



MULTILAW

CONNECT

2/2025



Introduction

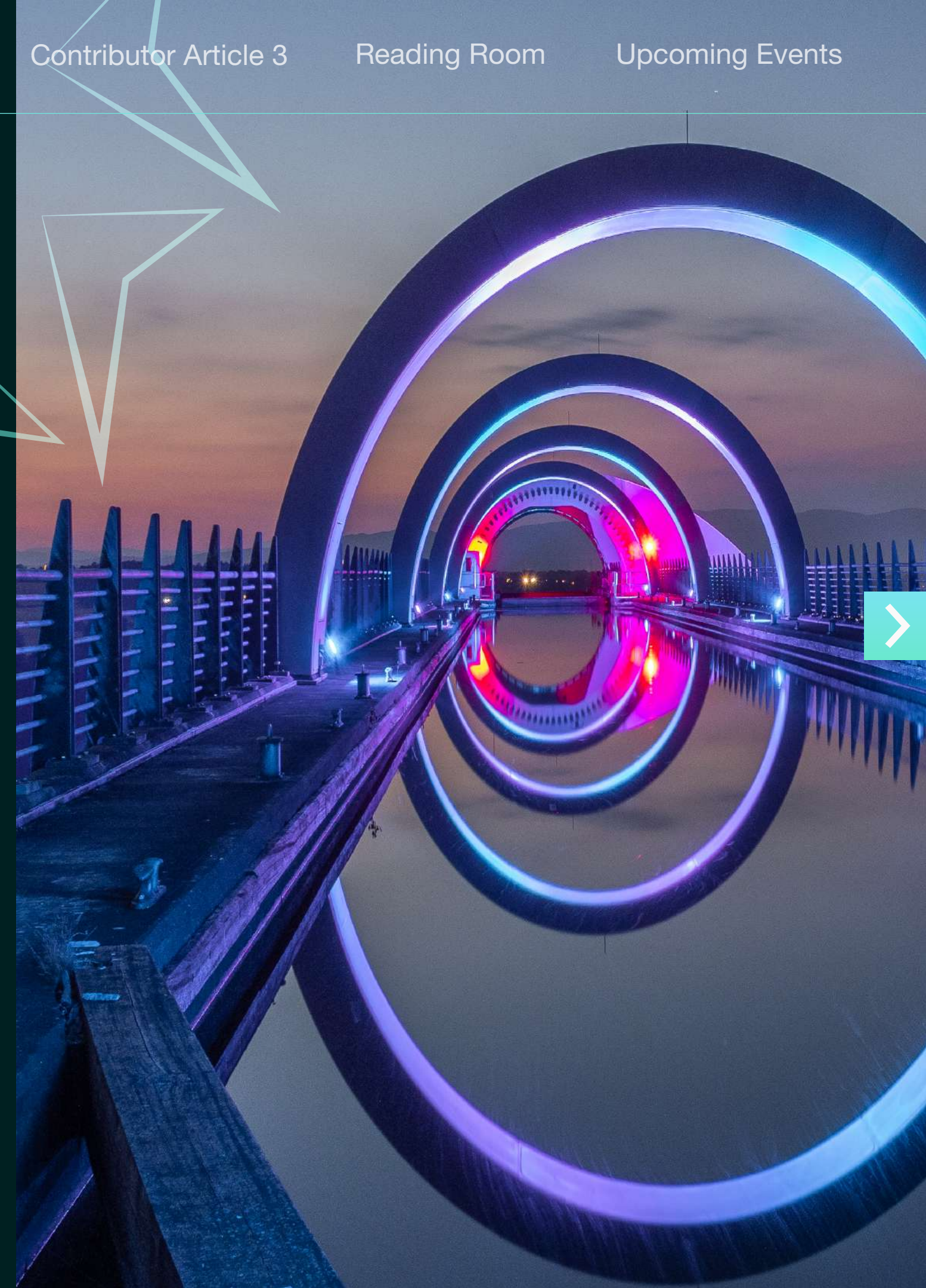
Welcome to the second edition of Multilaw Connect. If there's one thread running through this issue, it's that change in the legal world is no longer something to anticipate rather it's something we are living through every day. What strikes me most is the balance between optimism and realism in these pages. Yes, the pressures on legal teams are intense — but technology, cross-border collaboration, and a willingness to rethink long-standing practices are opening new possibilities. The stories here show that when we combine innovation with good governance, data with purpose, and leadership with openness, we're well placed not just to adapt, but to lead. I hope you find inspiration in these perspectives — and perhaps a few ideas to take back to your own teams.

I hope you find this edition engaging and valuable. As always, we welcome your feedback and encourage contributions for future issues.



Adam Cooke

CEO
Multilaw





The case for optimism: In-house counsel are rewriting their careers and changing the industry

New geopolitical conflicts are emerging, economic volatility is disrupting business activities globally, and traditional career pathways are increasingly up for question. For in-house counsel, this means expertly navigating the giddy pace of developments on top of the persistent challenge of having to do more with less. Amid all the uncertainty, in-house teams are arguably under more pressure than ever before. But that doesn't mean the profession is getting worse — in fact, in many ways it's improving.



Tech Innovations

Technology has had a profound positive impact on streamlining administrative tasks associated with legal work, and AI's potential has garnered much enthusiasm. Legal experts say this will support the automation of administrative processes, enhance contracting and research.

While the true extent of its adoption and application for in-house teams remains to be seen, AI is expected to free up more time for high-level strategic work and, ultimately, career growth.

With increasing demand for in-house counsel expertise and leadership across a range of areas, technology can help ease the workload — in some areas at least.

Greater sense of openness

In-house counsel are diplomats, strategists, confidants and moral compasses. They are the conscientious leaders of departments that are under pressure to always be one step ahead. Unsurprisingly, many in-house lawyers experience stress and burnout.

It's impossible to reform issues if they aren't able to be discussed and clearly defined, and over the years, there's been a shift toward greater openness about the unique pressures of the profession and the need to seek support. With the development of a variety of specialist mental health services catering to in-house lawyers, quality support is accessible and available.

72% of legal professionals view AI as a force for good in their profession, according to Thomson Reuters' 2024 Future of Professionals Report, which estimated that use of AI-powered tech tools could free around four hours per week for the average professional within the next year.

"You may be productive for a short period when you are stressed, sick, or burned out. However, for a long and successful career, you need to maintain your well-being." — Well-being Toolkit for In-house Lawyers, The Association of Corporate Counsel



Generational Shifts

Much has been written about the disruptive effects of generational shifts as Gen Z enters the workforce, but there are many positives related to this change. With younger employees placing greater emphasis on work-life balance and mental health support, the pressure is on workplaces to improve in order to attract quality talent.

While this trend is visible across various professions, in the legal sector, younger talent are increasingly drawn to in-house roles, appreciative of the possibility of more structured working hours, the ability to see projects through and broader career options.

For in-house teams, who have been historically overworked, under-resourced and under immense pressure, an employee-led push for better support and improved work-life balance can only be a good thing.

“While BigLaw was once the mainstream ambition, more Gen Z want to go in-house: 38% of Gen Z respondents planned to pursue a career in-house or join a non-profit after graduation, while 45% planned to join a BigLaw firm — Major, Lindsey & Africa

“If you are an in-house lawyer and do not like to read, you must live in a world of deep hurt. Good judgment rests on so many things but few are more important than being a well-read person... The wider and broader your viewpoint the better.” — Sterling Miller, Ten Things You Need to Know As In-House Counsel

Information and resources

Information is power — and it's never been more abundant. For new graduates and young lawyers, traditional, in-person mentorship remains invaluable, but it's not always available. To fill in the gaps, a rising number of complimentary, enriching resources have emerged over the years, catering to in-house lawyers at different stages of their careers.

More than ever before, there's visibility of how in-house counsel tackle the role, the challenges they face and how they navigate these. Platforms like TikTok are increasingly harnessed by young lawyers to build communities, while also being adopted by more experienced in-house counsel to field questions and offer advice.

With online guides, YouTube channels, podcasts, and extensive writing dedicated to in-house legal work, there's ample resources for ad hoc learning about specific subjects or challenges.



DEI

Diversity, equity, and inclusion remains very much a work in progress for in-house teams, and backlash against DEI programmes in the U.S. is yet another hurdle in a space where improvements are already hard won. For in-house counsel, such developments are a call to action and serve to emphasise the important role they play in advocating for a truly representative workforce.

Time and time again, research shows that a DEI-focused approach boosts innovation, talent acquisition and retention. In-house counsel are in a prime position to exert their growing influence and champion the benefits of inclusivity, and many of them do and have baked this emphasis into their workplaces.

