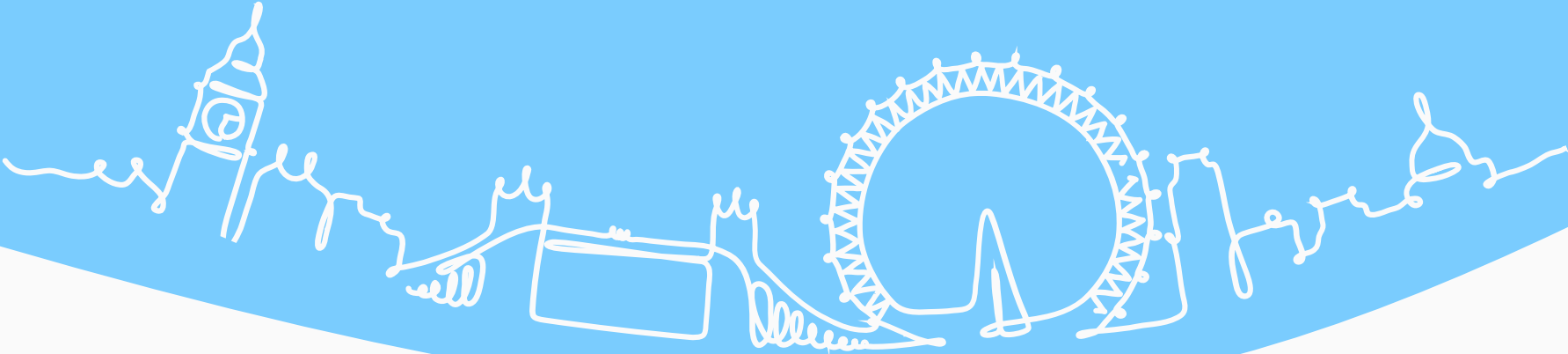


The UK's only event *run by* General Counsel.



workgroup | LEGAL

WEDNESDAY 2ND JULY 2025 **LONDON**
0830-1800 **LUMIERE UNDERWOOD**



**Harpreet
Sagoo**

**General
Counsel**



**Matt
Wilson**

**Chief Legal
Officer**



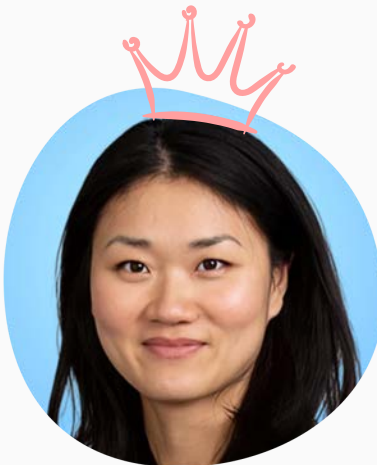
**Lucie
Grant**

**Group General
Counsel**



**Lindsay
Beardsell**

**EVP & General
Counsel**



**Xinyi
Wicker**

**Group General
Counsel**



**Rohan
Paramesh**

**General
Counsel**



**Nicki
Schroeder**

**Group General
Counsel**



**Daniel
Quay**

**General
Counsel**



Here's how it works.

We have a new format! Alongside the usual 'Workgroups' and 'Panels', we are this time running two GC-led workshops in the afternoon, which we call 'Forums'.

Workgroups

Workgroups are hour-long, GC-led discussion groups of up to 12 GCs. *There are 2 rounds of workgroups, each with six options.*

Panels

Panels are where we discuss the big topics as a group. *There are 2 panels over the course of the day.*

New!

Forum

In the afternoon we're running 2 separate GC-led workshops, which involves rotating between 6 GC-led discussions groups then a final panel. *You pick which of the 2 you'd like to take part in.*

Schedule

0910-0950

Panel 1

1000-1050

Workgroups 1

1050-1100

Round-ups

1110-1130

Break

1130-1220

Workgroups 2

1230-1240

Round-ups

1240-1330

Lunch

1330-1600

Forums

1600-1620

Break

1620-1700

Panel 2

1700+

Drinks



"This is not a conference, it's a working session for GCs creating an inclusive and safe environment to come together to share, debate and support each other on the ever-changing challenges that our businesses face every day. It adds so much more value than other conferences."

Sunhil Sehgal
Chief Counsel
Northern Europe

Mondelez
International



"This was one of the best GC events I have been to, finally a forum where GCs can have meaningful conversations on issues we face every day. I will definitely be back."

Harpreet Thandi
General Counsel
UK&I

FERRERO



0910-0950

Morning panel

Has EDI *served its purpose?*

Did we swing too far with our quota culture? Will EDI rollbacks in the US undo what good we've achieved, or is this an opportunity for fairer policy? How can we find a better equilibrium between these two breaking points?



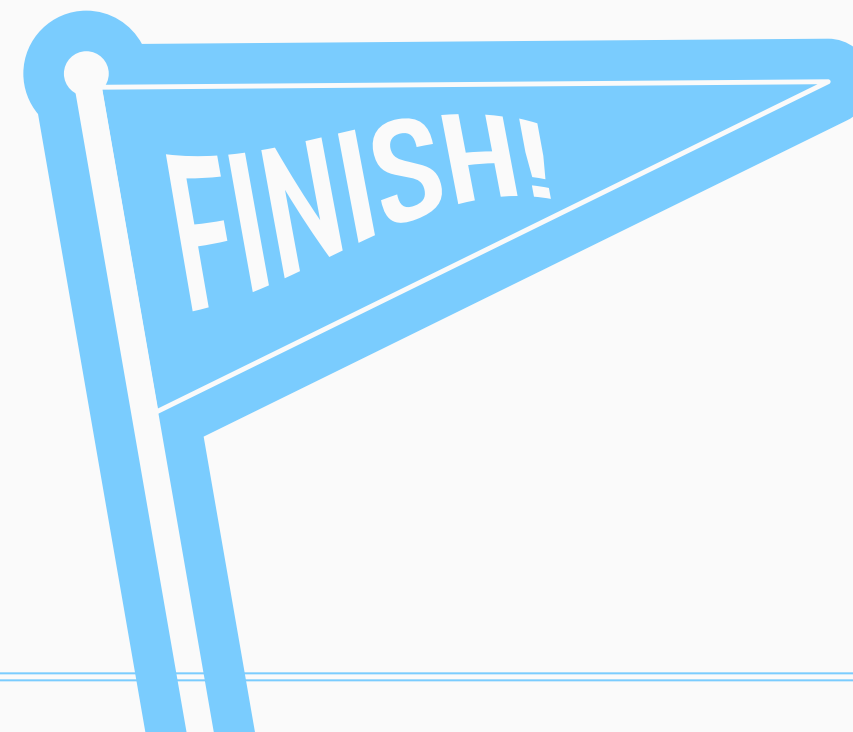
Caroline Kenny
Director & Associate
General Counsel
 Meta



Rohan Paramesh
General Counsel



Matt Wilson
Chief Legal Officer
Fremantle



1000-1050

Workgroups 1

1050-1110

Round-ups

1110-1130

Break

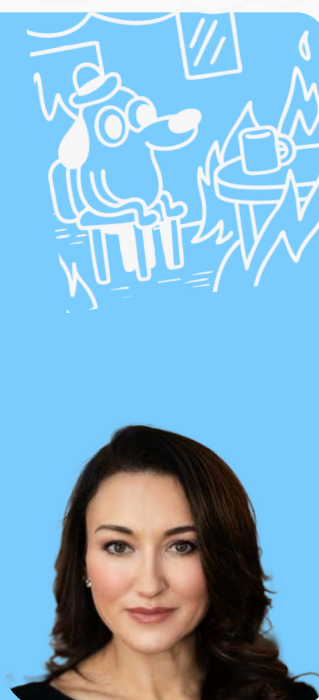
You have 6 workgroups to choose from; choose your first!
These informal discussion groups are capped to 12 participants.
After, we return to the main room for round-ups of each workgroup.



This is fine...

How as GC am I supposed to offer advice, when the world's in such turmoil? How on top of geopolitics do I need to be, to pivot and plan for when disaster strikes?

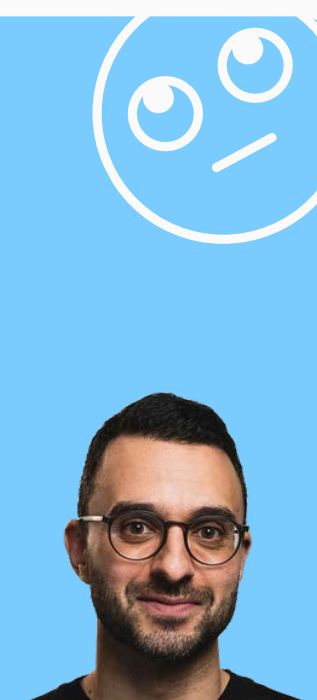
Lucie Grant
Group General Counsel
Genus plc



Are you "just the GC"?

