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

LexisNexis dwf bcl Flank* Clarion

workgroup | LEGAL

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



Harpreet Sagoo
General Counsel
RICARDO



Matt Wilson
Chief Legal Officer
Fremantle



Lucie Grant
Group General Counsel
Genus



Lindsay Beardsell
EVP & General Counsel
TATE & LYLE



Xinyi Wicker
Group General Counsel
CONSTELLATION COLD LOGISTICS



Rohan Paramesh
General Counsel
PIXEL UNITED



Vivienne Inmonger
Assistant General Counsel
AMERESCO



Daniel Quy
General Counsel
Royal Mail

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



"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



0910-0950

Morning panel

LexisNexis

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?





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Moderator



Matthew Leopold
Head of Marketing
LexisNexis



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 Quy
General Counsel & Director of Compliance and Ethics
Royal Mail

Computer says *yes.*



A collaborative session to brainstorm on use cases of AI including generic solutions, vertical-specific ones, and to compare notes on successes and failures.



Zeno Capucci
Chief Legal & Risk Officer
Docplanner

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1130-1220

Workgroups 2

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.

1225-1240 Round-ups

1240-1330 Lunch

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?



dwf

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

LexisNexis dwf Flank* Clarion bcl

1330-1600 (1510-1530 pause)

Forum 01

1 Introduction

The devil wears pro rata.



Tracey Groves
Partner

2 Rotate around all 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

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

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

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

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

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?



TATE & LYLE
Lindsay Beardsell
EVP & General Counsel



CONSTELLATION COLD LOGISTICS
Xin-Yi Wicker
Group General Counsel



remote
Sam Ross
Chief Legal Officer



Moderated by
Tracey Groves
Partner

(1600-1620 Break)

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1330-1600 (1510-1530 break)

Forum 02

1 Introduction

Harder, better, faster, stronger.

Lorna Khemraz
General Counsel



2 Tackle scenarios based on these issues...

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?

Vivienne Ironmonger
General Counsel
Ameresco



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?

Merley Okine
General Counsel
Richs



3 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?





Flank*
Moderated by
Lorna Khemraz
General Counsel



RICH'S
Merley Okine
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
Genus



Peter Ho
ex-General Counsel
TYMAN



Lindsay Beardsell
General Counsel
TATE & LYLE



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:

