



REDEFINING ORGANISATIONAL RESILIENCE IN AN ERA OF CONSTANT CHANGE

**KEY TAKEAWAYS FROM THE EXECUTIVE LEGAL FORUM,
24TH NOVEMBER 2022**





EXECUTIVE SUMMARY

ELLIS MUGRIDGE, HEAD OF FS & LEGAL, IRON MOUNTAIN

According to the [Resilience Reimagined survey](#), sponsored by Iron Mountain and conducted by Economist Impact, 84% of organisations agree that resilience must encompass every part of the enterprise. This includes, first and foremost, workplace transformation, data governance and security, economic and environmental sustainability, and operational efficiency.

Despite this, the new environment is fraught with challenges, including shocks to the economy due to the pandemic and the invasion of Ukraine, as well as long-term challenges like climate change and the growing need for more sustainable business

practices. For the legal industry, which has been mired in tradition for decades, the learning curve has proven especially steep as firms adapt to a world in constant flux.

On the 24th November 2022, in our Executive Legal Forum roundtable, we brought together panellists from Iron Mountain and international law firm Eversheds Sutherland to talk about how the sector is optimising its resources and processes to adjust to this new environment. In this booklet, we have compiled a summary of key takeaways from the day's event for our attendees and their colleagues.

THE SESSIONS

01/ RESEARCH INSIGHTS FROM THE ECONOMIST

/ John Ferguson, Practice Lead for Globalisation, Trade and Finance

02/ EVERSHEDES SUTHERLAND: RESPONSIBLE BUSINESS JOURNEY

/ Paul Dunn, Chief Property, H&S and Sustainability Officer

03/ IRON MOUNTAIN'S ESG JOURNEY

/ Ellis Mugridge, Head of FS & Legal

/ Hana Laws, Principal, IG & Digital Solutions Professional Services

/ Julia Bonder-Le Berre, Head of Privacy

/ Phil Shepley, VP Commercial ESA

/ Randeep Somel, VP, Global head of Communications & Sustainability

RESEARCH INSIGHTS FROM THE ECONOMIST

JOHN FERGUSON, PRACTICE LEAD FOR GLOBALISATION, TRADE AND FINANCE

[Economist Impact](#), the research arm of The Economist, conducted a survey sponsored by Iron Mountain to better understand the current state of business resilience. The survey encompassed over 600 senior executives from around the world in various industry sectors. The research explored four key areas of business that must work together to achieve the highest impact.

The global economy has faced unprecedented challenges in recent years, and there is little sign of let-up. Shocks to the economy born of geopolitical shifts, pandemics, and a global recession persist, enforcing profound change on traditional business models. At the same time, we have long-term challenges like climate change and economic and environmental sustainability to think about.

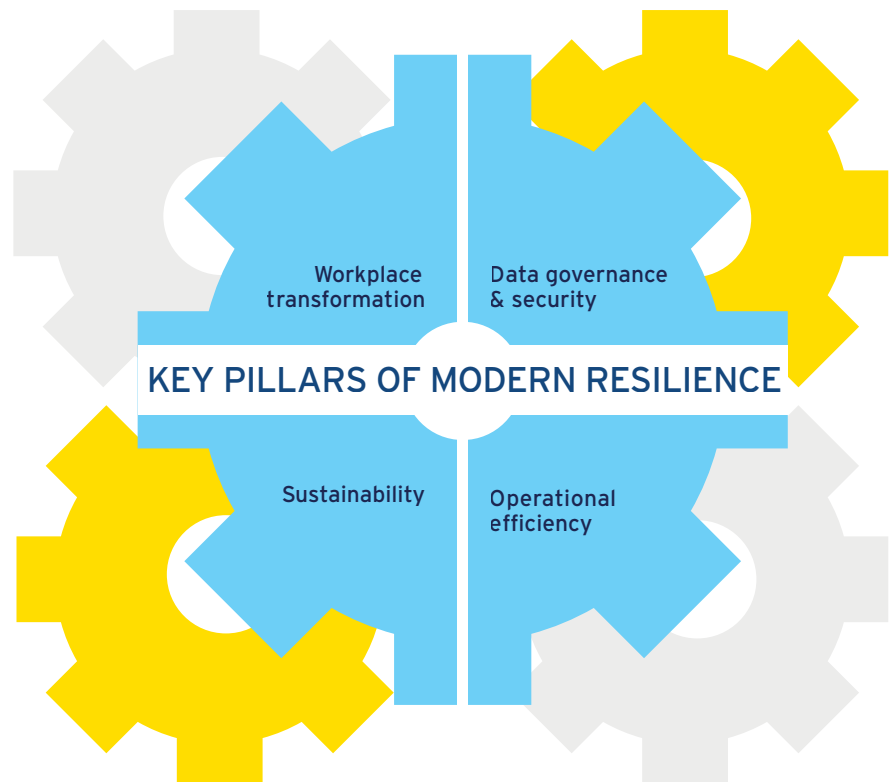
Despite this, the outlook is not all bleak. Organisations now looking to prosper in the uncertain years ahead are focusing heavily on resilience as a fundamental driver of long-term success. The accelerating evolution of technology presents myriad opportunities in helping businesses build a more sustainable, secure, and profitable future.

