

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

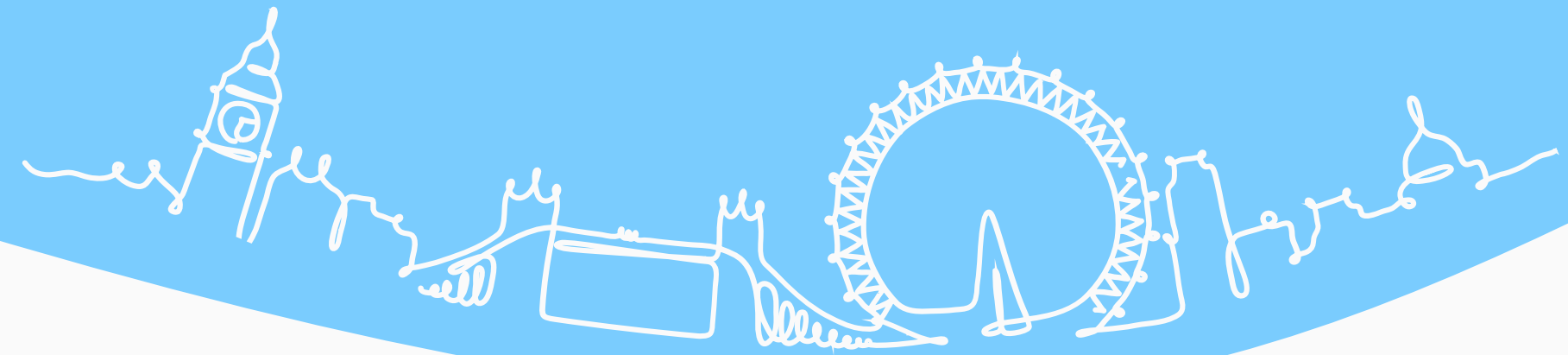


Flank\*

Clarion

# workgroup | LEGAL

WEDNESDAY 2<sup>ND</sup> JULY 2025 **LONDON**  
0830-1800 **LUMIERE UNDERWOOD**



**Harpreet  
Sagoo**

General  
Counsel



**Matt  
Wilson**

Chief Legal  
Officer



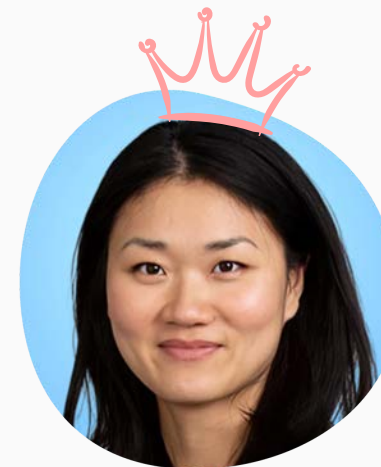
**Lucie  
Grant**

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**

1055-1110

Round-ups

1110-1130

Break

**1130-1220**

**Workgroups 2**

1225-1240

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

**Mondelēz**  
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?

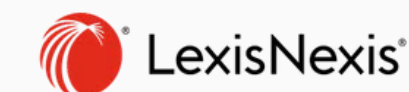
Did we swing too far with our quota culture? Will EDI rollbacks in the US undo what good we've achieved, or is this an opportunity for fairer policy? How can we find a better equilibrium between these two breaking points?



Moderator



**Matthew Leopold**  
Head of Marketing



**Caroline Kenny**  
Director & Associate  
General Counsel



**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...

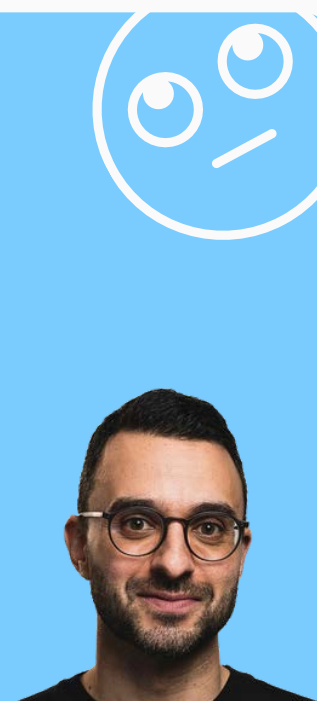
How as GC am I supposed to offer advice, when the world's in such turmoil? How on top of geopolitics do I need to be, to pivot and plan for when disaster strikes?