Do you see yourself as just the chief lawyer? Do you define yourself by your profession, or by a broader commercial remit?

Rohan Paramesh
General Counsel
Pixel United



When men become boys.

Do businesses need more or less masculine energy in excos and boards? Will less social mobility change our risk appetite? How can I - as GC - ensure diversity of thought and experience at the top?

Matt Wilson
Chief Legal Officer
Fremantle



Keeping the red lines, red.

Sometimes 'No' means 'No'. But how do you standfast on the non-negotiables while avoiding having people ask forgiveness rather than permission next time?

Marianne Jarvis
Head of Legal
Hall & Woodhouse



Please don't go.

What is the secret to stopping your talented team walking away? When the big bucks are being dangled elsewhere, how can you retain and motivate a high performing Legal team?

Daniel Quay
General Counsel & Director of
Compliance and Ethics
Royal Mail



Computer says yes.

A GC-led demo of ChatGPT's deep research tool, explaining how we can input generalised context to return info instantly.

Zeno Capucci
Chief Legal & Risk Officer
Docplanner



1130-1220

Workgroups 2

1230-1240

Round-ups

1240-1330

Lunch

Now for your next round of workgroups; choose your second!
 These informal discussion groups are capped to 12 participants.
 As before, we return to the main room for the round-ups.

Bosses behaving badly.

How do you deal with difficult or aggressive behaviour on the ExCo and board? Is it your responsibility to confront these behaviours, or stay out of the politics?

Ruwan De Soyza

General Counsel

Thunes



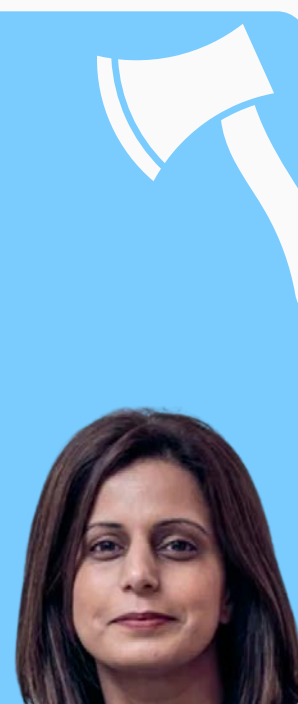
Judge and jury, but *no longer the executioner.*

How have other GCs managed the jump from execution to strategy? Was the move from C-1 to c-suite what you expected?

Harpreet Sagoo

General Counsel

Ricardo plc



What's *your* secret sauce?

What do other GCs pin their success to? How have other GCs made their voice critical and commercial, not just legal?

Mark Levine

Director, In-house Legal

BCL Legal



You'll be the *first to know.*

How can I point out risk, without people seeing me as a blocker? How do I build that relationship with my CEO, their first port of call?

Vinaya Ganesan

General Counsel, Europe

Firstsource



The job you *have*, not the job you *want.*

Are we too easily motivated by the big and exciting commercial things? Have we lost sight of our responsibility as chief lawyers?

Luscinia Brown-Hovelt

General Counsel

Marie Curie



To infinity *and beyond!*

How do you as GC turn your imposter syndrome into a superpower? Can understanding and owning your fears and weaknesses, make it easier to maximise your strengths?

Ross Hulmston

General Counsel

Warwick Estates



1330-1600

Choose your forum.

Pick either of the two 'forums' below. Each forum involves rotating between a series of GC-run discussions groups, culminating in a final big group chat.

Forum option 01

The devil wears pro rata.

What's stopping our relationships with law firms be true partnerships? How can we help our firms understand what we need, not just bombard us with case law?



Tracey Groves
Partner

Forum option 02

Harder, better, faster, stronger.

In the rush to automate, are we building a smarter legal function or just a faster one? What structures, mindsets, and skills does the shift to be smarter demand?



Flank*

Lorna Khemraz
General Counsel



1330-1600

(1515-1530 pause)

Forum 01

2

Rotate between these wild ideas...

Did Paul Weiss do the right thing?

How much does law firm ethics factor into your law firm selection? Are you really changing your buying?



Lucie Grant
Group General Counsel
Genus plc



Out with the old guard.

Is our generation just too set in our ways to earnestly explore new fee structures? Can only the next generation of open-minded GCs force the change?



Harpreet Sagoo
General Counsel
Ricardo plc



Move molehills, not mountains.

How do other GCs stop their firms billing for wildly unnecessary and disproportionate identified risks, which almost certainly never crystallise anyway?



Nicki Schroeder
Group General Counsel
Reach plc



Is procurement too rigid?

Are our internal processes, and endless red tape and hoops, stopping us from innovating with our law firms?



Rachael Cooper
General Counsel
Corlytics



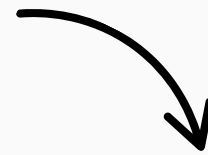
1

Introduction

The devil wears pro rata.



Tracey Groves
Partner



Through thick and thin.

How have other GCs found that one Partner who stands behind them through everything? How do you build a personal relationship with honesty at its core?



Lindsay Beardsell
EVP & General Counsel
Tate & Lyle



Have your cake, and eat it too.

GCs keep asking for alternative fee arrangements and value-based pricing, yet many still demand hourly breakdowns. Is it a lack of trust? Is it fear? Or are we too lazy to start over?



Jess Lazarus
Commercial Director
DWF



3

So how do we fix it?

Devil's in the detail.

So how do we fix it? How do we hold the big grown-up conversations, get the honesty and the foresight? How do we lay everything out on the table, find time to invest in the feedback, and counsel our way to a two-way relationship of trust and mutual understanding?



Reach
Nicki Schroeder
Group General Counsel



CONSTELLATION
COLD LOGISTICS
Xin-Yi Wicker
Group General Counsel



dwf
Moderated by
Tracey Groves
Partner



1330-1600

(1515-1530 break)

Forum 02

2

Tackle scenarios based on these issues...

1

Introduction

Harder, better, faster, stronger.



Lorna Khemraz
General Counsel



(1600-1620 Break)

3

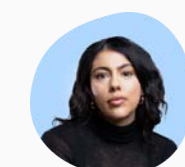
So what's next?

Law school 2.0.

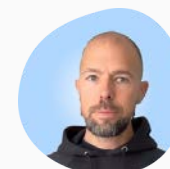
Gone are the days spent in dusty and drafty law libraries. So how do you as GC perfect the new skillset you will need to evolve, to 'practice law' in a hyper techy in-house space?



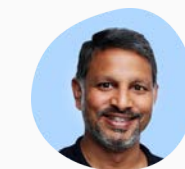
Flank*
Moderated by
Lorna Khemraz
General Counsel



blueoptima
Eugénie Michalopoulos
General Counsel



travelperk+
Andy Cooke
Chief Legal Officer



Thunes.
Ruwan De Soyza
General Counsel

The seduction of 'set and forget' automation.

How do you strike the balance between trust and verification without killing efficiency?

Andy Cooke
General Counsel
Travelperk

It's a risk-AI business.

If AI can't be trusted to get it right every time, should we be restricting approval of AI-generated output to senior lawyers only?

Ruwan De Soyza
General Counsel
Thunes

Who is the fall guy?

When automation breaks, who is responsible? The lawyer who clicked approve; the implementation team or the company who sold you the tech?

Taariq Ismail
Enterprise Lead
Flank

Lawyer in the middle.

When you're caught between a team pushing for progress, and an enterprise nervous system that still thinks AI is a liability, do you stay the bottleneck or proceed regardless?

Brenda Albert
Legal Director
KONE plc

Build, buy or borrow?

When faced with the choice to build your own, buy off-the-shelf or borrow from a managed service provider, which route do you take?

Eugénie Michalopoulos
General Counsel
Blueoptima



1620-1700

Closing panel

Do you have it in you?

Are you brave enough to confront your peers on the exco, when you unearth something scary? Do you, as General Counsel, have it in you to bring the ugly to light, at risk of your personal relationships and career?



Lucie Grant
Group General Counsel



Peter Ho
ex-General Counsel



Lindsay Beardsell
General Counsel



Moderated by
Matthew Hattersley
Partner



Three ways to sign up.

1

Sign up online for £550+VAT [here](#).

Please note - registrations from those who do not oversee an in-house Legal function will be refunded. However, sponsorship enquiries can be made via email [here](#).

2

Request an invoice, by contacting Charlotte [here](#).

3

Join Workgroup Premium*.

*Workgroup Premium is a paid subscription, which gives you - and your deputy - passes to all Workgroup Legal events (including international), as well as passes for your c-suite colleagues to our respective CMO/CHRO/CFO events. [Sign up here](#).

Previous GC attendees

We may be all about the blue, but **a whole rainbow** of industries and their GCs attend Workgroup Legal:

