

THE LAWYER EVENTS

Legal Leadership Summit

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LEADING WITH IMPACT

17 November 2026 | etc.venues, County Hall, London

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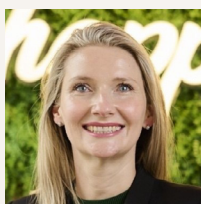
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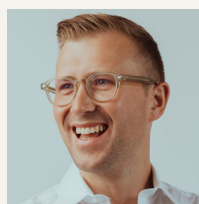
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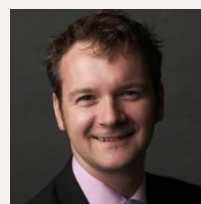
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Agenda: 17 November 2026

08:30 – 09:00	Registration and networking breakfast
09:00 – 09:05	Welcome from The Lawyer Welcome from our Chairperson
09:05 – 09:35	[Keynote] Geopolitical update Change and disruption are not new. As the geopolitical risk landscape continues to increase in volatility, and grow more divided, organisations will see greater impacts to their operations. To mitigate the most critical risks and limit disruption to their organisations, what do in-house legal leaders need to know? During this insightful and revelatory session, a geopolitical expert will highlight the most important areas of risk and change that in-house leaders need to be aware of to advise their organisations most effectively.
09:35 – 10:15	[Panel Discussion] The future legal leader Since the adoption of generative AI, the legal industry has seen the start of a shift. We know that tomorrow's legal leaders will look different to today's – but what will the journey there look like? This panel discussion will consider what future legal leaders could look like, and how technological advancements are influencing the shifts and changes we are currently seeing. • What could the legal leader of tomorrow look like and what skills and experiences will be expected of them? • How are tech advancements shaping our thinking, processes, and how we set up teams? • What does the current in-house legal talent pipeline look like and what steps can we take now to prevent a shortage of entry-level talent in the future? • What new roles are we seeing emerging in legal teams, and how might these become more established as time goes on? • Leaving no lawyer behind: how can you support less tech-savvy or AI-engaged team members?
10:15 – 10:20	My 3 pieces of advice During this short but engaging session, a legal leader will share their top three pieces of advice with their peers – be it work related or just general life advice! Keep your ears open for sage advice and prepare to make notes.

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10:20 – 11:00
[Panel Discussion] Bringing a growth mindset to legal: Value, visibility and running the legal function like a business

In times of change and disruption it can be easy to focus just on BAU, but identifying new ways for the legal function to grow and bring value brings benefits for the wider business. How can bringing a growth mindset to the legal function help you to plan your longer-term strategy, and how does this change what you can achieve? During this session, we will consider:

- How can bringing a growth mentality to the legal function positively impact results?
- Which opportunities for growth and expansion have other legal departments explored, and where has this directly translated to business success?
- What are the longer-term objectives you are trying to achieve, and how do these feed into those of the business?
- Where can you identify opportunities for the legal function to put their hand up and find personal opportunities as well as business opportunities?
- How can you encourage cross-pollination so that different legal avoids being siloed and is present in discussions across the business?

11:00 – 11:30
Morning coffee and networking break
11:30 – 11:35
My 3 pieces of advice

During this short but engaging session, a legal leader will share their top three pieces of advice with their peers – be it work related or just general life advice! Keep your ears open for sage advice and prepare to make notes.

11:35 – 12:15
[Panel Discussion] Is relationship building more important than being a tech expert?

Working in a more hybrid and tech-enabled business environment, organisations are more focused on building tech skills (and stacks) than relationships. It is increasingly easy to hide behind a screen, and as organisations prioritise investment in technology, the importance of relationship building for in-house lawyers is often forgotten. For legal to prevent small issues becoming business-critical disasters, it is crucial for legal leaders to deepening their relationships with functions across the business. During this session, senior legal leaders will share their experiences and highlight the importance of relationships building with the wider organisation.

- How can legal leaders do to encourage their teams to develop their relationship building skills?
- How can legal leaders support the legal function's development and breadth of exposure to different parts of business, building a network of awareness and exposure within the business?
- Building relationships with difficult stakeholders: how do you deal with a legal-resistant working environment or team?

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12:20 – 13:05

Morning Roundtables

The roundtables are a great opportunity to network and share ideas with like-minded industry peers in a less formal environment. Attendees will have eight practical roundtables to choose from, each focusing on different challenges identified by the in-house community.

How does it work?

All roundtables will take place at the same time but in separate rooms and will be led by an industry expert. You can choose any of these topic-specific roundtable discussions for benchmarking, learning and debating with your peers, on a theme that is a priority for you. The roundtables will be repeated twice during the conference, giving each attendee the opportunity to take part in two different discussions.

Roundtable A

What do boards need to know about class actions and other emerging litigation risks?

- We are living in a more litigious world.
- What do senior in-house lawyers need to know about class actions if they don't have a background in disputes?
- What do boards need to know about class actions and other emerging litigation risks?

Senior representative, Gowling

Roundtable B

ESG after the hype: what's next for business and legal teams

- Large corporates are either seen to be doing too much or too little depending on where they are. A disconnect between ESG agendas across jurisdictions makes it even harder for multinationals to have a coherent strategy.
- With European regulations on greenwashing and green claims coming out, how can organisations tackle greenhushing?
- What do in-house legal functions need to know about nature risk as the climate crisis progresses?

Senior representative, Freeths

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Roundtable C

Redefining the law firm-client relationship in the age of AI

AI is transforming the way legal services are delivered, creating new opportunities and new expectations on both sides of the client-law firm relationship. As firms invest in AI and in-house teams seek greater efficiency, transparency and commercial value, how should the benefits be shared? Topics covered will include:

- How is AI changing expectations of value from external legal advisers, and shifting the focus of panel reviews?
- What level of transparency should clients expect around a firm's use of AI?
- If AI reduces effort, what does that mean for pricing and fee arrangements?
- How can firms use AI to improve client experience, project management and legal outcomes while managing associated risks?
- What does a successful law firm-client partnership look like in an AI-enabled future?

Senior representatives, Stevens & Bolton

Roundtable D

Selling Legal's Value to the Business

The successes and value of legal are often understated and undersold. How can in-house legal teams communicate their successes and values within the wider business? This roundtable will encourage you to consider the following:

- How do you raise the profile of legal within the organisation?
- How do you sell legal's success to other functions within the business?
- Beyond demonstrating ROI, what can legal learn from how other functions position themselves?

Senior representatives, Axiom

Roundtable E

Developing AI-enabled junior legal talent

The training, experiences, and expectations of junior legal talent has changed enormously in a short period of time. As technology adoption continues to influence a changing business and landscape, what best-practice looks like is still being determined. During this interactive roundtable, attendees will have the opportunity to discuss their challenges and questions with their peers, including:

- What is best practice for developing and training legal talent in 2026?
- How as a leader do you build an AI-augmented team that is fit for purpose and meets business objectives?
- How can in-house legal leaders avoid skills gaps, and make sure their junior talent is developing the right balance of AI know-how and legal understanding?

Senior representatives, Flex Legal

Roundtable F

AI in practice: Mapping your maturity and building your team's AI readiness

Where does your team sit on the AI adoption curve? Many in-house legal teams want to know how their AI maturity compares to others, and what strategies they should have in place.

During this hands-on roundtable discussion, attendees will work out where they sit on the AI adoption curve and what to do next.

Together with your peers you will map your team against a practical maturity model, work through what's blocking wider adoption, and build the outline of an internal business case you can take back to your desk. You'll leave with a self-assessment and a set of next steps specific to your case.

Senior representative, LEGALFLY

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	Roundtable G Financial and economic literacy for in-house lawyers • Most in-house lawyers didn't pursue a legal career to look at numbers everyday, however, in a commercial role, understanding share price and market activity is critical to the advice you give, and how you guide your organisation successfully. • This session will cover the critical financial and economic questions you may have as an in-houser, whether you are preparing your organisation for an IPO, or want to refresh your market knowledge.	Roundtable H TBC
13:05 – 14:00	Lunch	
14:00 – 14:45	Afternoon Roundtables A repetition of the morning roundtables. All roundtables will take place at the same time but in separate rooms and will be led by an industry expert. You can choose any of these topic-specific roundtable discussions for benchmarking, learning and debating with your peers, on a theme that is a priority for you. The roundtables are repeated twice during the event, giving each attendee the opportunity to take part in two different discussions.	
	Roundtable A Roundtable C Roundtable E Roundtable G	Roundtable B Roundtable D Roundtable F Roundtable H

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	Track Sessions		
	Track 1: Strategy stage <i>The Experience stage is all about learning from the stories, experiences and advice of your pee</i>	Track 2: Influence Stage <i>Where legal expertise meets executive presence.</i>	Track 3: Workshop Stage <i>Delegates are invited to pre-register for and attend the workshop listed below.</i>
14:50-15:30	Panel discussion: Responsible AI, ethics, and governance by design How are in-house teams embedding ethical and operational guardrails directly into workflows - making AI governance “built-in” rather than “bolted-on”? This session will look at how in-house legal functions are driving the charge on AI governance and ethical AI usage within their organisations and finding ways to embed this into workflows across the business. • What is governance by design? • What steps are in-house legal functions taking to drive high standards of AI governance within their organisation? • How organisations are embedding ethical, legal, and operational guardrails directly into their workflows? • How have organisations out in place proportionate controls that support both risk management and experimentation? <i>Senior representative, LexisNexis</i>	The bigger picture: Thinking globally to act locally Whether you work for a multinational or a more locally-focused organisation, having a global perspective and awareness of the broader risk landscape is critical to the most effective legal leadership. How does looking at the biggest picture, and thinking globally impact how you can advise your organisation? • During this session legal leaders will discuss and share their advice on the following points: • - How can you horizon scan and manage risks at a global scale and lead the organisation internationally, while understanding the impact on your organisation and function more locally? • - What can you learn from a more global perspective, and how can you think about risk differently? • - What are the key considerations that make a major difference to how you can lead effectively in an organisation operating across?	Improvisational skills to enhance your legal leadership Talking the talk is often easier than walking the walk. This workshop will focus on improvisational techniques and encourage participants to act decisively and with confidence. While this session may take some slightly out of their comfort zone, it will support participants in developing the communication skills they need to excel in their legal leadership journey and further their career.

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15:30 – 16:10	Building from within Whether you are building your team from the bottom up, or identifying opportunities to grow talent from within, this session offers an opportunity to learn from others experiences and demystify what it means to build a legal team from scratch. A panel of in-house legal leaders will share their experiences, and answer the following questions: • If you want to grow legal talent from within, what steps do you need to take to get started, whatever stage your organisation is at? • What are your options when it comes to building legal talent from within? • What can you learn from others' experiences? <i>Senior representative, Barbri</i>	Sustaining high performance: The art of doing nothing It may feel contradictory to do nothing when you feel overwhelmed by work and being "busy". Looking at your phone for an hour is not the same as taking a break. This session will look at how not doing something can actually make you more productive, and perform better. • How can doing nothing contribute to high performance? • What is needed and what does it mean to give your brain a break? • How can we shift our attitude so we focus on outcomes rather than being busy?	Improvisational skills to enhance your legal leadership Talking the talk is often easier than walking the walk. This workshop will focus on improvisational techniques and encourage participants to act decisively and with confidence. While this session may take some slightly out of their comfort zone, it will support participants in developing the communication skills they need to excel in their legal leadership journey and further their career.
16:10 – 16:40	Networking Break and mentoring meet-up • A networking break and mentoring meet-up – more information will be shared on this at a later date.		
16:40 – 17:10	Closing Keynote: Beyond the law: lessons on the journey to CEO During this onstage interview, we will hear from a CEO, who was formerly a GC. They will share their career story, and the lessons they learnt on the journey to become CEO. They may touch on the following: • What have you learnt from your role and the transition from GC to CEO? • How different are the skills you need as CEO to those that helped you be a successful GC? • How has your legal background supported you in your current role? • How did you build your strategic and commercial profile, and not just your legal profile?		
17:10 – 17:25	Conclusion/reflection session		
17:25 – 17:30	Concluding remarks		
17:30 – 18:30	Networking Drinks Reception		

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