**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?

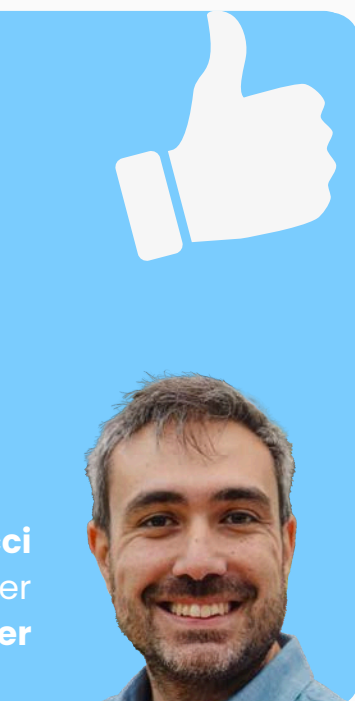
**Daniel Quay**  
General Counsel & Director of  
Compliance and Ethics  
Royal Mail



## 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

1225-1240

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?



**Lindsay Beardsell**  
EVP & General Counsel  
Tate & Lyle



**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?

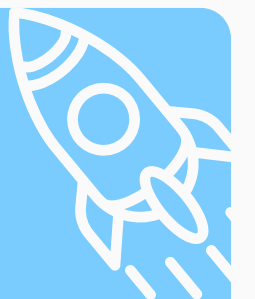


**Luscinia Brown-Hovelt**  
General Counsel  
Marie Curie



### 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

(1510-1530 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.

dwf

**Tracey Groves**  
Partner



3

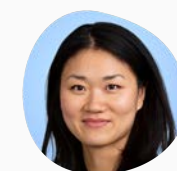
So how do we fix it?

## 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



**remote**  
**Sam Ross**  
Chief Legal Officer



**dwf**  
Moderated by  
**Tracey Groves**  
Partner

(1600-1620 Break)



1330-1600

(1510-1530 break)

## Forum 02

2

Tackle scenarios based on these issues...

### 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



### 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



### So what's next?

## Rules for the robots.

What does good AI governance look like? How can GCs confidently steer their organisations towards compliant and innovative AI adoption?



### 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



### 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?

**Vivienne Ironmonger**  
General Counsel  
Ameresco



### 1 Introduction

Harder, better, faster, stronger.

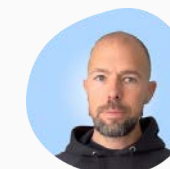
**Lorna Khemraz**  
General Counsel



**Flank\***  
Moderated by  
**Lorna Khemraz**  
General Counsel



**RICH'S**  
**Eugénie Michalopoulos**  
General Counsel



**travelperk+**  
**Andy Cooke**  
Chief Legal Officer



**FT**  
**Dan Guildford**  
General Counsel

(1600-1620 Break)



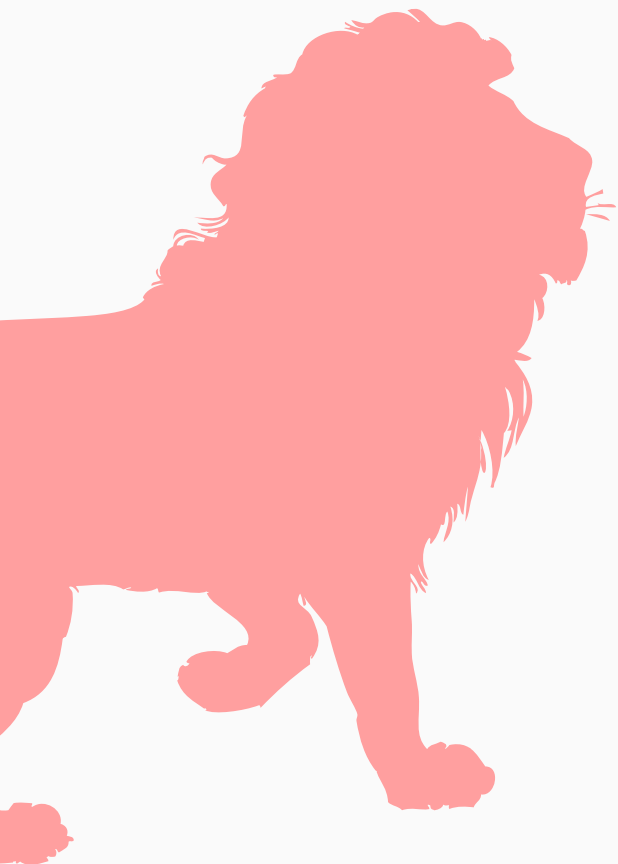


1620-1700

## 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  
**Clarion**



# 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:

