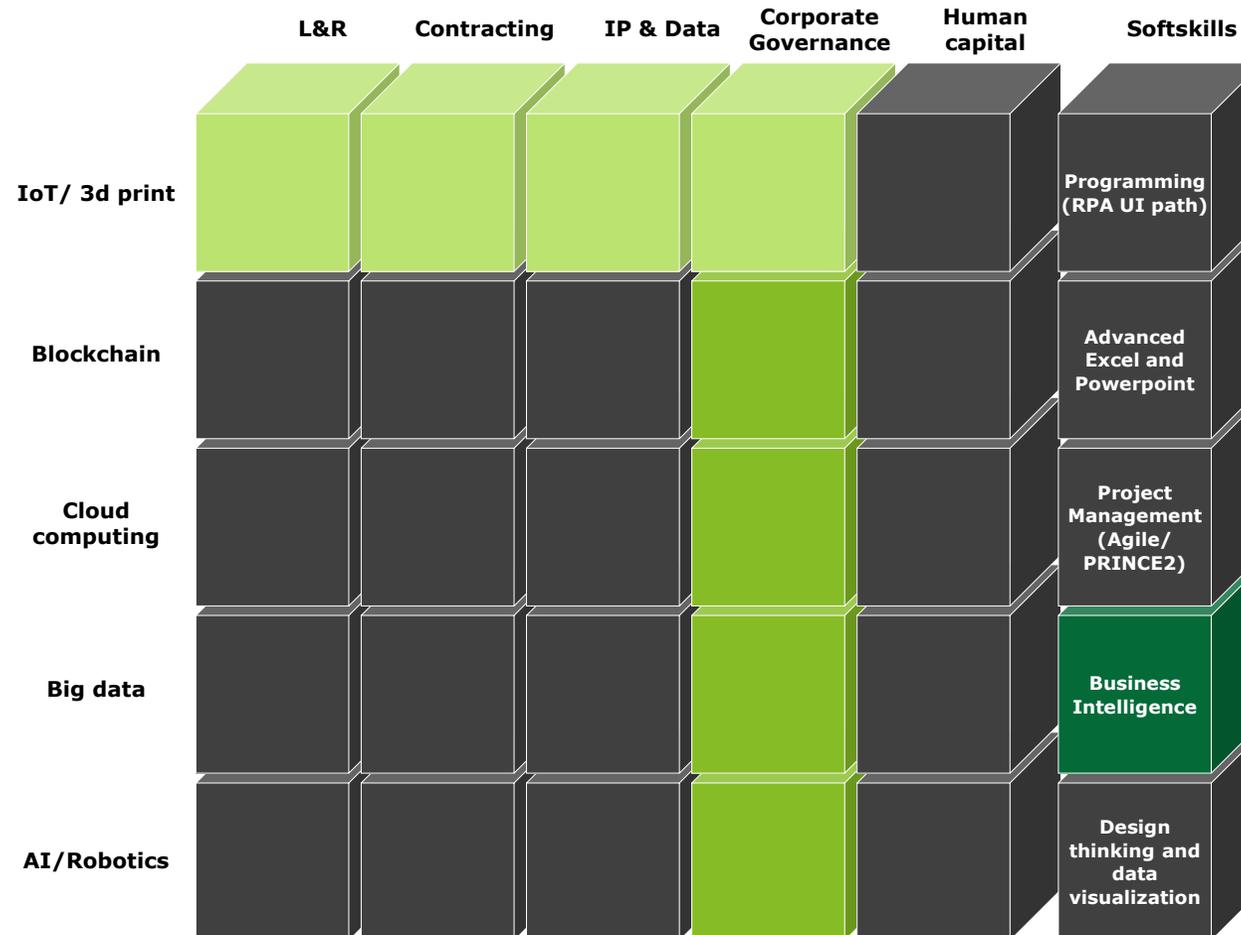
- introduction to technical aspects;
- covers fast changing L&R framework;
- specific contracting aspects to be considered with regard to 3d printing;
- 3d printing and IP: challenges of protecting code and objects. Emphasis on design law;
- Examination of IoT applications in smart cities and mobility sector;
- With the advent of IoT, the need to share data between applications, sensors, infrastructure and people becomes imperative. How can law facilitate this?

Corporate Governance

- Blockchain, record keeping and use in stock exchanges;
- How can A.I. impact due diligence;
- Role of the CIO; as a policy manager.

Legal Tech & Skills

- Business Intelligence.



Introduction

The Transformation

The Program

The Curriculum

Ambitions & Roadmap

Ambitions

To achieve your ambition the day after tomorrow, you have to act *today*

The Day After Tomorrow

The Legal Technologist Program is globally recognized as the number one educational program that combines Law and Technology.

The Legal Technologist Program is maturing. A large number of General Counsels is following the program alongside Deloitte Legal professionals.

The program is the reason why young lawyers choose to work for Deloitte. The program offers them career security in the future, something that traditional law firms or other big 4 companies cannot offer.

Tomorrow

The educational aspects of the program are being finetuned with the help of international tier 1 educational institutions and universities.

The first external lawyers are admitted to the program.

The business model is complete and profits of the program are used for marketing and reinvestment in the finetuning of the educational aspects.

Today

The blueprint of the Legal Technologist Program is complete. The curriculum is set and negotiations with universities and educational institutes on collaborations are being held.

The Commercial practice within Deloitte Legal the Netherlands is going to partake in the pilot version of the program.

During the pilot, the program is evaluated and improvements are implemented where necessary.

Introduction

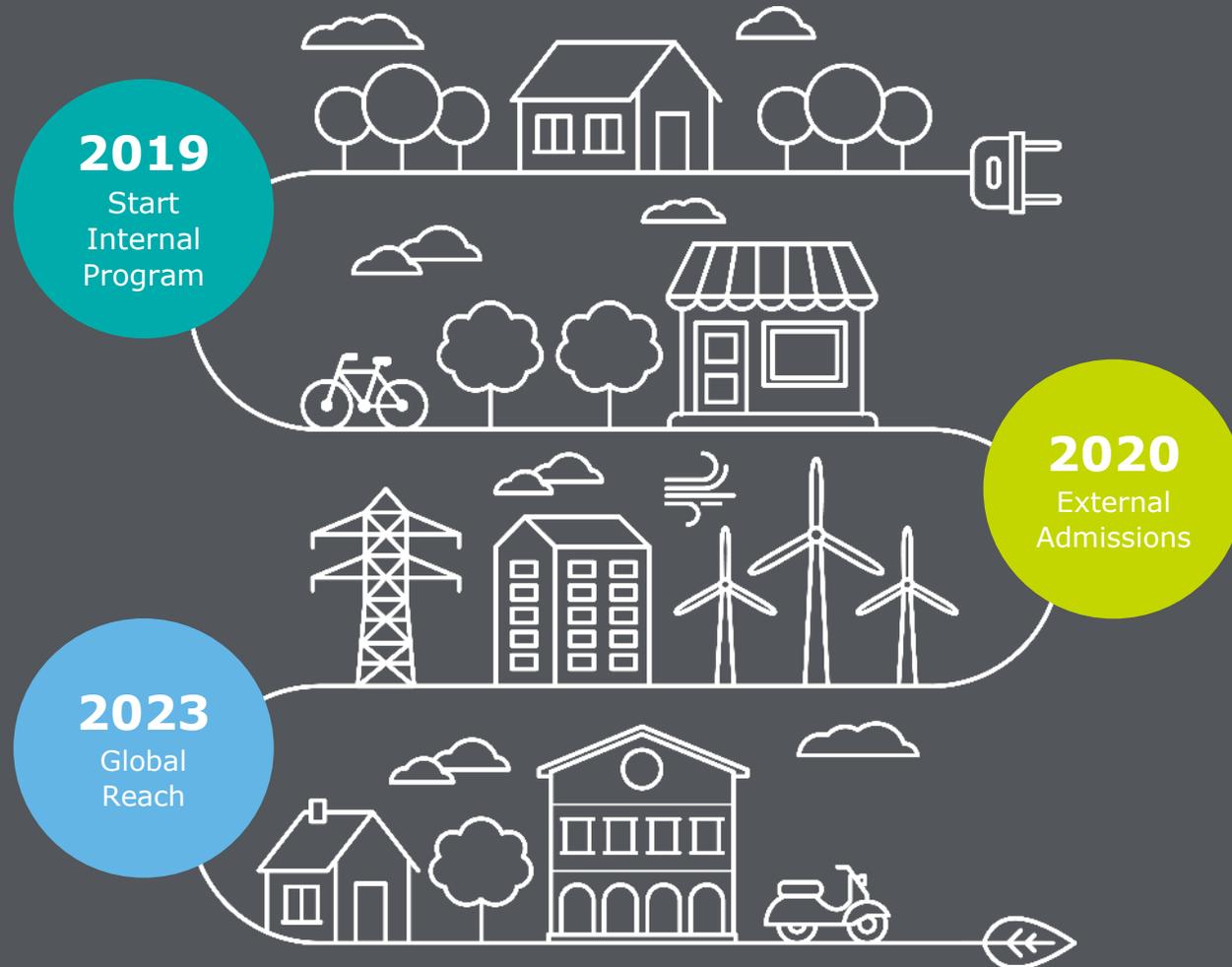
The Transformation

The Program

The Curriculum

Ambitions & Roadmap

Roadmap



Roadmap

The beta program will start at Deloitte Legal the Netherlands within the Commercial, IP & IT practice. During the beta version, the program will be finetuned and evaluated. When the program is optimized, it will be open to external admissions. This means that e.g. General Counsels can follow the program in order to acquire or update their knowledge on the digital legal domain to stay relevant for the company. After running the program successfully for a number of years, it will be expanded to multiple countries in Europe with the ultimate goal of obtaining a global reach and making an impact on the legal profession on a world wide scale.

Introduction

The Transformation

The Program

The Curriculum

Ambitions & Roadmap

Deloitte. Legal

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. Please see www.deloitte.nl/about to learn more about our global network of member firms.

Deloitte provides audit & assurance, consulting, financial advisory, risk advisory, tax and related services to public and private clients spanning multiple industries. Deloitte serves four out of five Fortune Global 500® companies through a globally connected network of member firms in more than 150 countries and territories bringing world-class capabilities, insights and service to address clients' most complex business challenges. To learn more about how Deloitte's approximately 264,000 professionals make an impact that matters, please connect with us on Facebook, LinkedIn, or Twitter.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited, its member firms, or their related entities (collectively, the "Deloitte network") is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No entity in the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.