Change Makers

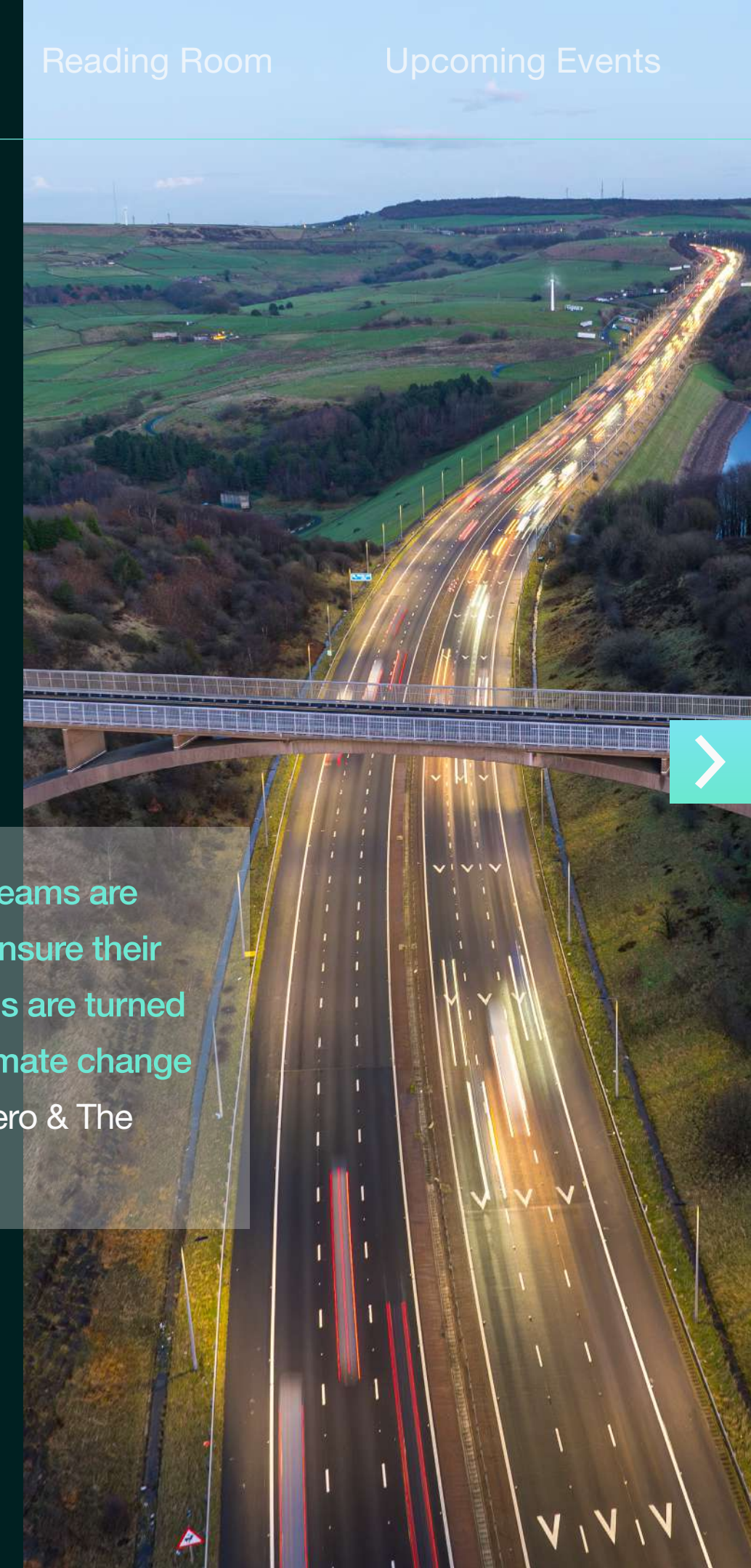
Known as important decision makers adept at navigating regulatory ambiguity and developing, establishing and maintaining ethical standards of operation, the expertise of in-house counsel is increasingly sought across an ever-expanding remit.

Internally, the voice of in-house counsel has grown more powerful and influential, while at the same time, they are increasingly in the public eye and speaking out on topical issues.

Practically and strategically-minded, they're powerful allies of any cause they endeavour to support, whether that be climate, gender, LGBTQ+ rights or other forms of advocacy. In the workplace, having a sense of purpose is important, even more so when the world feels more polarised.



“In-house lawyers and their teams are in a unique position to help ensure their organisation’s good intentions are turned into meaningful and rapid climate change action.” — Lawyers for Net Zero & The Chancery Lane Project





“In-house counsel are clear in their message: they want to see law firms not only staff their matters with diverse talent but also provide meaningful opportunities for these individuals to engage with clients.”

— The Imperative for Law Firms to Embrace Diversity: A Call to Action from In-House Counsel, Legal IO

Takeaway

Diversity, equity, and inclusion remains very much a work in progress for in-house teams, and backlash against DEI programmes in the U.S. is yet another hurdle in a space where improvements are already hard won. For in-house counsel, such developments are a call to action and serve to emphasise the important role they play in advocating for a truly representative workforce.

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“GCs —particularly those in large multinational companies —often decide on key public policy issues themselves. For many important policy issues facing global companies— for example, the question of child labor standards for third-party suppliers... it is often up to the GC to craft a policy within these broad constraints that is consistent with both the company’s economic interests and its values.”

— David B. Wilkins, Faculty Director, Center on the Legal Profession, Harvard Law School



FAQs on the EU AI Act



Tarek Khalil, LL.M.
(Wellington)

Schalast, Germany

“The EU AI Act does not apply to our business because we are not based in the EU.”