The [Economist Impact research](#) looks at organisational resilience from the perspective of four areas of the modern enterprise:

> **Workplace transformation:** The hybrid workplace must become a fundamental part of the corporate culture. Employee wellbeing is even more important in the era of remote work and increasingly blurred lines between work and life.

- > **Data governance and security:** The constantly evolving cyberthreat landscape, along with increasing awareness among governments, regulatory bodies, and citizens alike, means that data governance and security have never been more important.
- > **Sustainability:** While the pandemic increased the focus on sustainability largely out of necessity, many organisations still have a way to go before they can count themselves members of the circular economy.
- > **Operational efficiency:** Measuring, monitoring, and continuously improving resilience throughout the organisation is vital for building a culture of accountability in which every employee is fully aware of their roles and responsibilities.

When combined under a unified environmental, social, and governance (ESG) strategy, these key parts of business drive the highest impact. Almost 90% of organisations now have a documented ESG strategy, but there is still a lot of work to do, due to resources being stretched and the need to tackle each of these four pillars of resilience at scale.



1. STRATEGIC DIRECTION MUST START FROM THE TOP

There is much more to achieving resilience than setting a few vague or unrealistic goals and developing a rough plan. Resilience has become a mission-critical, top-level business strategy that re-examines an organisation's identity, business model, and how it grows. Resilience is ultimately the ability to adapt to a constantly changing environment to survive and thrive.

