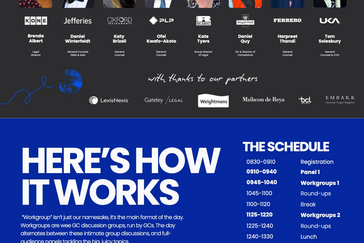
11TH FEBRUARY 2026
THE MINISTRY, BOROUGH

workgroup

London ⇄ Legal



Brenda Albert — Legal Director, HOWK
Daniel Winterfield — General Counsel, Metro Bank
Katy Brisell — General Counsel, Pensionbee
Olaf Kwafo-Akoto — General Counsel, PLP
Kate Tyers — Group Director of Legal, Ocado
Daniel Quy — GC & Director of Compliance, Royal Mail
Hargreet Thandi — General Counsel, Ferrero
Tom Salesbury — General Counsel, UKA

with thanks to our partners

LexisNexis · Gateley / LEGAL · Weightmans · Mishcon de Reya · tcl · EMBARK Powered by Right Networks

HERE'S HOW IT WORKS

"Workgroup" isn't just our namesake, it's the main format at the day. Workgroups are week GC discussion groups, run by GCs. The day alternates between those intimate group discussions, and full-audience panels tackling the big, juicy topics.

WORKGROUPS

A meeting go to an hour long GC-led discussion group of up to 6 GCs. There are 3 rounds of workgroups, so you'll have the option to choose from.

PANELS

Panels are where we discuss the big topics as a group. 90 panelists, 6 moderators and full audience involvement. There are 5 panels over the course of the day.

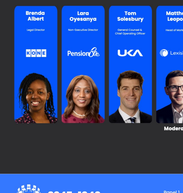
THE SCHEDULE

0830-0910	Registration
0910-0940	**Panel 1**
0945-1040	**Workgroups 1**
1045-1100	Round-ups
1100-1120	Break
1125-1320	**Workgroups 2**
1225-1240	Round-ups
1240-1330	Lunch
1335-1415	**Panel 2**
1420-1515	**Workgroups 3**
1520-1535	Round-ups
1540-1600	Break
1600-1640	**Panel 3**
1640+	Drinks

Our partners and supporters

PANEL 1 — 0910-0940

Panel 1 · Workgroup 1 · Workgroup 2 · Panel 2 · Workgroups 3 · Panel 3



Brenda Albert, Legal Director, HOWK
Lara Oyesanya, Non-executive director
Tom Salesbury, General Counsel, UKA
Matthew Leopold, Head of Marketing, LexisNexis
Moderator

NOW WHAT?!?

How do I know when to move on, to the next opportunity?

What happens when you've "made it" and reached the top of the GC tree?

Where do you go from here? Are the only options bigger company, bigger salary?

Or should you go a different way and set your sights on CEO or COO?

LexisNexis

WORKGROUP 1 — 0945-1040

Panel 1 · **Workgroup 1** · Workgroup 2 · Panel 2 · Workgroups 3 · Panel 3

01 SEEING PAST THE BULLSH*T.

How do you see past the rehearsed, interview responses and figure out the best fit for your team? Recruitment is costly in money and in time, so how do you avoid wasting yours with bad hires?

Hargreet Thandi, General Counsel, Ferrero

02 CULTURE CLUB.

Can you really influence the organisation's culture, as GC? If you set the tone in legal, can you get the rest of your organisation to follow? Or should we leave culture setting to HR?

Tom Salesbury, General Counsel & COO, UK Athletics

03 THAT'S NOT MY JOB.

We used to be the chief biscey, but now we're expected to be project managers, sustainability gurus, commercial experts, and everything in between. How do other GCs decide their limits, and when to push back?

Daniel Jefferies, General Counsel, EMEA & Asia, Jefferies

04 LEGAL NEEDS A PR TEAM!

How do you "market" legal so the business sees it as a value-add, not just a cost-centre? How do you get the shouting about their work, proving impact, and building legal's brand?

Mark Levine, Director, BCL Legal

05 SWISS KNIVES V SCALPELS?

When it comes to building your legal team, do you want Swiss army knives or specialist scalpels? Is it time for more pure-play GCs? Or will those who can juggle mini-any-tins, or have focused specialists who own their lane?

Katy Brisell, General Counsel, Oxford Instruments

WORKGROUP 2 — 1125-1220

Panel 1 · Workgroup 1 · **Workgroup 2** · Panel 2 · Workgroups 3 · Panel 3

01 WOULD YOU WALK AWAY?

When it comes to doing the right thing, you're likely swayed by a lot of things. Your career, your reputation, your mortgage, what one wrist? Does it even have to be a choice, or can you build relationships, so that when you say no, the board listens?

Lara Oyesanya, Non-Executive Director, Pensionbee

02 MONEY, MONEY, MONEY.

How do you show the value of your team with no budget, and minimal love? What about when you're asked to do more, with less your value, when you're not actively sharing as a positive on the bottom line?