If that is your assumption, it may not be correct.

In this FAQ, Tarek Khalil explains why the EU’s AI legal framework could still affect your company, even if it is not physically located within the European Union.

He also addresses some of the most frequently asked questions about the AI Act, which entered into force on 1st August 2024.

1. Does the EU AI Act apply to companies located outside the EU?

Yes, in certain circumstances.

For companies without an EU entity, the Act may apply if they place their own AI system on the EU market under their own name (as a provider) or if they make an AI system available in the EU without being the provider or importer (as a distributor).

For companies with an EU entity, the Act applies if that entity:

- Uses an AI system under its control (for example, employees using ChatGPT for daily work tasks)
- Places on the EU market an AI system that carries the name or trademark of a company based in third country (as an importer).



2. Do our products fall under the scope of the EU AI Act?

The Act defines AI systems as machine-based systems designed to operate with varying levels of autonomy and potentially adapt after deployment. These systems process input data to generate outputs such as predictions, content, recommendations, or decisions that can influence real or virtual environments.

This definition is broad. It covers technologies ranging from chatbots and virtual assistants to systems used in critical infrastructure and healthcare.

3. Does the EU AI Act categorise different types of AI systems?

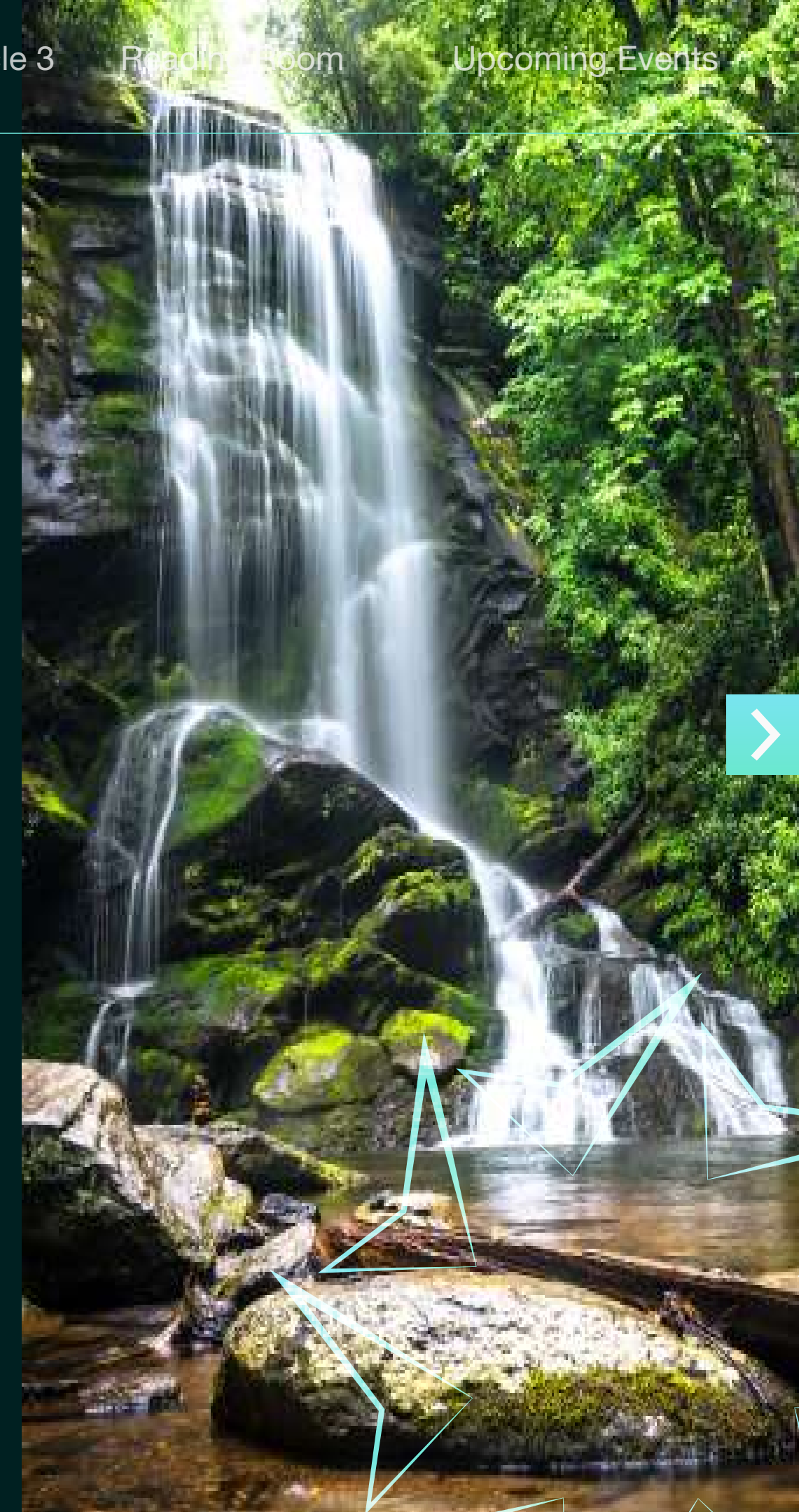
Yes. The Act defines four categories:

Prohibited AI systems: Banned in the EU. Includes social scoring systems, biometric categorisation based on sensitive characteristics, and emotion recognition in workplaces or education.

High-risk AI systems: Subject to strict requirements around transparency, data quality, and oversight. Includes AI in infrastructure, HR, law enforcement, and biometrics.

AI systems with transparency obligations: Must clearly disclose that users are interacting with AI.

Low-risk AI systems: Pose minimal risk and are subject to general principles.



4. What are the requirements for high-risk AI systems?

- Implement quality and risk management systems
- Maintain technical documentation
- Provide information to authorities on request
- Monitor performance, including with human oversight
- Report on safety and compliance

5. Do non-EU companies need to appoint a representative in the EU?

Yes. Non-EU providers of high-risk AI systems must appoint an authorised representative based in the EU via written mandate. This goes beyond the GDPR representative role and includes material compliance responsibilities.

6. What are the penalties for non-compliance?

Fines range from:

- 7.5 million or 1% of total worldwide annual turnover
- To €5 million or 7% of total worldwide annual turnover depending on the nature of the violation.

7. What steps should AI deployers take?

- Train employees on safe and responsible AI use
- Create an internal AI policy with clear guidelines
- Establish a system to monitor all AI tools in use

For further questions, please contact [Tarek Khalil](#) at Schalast.



5 Golden Rules to Prepare Your Legal Team for AI



Lucie Tvaružková

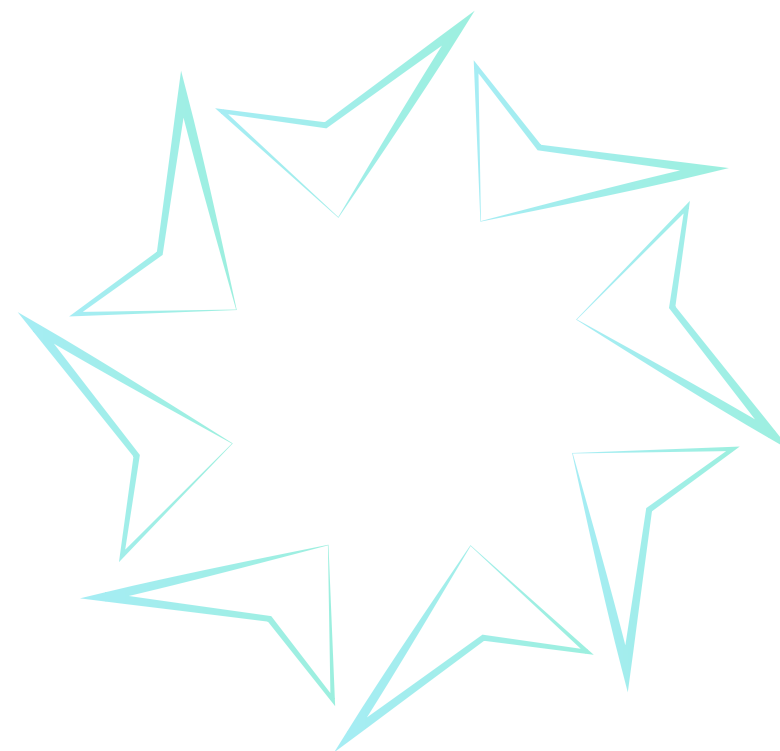
Managing Partner,
SingleCase

Introduction

The question for in-house teams is no longer whether to adopt AI, but how to do it in a way that delivers measurable value while protecting risk and reputation.

Some legal departments are already showing what this can look like at scale. Unilever's in-house legal team, recognised by the Financial Times as Europe's Most Innovative In-House Legal Team in 2024, has rolled out generative AI tools across its legal delivery centres in Barcelona, Mexico City, and Bengaluru. The result: high-volume, routine legal tasks now take minutes rather than hours, freeing lawyers to focus on strategic matters. According to the FT, the initiative saves each lawyer around 30 minutes per day—a tangible example of how AI can reshape legal work.

For teams that want to follow suit, here are five golden rules to prepare your legal function for the AI era.





1. Accept the Shift — AI Is Here to Stay

AI adoption in legal departments has accelerated sharply. The Association of Corporate Counsel (ACC) reports a **25% jump in adoption** in just six months, with **58% of departments expecting AI to reduce reliance on external counsel** within a year. In other words, AI is already influencing budgets, staffing, and workflows.

Unilever's example shows the advantage of moving early. By embedding AI into their service delivery model, they are not only improving efficiency but also building an internal comfort level with AI that will make future deployments faster and smoother.

2. Build Tech Fluency, Not Just Hire It In

Hiring tech-savvy professionals is important, but genuine transformation comes from building AI literacy across the whole team. Major Lindsey & Africa's AI Hiring Survey highlights the rising demand for legal talent with AI, tech, and change-management skills—and the parallel need for structured training to bring the rest of the team up to speed.

ACC's new AI Center of Excellence offers frameworks to embed governance, ethics, and AI literacy into daily practice. Unilever has invested in ongoing internal training to ensure their lawyers understand how and when to use AI, not just that it exists.



3. Pilot Smart - Start Small, Scale Intelligently

The most successful AI programmes start with targeted pilots in low-risk, high-volume areas—such as NDAs, contract reviews, or compliance workflows—before scaling up. Thomson Reuters research shows that in-house lawyers using AI save an average of four hours per week, equivalent to roughly 10% of annual capacity.

Unilever’s rollout followed this principle: their legal delivery centres tested AI tools on contract-heavy workflows first, refining processes and governance before expanding into broader use cases.

4. Leverage Your Intellectual Capital — Your Data Is Your Advantage

Your organisation’s existing legal data—past contracts, memos, precedent files—is an asset that can be combined with AI to create a powerful competitive edge. The key is to put governance in place so data can be used safely and effectively.

In Unilever’s case, legal teams standardised and organised large volumes of contract templates and clauses before integrating AI, enabling the tools to deliver relevant, high-quality outputs. This mirrors ACC’s guidance: focus first on structuring your data, then on finding AI solutions that unlock its value.



5. Educate First, Automate Later

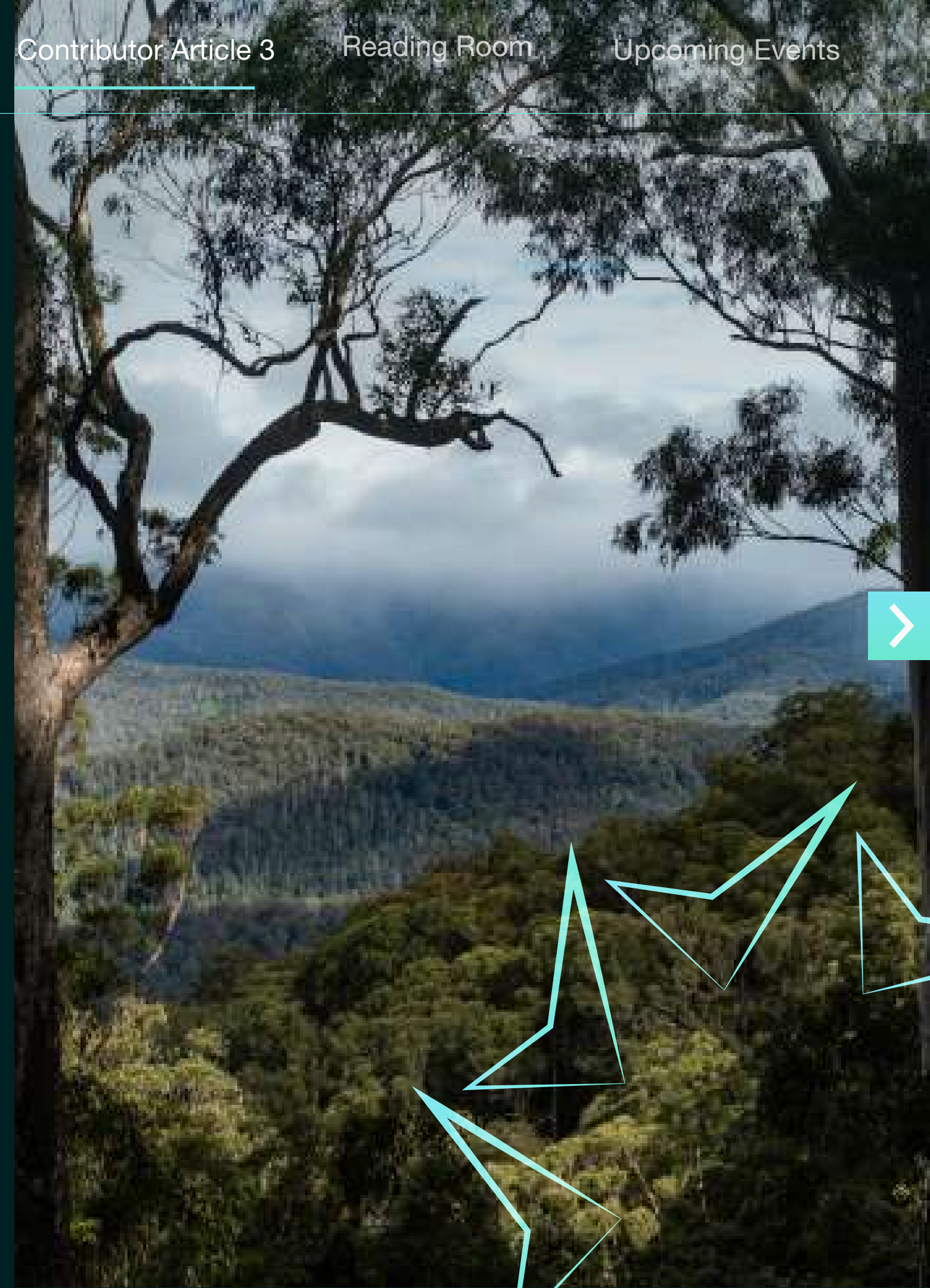
AI adoption succeeds or fails on culture. ACC emphasises that deployment without ongoing education often results in expensive tools gathering dust. Training, peer-support systems, and clear ethical guidelines are critical.