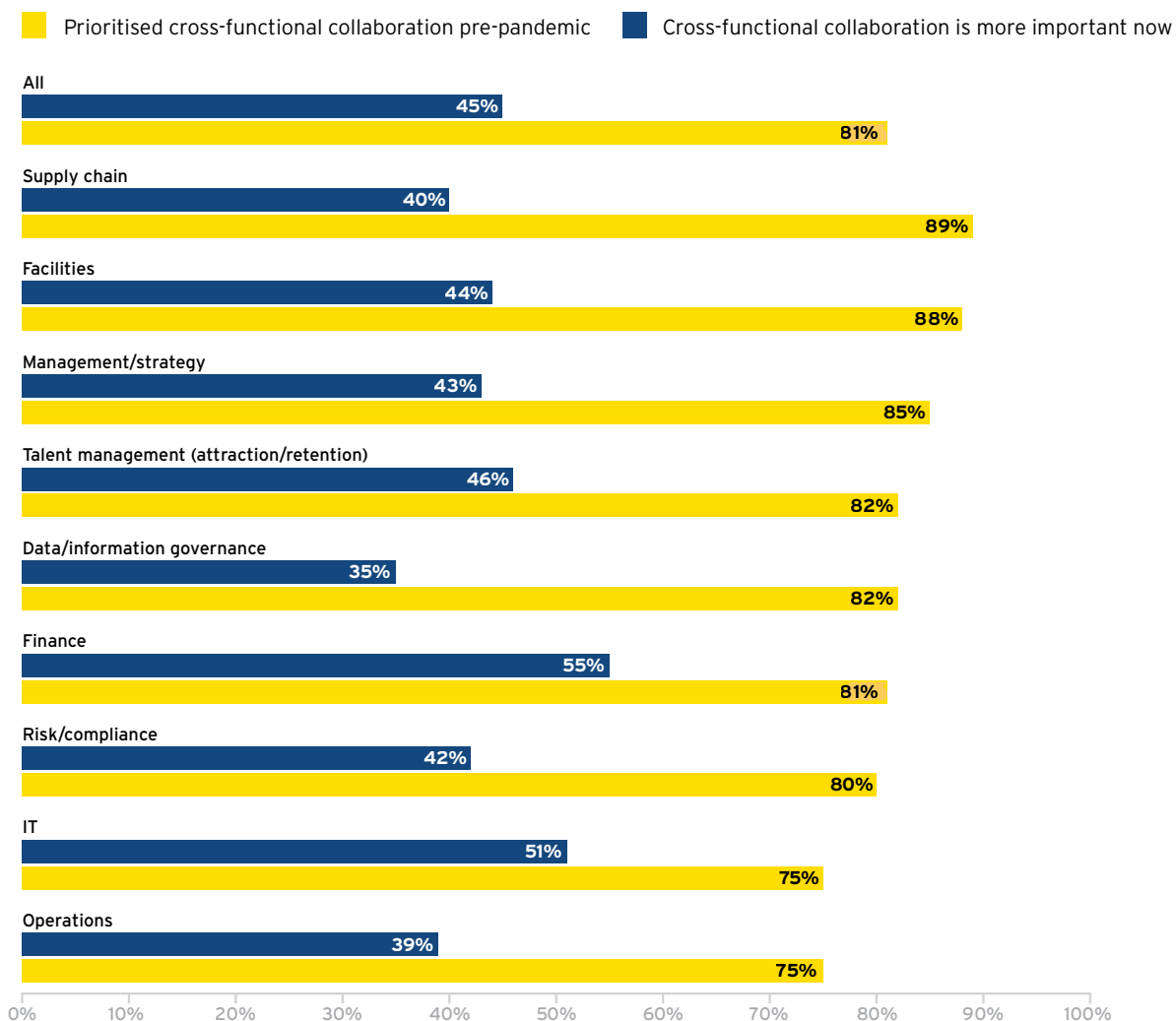
When the pandemic struck, organisations had to adapt rapidly and suddenly out of necessity. Given the immense sense of urgency, there was little time to act strategically. However, in the post-pandemic world, the economic future remains uncertain. Thus, strategic direction must start from the very top of the organisation.

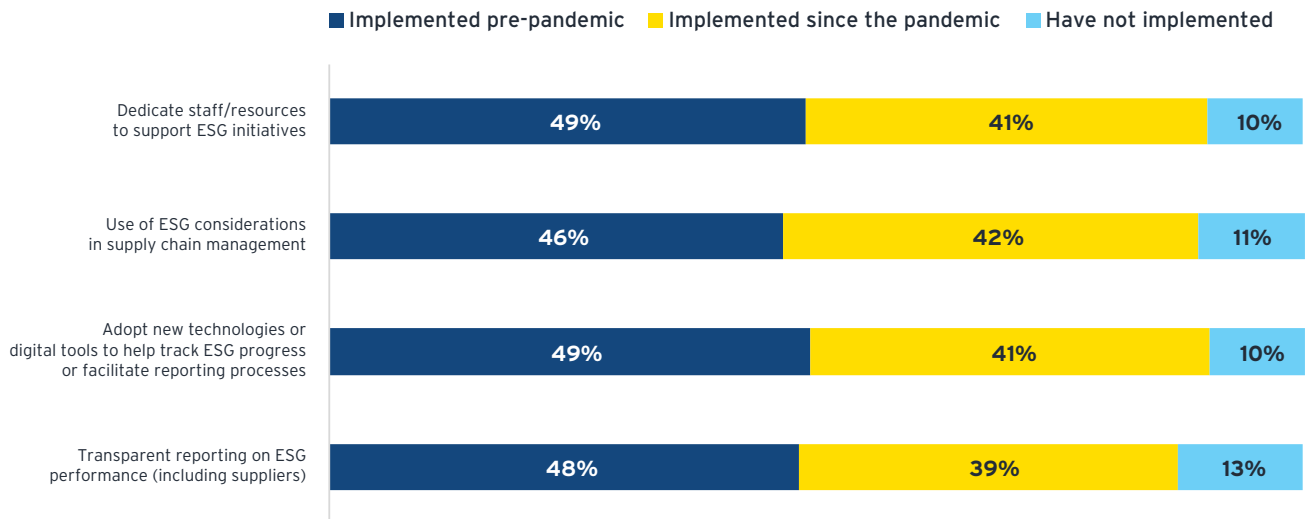


2. CROSS-FUNCTIONAL COLLABORATION IS ESSENTIAL

While there is no denying the opportunities that have arisen from the shift to remote and hybrid work, challenges persist in the form of an increasingly disconnected working environment. A common fear among business leaders is a perceived lack of control that comes with distributed work. It also becomes inherently harder to break down operational silos and preserve culture.

Organisational resilience is inextricably connected to employee experience, especially given that many people are working remotely and hope to do so for the longer term. Cross-functional collaboration is therefore vital for maintaining efficient workflows between business units and functions, including the broader supply chain.





3. THE HIGH REPUTATIONAL COST OF DOING NOTHING

As every business leader knows, reputational damage presents an existential danger for any organisation. Customers are wary of who they do business with, especially in the legal sector, which is entirely built on trust and professionalism. Clients expect their data to be in safe hands, and they increasingly expect organisations to adopt sustainable business practices.

The reputational cost of doing nothing is enormous, as are the risks concerning data security, privacy, and regulatory compliance. For example, a serious compliance failure in a legal firm can quickly result in the doors to business being closed for good. Managing and mitigating risk requires a top-down approach that comes before everything else.

4. RESILIENT ORGANISATIONS PERFORM BETTER

Truly resilient organisations are not those that just survive times of crisis - they are those that can seamlessly adapt and thrive through almost any eventuality. They are the businesses that customers turn to in their time of need and environments where employees feel valued, safe, and secure in their careers.

A resilient business is more appealing to everyone, from potential customers and employees to partners, suppliers, and investors. In becoming more resilient, with the evidence to prove it, organisations can enhance customer satisfaction, manage risk more effectively, appeal to the best talent, and achieve a better bottom line.

Resilient organisations are significantly ahead of peers on key performance metrics.



Our research points to key best practices for the future of modern resilience:



Senior leadership demonstrating a strong vision and supporting resilience



Establishing organisational structures that facilitate system-wide communication and coordination on resilience efforts



Developing indicators and evaluation indices/metrics to measure resilience and create accountability

5. MEASURING ORGANISATIONAL RESILIENCE

To achieve the highest possible levels of resilience, leaders must invest in long-term strategies designed to predict and survive oncoming shocks. There is also a need to balance resilience and efficiency when considering prescriptiveness and flexibility, short- and long-term strategy, and functional and risk-specific planning.

Accurate and timely data, and tracking the appropriate performance metrics, are essential for making these things possible. These metrics must span an organisation's ability to identify and assess risk, locate which people and assets might be at risk, act to mitigate those risks, and analyse performance before, during, and after an incident.

HOW EVERSHEDS SUTHERLAND IS DRIVING SUSTAINABILITY IN THE LEGAL SECTOR

PAUL DUNN, CHIEF PROPERTY, H&S AND SUSTAINABILITY OFFICER

Chief Property, Health, Safety, and Sustainability Officer at Eversheds Sutherland Paul Dunn claims that we still have a long way to go to reach broader sustainability targets. He reminds us that we are all in this together, from customers to supply chains and that, by working more closely as a team, it is possible to make substantial progress.

By the middle of the twentieth century, the world population had reached 2.5 billion. In 2022, it reached the 8 billion mark. While population growth has slowed in recent years, the UN World Population Prospects of 2022 estimates that it will still surpass 10 billion in the 2050s. Moreover, even though a billion people still have no access to electricity, the unstoppable rise of consumerism presents enormous challenges to building a more sustainable future.

Unfortunately, and in spite of government initiatives like net zero, there is a lot working against us, including rising costs of living, rising inflation, and geopolitical uncertainties. Results from the COP 27

Climate Change Conference of November 2022 were also disappointing, lacking in its ambition to achieve a final deal. It would not be a stretch to suggest that the 1.5°C target is at serious risk too. While still addressable, it also needs to be realistic.

On a more positive note, the very fact that climate change affects everyone on the planet is a clear enough reason that we should all work together under a common goal. When it comes to global enterprises, which have the economic influence and power to change things for the better, there needs to be a common consensus towards cutting carbon emissions, eliminating social injustice, and strengthening local communities.



In the end, it is primarily up to businesses, given their economic positions of influence, to make a difference. Paul identifies four key pillars that enable organisations to do that:

- > **People:** Sustainability is inseparably linked with diversity and inclusion, not least since the environment concerns everyone. By investing in and empowering individuals, it is possible to create a more inclusive culture in which everyone can be at their best and offer fresh perspectives when it comes to meeting ESG goals. In pursuit of these goals, Eversheds has launched a global inclusion week programme, and has more than 1,000 people worldwide actively involved in networks and affinity groups.
- > **Community:** Volunteering and investing in programmes to support disadvantaged or underrepresented communities gives enterprises the opportunity to build and nurture a stronger and more socially aware corporate culture and tap into a broader range of talent. As part of its ESG programme, Eversheds supports various causes and communities, including providing humanitarian aid to the people of Ukraine and supporting children through the [Kids in Need of Defence \(KIND\)](#) initiative.
- > **Environment:** Preserving natural resources and reducing environmental impact needs to become a top-level priority when it comes to fighting climate change and supporting the world's most affected communities. Eversheds aims to become net-zero by 2050 at the latest and, to advance its efforts, it has started removing gas assets from its UK offices and joined the [Blue Recovery Leaders Group](#), a new initiative launched by the UK's National Grid and Wildfowl and Wetlands Trust (WWT) to fight climate change.
- > **Governance and ethics:** Making a commitment to ethical business practices must apply to every part of an organisation, from legal practices to data privacy to quality, diversity, and inclusion. Eversheds aims to develop a global ethical code of conduct for itself and its partners in order to align global policies across all the territories and jurisdictions in which it operates. It is also a partner of the UN Sustainable Development Goals and works closely with NGOs, governments, and civil society to further its ESG journey.

LEGAL SECTOR HAS ENORMOUS INFLUENCE ON SUSTAINABILITY

Eversheds Sutherland recognises the fact that the legal sector has enormous influence on sustainability. In some cases, this may extend even to the point of driving government policy decisions. Thus, while the legal sector might not be widely considered a major impactor on things like climate change, there is a great deal that organisations in the space can do for the betterment of their communities.

Working with the right partners is fundamental to achieving their ESG goals. Eversheds works with [Carbon Intelligence](#) to drive an actionable and credible net-zero strategy. The company aims to be net-zero by 2050 or earlier, and it has set a 50% reduction goal to achieve by 2030.

Paul Dunn has emphasised the need to set closer goals, since they are more meaningful to people who should see real, measurable success in their own lifetimes. By contrast, setting far-away dates inevitably leads to complacency, especially when those targets are politically driven, as is the UK's official net-zero policy.

Eversheds tackles their net-zero goals with three key objectives:

1. Reducing reliance on natural gas
2. Reducing electricity uses in offices
3. Working with partners in their own ESG programmes

Of these, the third is by far the most challenging, and it is something that many organisations struggle with. It also has the broadest scope, encompassing everything from purchased goods and services, business travel and commuting, downstream leased assets, and transportation and distribution. By contrast, the first is typically much easier, especially in a knowledge-based industry like law, where there is often no inherent need for company cars and commuting.

“IT'S NOT ENOUGH TO
DO WELL. YOU NEED
TO BE DOING GOOD.”

KEY TAKEAWAY

“It's not enough to do well. You need to be doing good.” That was Paul's closing remark at the Executive Legal Forum. Sustainability is no longer an option, but a business imperative born out of the legal requirement to report carbon emissions, as well as the ethical obligation to do more to reduce one's impact on the environment. At the same time, furthering ethical business practices and social justice is a fundamental part of the broader goal.

WORKING WITH
THE RIGHT
PARTNERS IS
FUNDAMENTAL
TO ACHIEVING
THEIR ESG
GOALS

HOW IRON MOUNTAIN IS MEETING ITS SUSTAINABILITY TARGETS

ELLIS MUGRIDGE, HEAD OF FS & LEGAL

HANA LAWS, PRINCIPAL, IG & DIGITAL SOLUTIONS PROFESSIONAL SERVICES

JULIA BONDER-LE BERRE, HEAD OF PRIVACY

PHIL SHEPLEY, VP COMMERCIAL ESA

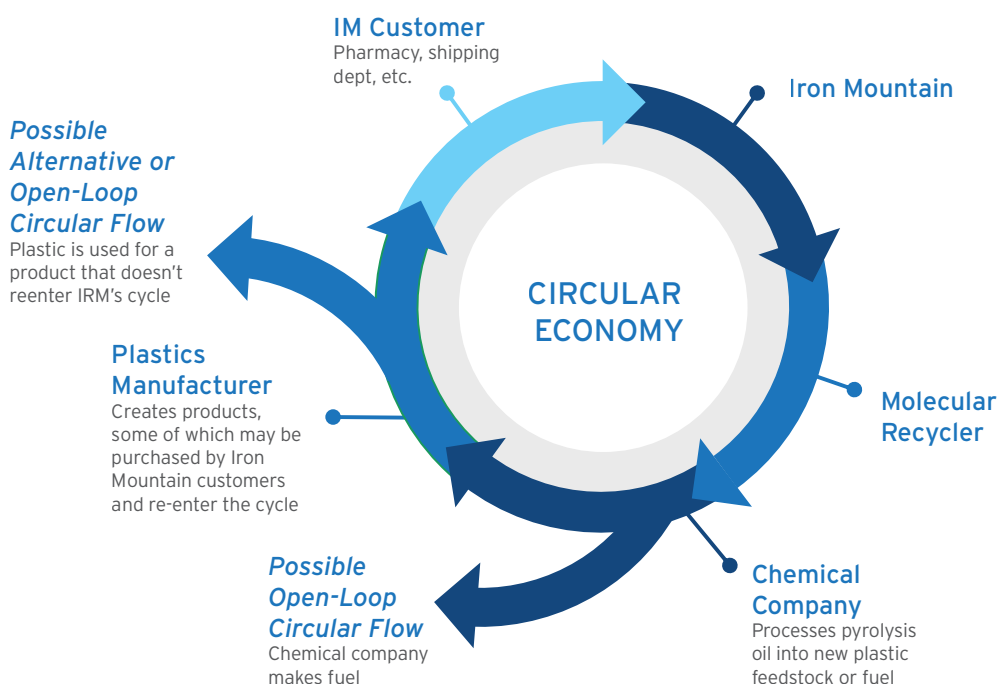
RANDEEP SOMEL, VP, GLOBAL HEAD OF COMMUNICATIONS & SUSTAINABILITY

Head of Commercial at Iron Mountain UK, Ireland, and South Africa Phil Shepley shared how the organisation has been optimising its real estate portfolio to meet their sustainability targets. Iron Mountain's Global Head of Communication and Sustainability Randeep Somel also talked about how the company is making progress towards the circular economy.

Iron Mountain focuses on three key pillars for driving its sustainability initiatives:

- > **Protecting our planet:** Meeting and surpassing government net-zero targets.
- > **Empowering people:** Driving a collaborative and innovative company culture
- > **Strengthening communities:** Conducting business that helps communities prosper

PLASTICS RECYCLING PROCESS



ACHIEVING SUSTAINABILITY IN REAL ESTATE AND LOGISTICS

In any industry, real estate accounts for a significant portion of an organisation's impact on the environment and its local communities. In an effort to meet its pledge to achieve net-zero by 2040, 10 years earlier than the UK government's target, Iron Mountain is working hard to optimise its real estate portfolio.

In recent years, Iron Mountain focussed on consolidating and optimising its extensive real estate portfolio by reducing the number of facilities from 90 to 50. In doing so, it has released a number of older and less sustainable sites back to local communities for better purposes, such as schools and housing. Given that these facilities were mostly located in city centres, there were many opportunities to find more suitable uses for them - ones that are more beneficial to their local communities.

With new and existing facilities, Iron Mountain has placed sustainability at the forefront of their approach. All of their newer facilities are carbon-neutral and have high [BREEAM ratings](#). Key goals include reducing the square footage of the land needed and constructing purpose-built facilities that have all dependencies, such as storage and fulfilment, built in. This reduces the amount of transportation required.

To achieve these goals, Iron Mountain now provides 100% renewable energy coverage for all of its data centres. For example, their site in Rugby, Warwickshire is entirely powered by an on-site solar array.

Where logistics are required, Iron Mountain has been rolling out a new fleet of electric vehicles across London, with plans to scale it across the country in the next few years. Thanks to these initiatives, Iron Mountain has reduced its carbon emissions by over 60% since 2016.

STEMMING THE RISING TIDE OF ELECTRONIC WASTE

Iron Mountain began as a storage and archiving company. However, given the enormous proliferation of data in the modern world, the organisation faced an inherent obligation to help itself and its customers reduce their own emissions and footprints by addressing the broader impact on electronic waste, or e-waste.

THE EQUIVALENT
OF 900 LAPTOPS
BEING DISCARDED
EVERY SECOND

Retired electronics, such as digital storage devices, are now the fastest-growing source of waste in the world. 60 million tonnes of e-waste were generated in 2022 alone; the equivalent of

900 laptops being discarded every second. Left unabated, this could grow to almost 75 tonnes by the end of the decade, placing completely unsustainable demand on the natural world for rare-earth metals like lanthanum, cerium, and neodymium.

The e-waste generation is further exacerbated by planned obsolescence, in which the lifespan of electronic products is deliberately restricted by manufacturers. While initiatives like the EU's [Right to Repair](#) aim to address the issue, the ultimate goal when it comes to true sustainability must be building a circular economy. We must go beyond recycling to reuse as many materials as possible from retired electronics, rather than continually extracting new resources that will inevitably one day run out.

Sustainable Asset Lifecycle Management (ALM) is one of Iron Mountain's core services. It is intended to give organisations the opportunity to further their own ESG initiatives by securely retiring old and disused computers and components in an environmentally friendly manner.

Given the sensitivity of personal and corporate data, particularly in the legal sector, secure IT asset disposition (SITAD) is also vital. By securely wiping data from retired IT assets, albeit in a way that does not necessarily make them or their components completely unusable, it is possible to ensure that data can never be recovered. The asset can then be safely remarketed, or the rare-earth metals that they contain recycled and reused. Iron Mountain pays customers to do just that.

PRIVACY AND DATA PROTECTION IS OUR RESPONSIBILITY

Privacy compliance, data security, and effective data governance can have a very positive impact on a company's non-financial performance and be part of its ESG commitments, said Julia Bonder-Le Berre - Head of Global Privacy at Iron Mountain.

First, thoughtful data lifecycle management, which includes data minimisation and deletion, translates into lower energy consumption in data centres which, in turn, has a less damaging impact on the environment (E). Second, transparency, respect for the right to privacy and responsible use of data create trust in a company's business practices and have a positive societal impact (S). Finally, privacy, compliance, data security, and information governance limit a company's exposure to legal risks, regulatory fines, and reputational damage (G).

Iron Mountain understands the importance that personal data protection has to its customers and, as a service provider focused on delivering secure data management, storage, and digitalization, we look at privacy and security as our core ESG commitments. We build trust by ensuring that privacy safeguards and security controls are embedded in our products and services, and we assist our customers with various aspects of their privacy compliance, such as their information governance programs.

USING SPACE MORE INTELLIGENTLY AND SECURELY

Hana Laws, Principal Consultant on Information Governance at Iron Mountain, also discussed the unique sustainability, resilience, and information governance challenges that come with today's hybrid work environments. Fortunately, and in spite of these challenges, hybrid work also presents previously unprecedented opportunities for building more resilient business models. It is, after all, partially thanks to the rise of hybrid work that Iron Mountain has managed to greatly reduce its real estate footprint and deploy technology to aid collaboration and information sharing.

For that to happen, enterprises need an updated and unified information governance framework in place. Now that many knowledge workers, such as those in the legal sector, have shifted to hybrid work on a permanent basis, businesses are no longer working across a handful of offices, but hundreds or even thousands of distinct workplaces. When employees are working from home, it becomes much more difficult to enforce information governance policies and protocols, such as clean desk policies, records management, and cybersecurity measures.

When it comes to matters of sustainability, it can be tempting to consider hybrid work as simply shifting the responsibility away from the business. However, while organisations had very little time to mobilise remote workers during the onset of the pandemic, they now need to come up with longer-term strategies, in which ESG plays a fundamental role.

This requires an incremental shift to digital-first for information, especially in document-heavy sectors like law. In the legal space, the challenge is further exacerbated by external factors, such as the fact that many legal processes still require hardcopies. So, with the combination of hybrid work, more personal devices, increased digital documentation, and new technology all being embraced at speed, it has never been more important to ensure robust information governance controls. Now is the time to tackle these challenges to [prevent even greater risks of information breaches in the future.](#)

THE WRAP-UP

Continuing global disruptions have reminded organisations across all sectors that resilience is the difference between success and failure. ESG has become a fundamental driver of the former, and it is no longer optional, particularly as enterprises scale and grow in an increasingly volatile world economy. However, the widespread transformation of the workplace, accelerated by the pandemic, has also heralded promising new opportunities for achieving these goals:

- Reduced requirements for corporate real estate facilities like offices
- Reduced environmental impact due to business travel and commuting
- Enhanced ability to work with broader remote talent pools
- Enhanced employee wellbeing, productivity, and morale

Despite these opportunities, challenges remain, particularly when it comes to data governance and security and preserving corporate culture among increasingly disparate workforces. Given the close association between hybrid work, data governance, sustainability, and efficiency, it stands to reason that they should work together to achieve greater organisational resilience. Iron Mountain and Eversheds Sutherland are proud to do their parts in advancing that cause for the betterment of our communities and our planet.

Managing the information lifecycle is vital to the functional health of any law firm. From creation to use to disposition, every step of the information lifecycle requires planning and processes to ensure compliance and improve productivity.

GET IN TOUCH WITH OUR TEAM TODAY AND DISCUSS HOW TO IMPROVE DATA AND INFORMATION WORKFLOWS, AND GET CLOSER TO ACHIEVING YOUR ESG GOALS



+358 9 8256 020 | IRONMOUNTAIN.FI

800 40 980 | IRONMOUNTAIN.NO

+46 8 55 10 2030 | IRONMOUNTAIN.SE

+ 45 70 21 77 00 | IRONMOUNTAIN.DK

ABOUT IRON MOUNTAIN

Iron Mountain Incorporated (NYSE: IRM), founded in 1951, is the global leader for storage and information management services. Trusted by more than 220,000 organisations around the world, and with a real estate network of more than 85 million square feet across more than 1,400 facilities in over 50 countries, Iron Mountain stores and protects billions of information assets, including critical business information, highly sensitive data, and cultural and historical artifacts. Providing solutions that include secure storage, information management, digital transformation, secure destruction, as well as data centres, art storage and logistics, and cloud services, Iron Mountain helps organisations to lower cost and risk, comply with regulations, recover from disaster, and enable a more digital way of working.