Kate Tyers, Group Director of Legal, Ocado Retail plc

03 BREAK IT TO REMAKE IT.

What's the worst that can happen in your business? Now think... what could happen if you're not? From cyber to business* exercise, we commit to rigorous testing and training, and training, essential legal, to find out your value.

Daniel Daily, Associate General Counsel, EMEA, Confluent

04 "I'M A WIZARD ARRY!"

What does it really take to go from "business partner" to "trusted strategic boardroom powerhouse? Which skills matter, what needs to change, and how do you make that leap without building a contract spellbook for emotional support?

Mary Benson, GC Restructuring, Osborne Mishcon de Reya
Nina Gill, Associate GC, Pi Bundles
Mike Jones, VP of Legal, Pi Investors

05 IF I KNEW THEN...

Everyone talks about your company values, but how do they actually work, but what about the other way around? How do you as GC navigate the regulatory minefield to make your team on the ins and don'ts of the rule and detailing process?

Claire Walsh, General Counsel, Learning Technologies Group

06 THE MAD HATTER.

When functions other than just Legal are looking for a "mad hatter" (or hats on the trainsfree! How do I manage the time, but also represent all responsibilities well?

Ricardo Gomes da Silva, General Counsel & Director of Systems, Family Action

PANEL 2 — 1335-1415

Panel 1 · Workgroup 1 · Workgroup 2 · **Panel 2** · Workgroups 3 · Panel 3



Daniel Quy, General Counsel, Director of Compliance, Royal Mail
Olaf Kwafo-Akoto, General Counsel, PLP
Kelly Young, Interim Head of Legal, MOO
Moderator

SPEND IT LIKE YOU MEAN IT.

When the board gifts you an next year's budget, are you bluffing or bullsh*tting?

Are you bare chancing or just guessing? Still relying on external counsel, or ready to bet big on each your own team?

If you can't justify your budget without a salary rise, are you really in control?

Gateley / LEGAL

WORKGROUP 3 — 1420-1515

Panel 1 · Workgroup 1 · Workgroup 2 · Panel 2 · **Workgroup 3** · Panel 3

01 KNOCKING ON THE LEGAL FRONT DOOR.

What tools do I have as GC to capture the data about what we're doing, and how can I use them present this to others in a way that helps me get the right internal and external spend and show the wider organisation what's going on?

Daniel Quy, General Counsel & Director of Compliance, Royal Mail

02 IS IT OK TO DROP THE PLANS?

When you're juggling work, home, family and everything in between, is it ok sometimes to drop all the plates? When you've got too much on, and nothing's got to give, what do you pick, and what's priority one as you rebuild?

Brenda Albert, Legal Director, Kone plc

03 NOT NSYNC.

How do you stop your multigenerational team getting out of sync? Some are all-nighters, others early risers, some spark ideas in the shower, others on the watercooler. So how do I find the sweet spot that works for everyone?

Paola Cerroni, General Counsel, Leap Me

04 PHONE, KEYS, WALLET? DOCS!

What can I do as GC to get my company exit ready? When you're tasked with getting your company in its Sunday best and ready for sale, what are the things you do, and how is it, ongoingly, a risk mgmt. dance?

Kelly Young, Interim Head of Legal, Moo

05 CONSOLIDATION, CORRECTION OR CONJUNCTION?

Acquisition competition? Check. Knowing what to do next? Uncheck..? Now that the excitement has died down, do you implement a new structure? Do you consolidate, correct or collapse?

Steve Dempsey, General Counsel, AMC Group

06 ALL BY MYSELF.

How do you create an in-house legal department from scratch? When it's just you on an NDRs subscription, what's your first priority when creating a legal function, and how do you find out it learn and with limited budget?

Rachel Walker, Managing Director, Area Management

PANEL 3 — 1600-1640

Panel 1 · Workgroup 1 · Workgroup 2 · Panel 2 · Workgroups 3 · **Panel 3**



Daniel Winterfield, General Counsel, Metro & Jobs, Jefferies
Kate Tyers, Group Director of Legal, Ocado
Russell Johnstone, Human Resources Director, BT
Bill Molloy, Partner, Weightmans
Moderator

THE RUSSELL GROUP RUT.

Are we stuck in a doom loop of only hiring Russell Group grads?

Why do all the lawyers around me look and sound like me?

Do any of us QCs really take social mobility as our responsibility, or do we just leave it to HR's checkboxes, and whatever talent we can poach from our law firms?

Weightmans

Email Charlotte to Register!

charlotte@workgroup-events.com



Charlotte Hudson, Director of Operations

Questions? Email Charlotte here!

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workgroup

We exist for in-house professionals who do big jobs in isolating roles, holding our events across multiple sectors.

We bring in-house leadership together to share openly, listen deeply, and leave feeling more connected, to their peers and their own purpose.

This event is one of many. We run our formal across Legal, HR, Finance, Marketing and more.

For more information, check out our website here.