Unilever's lawyers receive regular workshops, not just onboarding sessions, so that AI skills are reinforced over time. This sustained investment in people—not just technology—ensures adoption sticks and risks are managed.

Conclusion

The experience of Unilever's legal team shows that AI's value lies in disciplined, well-governed deployment—not in chasing the latest tool. Their results demonstrate that when legal functions combine structured data, targeted pilots, and continuous training, AI can deliver measurable gains without compromising quality or ethics.

For in-house teams, the challenge now is to move beyond experimentation. By embedding AI capability into the way, the legal function thinks and works, you can unlock efficiencies, improve service delivery, and position your team to lead—rather than follow—the next wave of legal innovation.





WEBINAR



The Innovation Game: How to do more with less as a GC

Join us for a dynamic cross-border discussion exploring how today's general counsel can drive innovation while maximising efficiency. Legal experts from private practice and in-house legal teams will share practical strategies, tools, and frameworks for delivering more value with fewer resources. The panel will feature diverse international perspectives, offering insights into how GCs around the world are navigating evolving expectations, budget constraints, and the growing demand for strategic leadership. Whether you're operating locally or globally, this webinar is designed to equip modern legal leaders with actionable advice for thriving in leaner times.



Adam Cooke
Chief Executive Officer, Multilaw
Moderator



Szabolcs Mestyan
Partner, Lakatos, Kovacs and
Partners, Hungary



Maria Lourdes P. Gatmaytan
Senior Vice President, Head of Corporate Legal Affairs
and Corporate Secretary, Bank of Phillipine Islands



Barbara Maggi
Head of Legal Latin America
Siemens Healthineers, Mexico



Rashna Mistry
General Counsel, Tata Projects,
India



Matthew A. Taylor
Chairman & Chief Executive Officer,
Duane Morris, USA



9 September 2025



8:00am New York
1:00pm London
8:00pm Singapore

Duration: 1 Hour



[Register](#)



Reading Room

Suggestions provided by



Yasmin Lambert

Managing Director
RSGI

The AI Daily Brief (podcast)

A daily summary of the latest trends and news in AI followed by a more in-depth analysis of a particular announcement or study. It includes discussion of the latest research on how AI will disrupt business and the professions.

FT Innovative Lawyers (newspaper series)

In its 20th year, the series showcases the latest examples of law firm innovation and in-house legal team innovation in operations, managing people and skills, strategic solutions, and outside counsel management. RSGI is the research partner to this series.

FT Accelerating Business (newspaper series)

A sister programme to FT Innovative Lawyers, this series looks at how new technologies, including generative AI are transforming how legal solutions are delivered to business.

Range: Why Generalists Triumph in a Specialized World, by David Epstein

Published in 2019, Range argues that individuals who blend experiences and knowledge from various roles or professional fields are better equipped to thrive in today's unpredictable environment. This idea is especially pertinent to the evolving role of general counsel and other senior in-house counsel today.

Drive, by Dan Pink (book)

The role GCs and business leaders have to play in navigating AI is as much about people at technology. The behavioural science ideas from this 2009 are incredibly useful today as we figure out the best ways to motivate teams to embrace new tech, new ways of working and to perform in a more uncertain and fast-changing world.

One Useful Thing, Ethan Mollick (substack/blog)

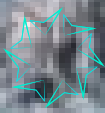
One of the most insightful thinkers on how AI will impact work, education and life. It includes commentary from the Wharton Professor on the latest advances, and practical advice on using AI tools to enhance creativity and productivity.

Nick Thompson (on LinkedIn)

The CEO of The Atlantic and previously editor of Wired magazine shares interesting ideas on tech, science and politics, often through very watchable short videos. He's also a record-holding ultrarunner!

Superagency: What Could Possibly Go Right with Our AI Future, by Reid Hoffman & Greg Beato (book)

Finally, an optimistic story to counter the uncertainty and fear around how AI will disrupt jobs, business, and society. The authors present an inspiring account of the opportunities AI offers to solve a range of complex problems.



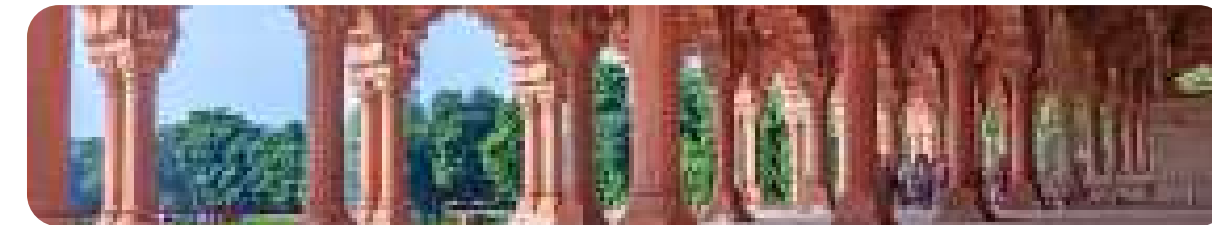
Upcoming Events

Thursday

25

SEP

19:00 - 20:00



Networking Drinks at Multilaw 2025 Global Business Meeting

NEW DELHI, INDIA

Join us for a drinks reception to kick off the Multilaw 2025 Global Business Meeting at the ITC Maurya in New Delhi.

[Confirm your attendance](#)

Tuesday

4

NOV

08:00 - 10:00

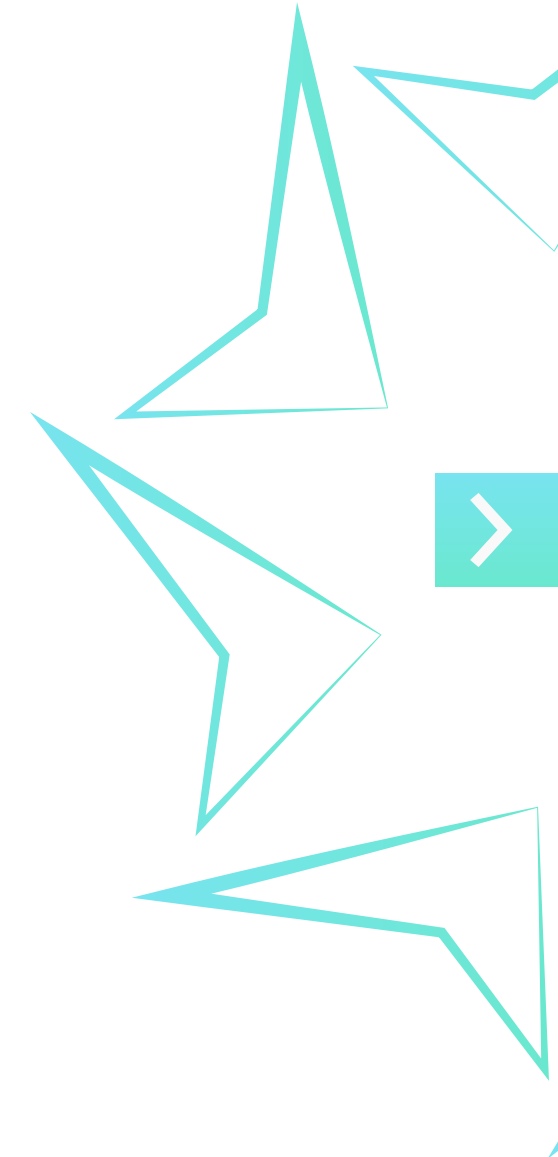


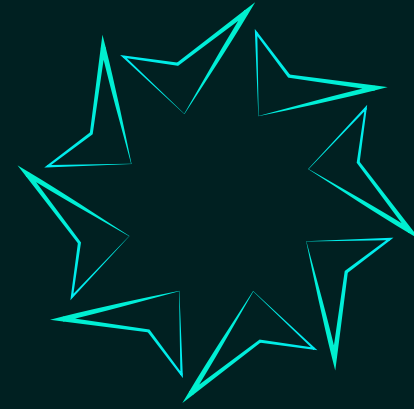
Multilaw Networking Breakfast at IBA 2025

TORONTO, CANADA

Join us for a networking breakfast at the offices of Miller Thomson LLP during the IBA 2025 Annual Conference in Toronto.

[Confirm your attendance](#)





MULTILAW

CONNECT

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