



9 October 2025



**Wallacespace Spitalfields,
London, E1 7HA**

2025 POST-EVENT REPORT

An exclusive event for law firm knowledge leaders



**2025
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IN SUMMARY

This year, knowledge and innovation leaders from the UK's top law firms came together at **Briefing Knowledge Leaders** to tackle the sector's most critical knowledge and collaboration challenges — from harnessing AI and data to empowering smarter working and driving firm-wide innovation.

An exclusive, one-day gathering uniting senior knowledge professionals across leading law firms, Briefing Knowledge Leaders provided a highly curated and collaborative environment where strategic insight met peer-to-peer learning — helping attendees turn knowledge into measurable business value.



WHAT WE COVERED IN 2025

- The evolving role of knowledge in an AI-enabled firm
- Standardising and scaling knowledge globally
- Collaboration between knowledge and business services
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- Standardising and scaling knowledge globally
- Collaboration between knowledge and business services

KEY TAKEAWAYS

Knowledge leaders are the bridge between legal practice and technical innovation, and the rollout of generative AI has placed even more importance on their role. So it's a significant responsibility to deliver meaningful content and practical insights at a time when the legal industry is changing at break-neck speed. I love working on this event - knowledge heads are 100% engaged, curious, interesting and interested, and I'm proud to hear how many of them place huge value on Briefing Knowledge Leaders conference.



HELEN DANZEY
SENIOR CONFERENCE
PRODUCER



KNOWLEDGE AT THE HEART OF AI TRANSFORMATION

Knowledge teams are driving AI innovation, ensuring firms build on clean data, strong taxonomy and sound governance. As the link between practice and technology, KM leaders are shaping how firms train, collaborate and embed AI responsibly.



BLENDING HUMAN AND DIGITAL LEARNING

Law firms are merging AI training with core human skills like critical thinking and communication. The future lawyer will be AI-enabled but human-led — balancing digital efficiency with trusted advisory expertise.



OPPORTUNITY AMID GLOBAL UNCERTAINTY

Amid record geopolitical and economic volatility, modest growth continues. New investment in defence, sustainability and SMEs could offer openings for firms agile enough to anticipate risk and adapt fast.



2025 SPEAKING FACULTY



Emily Whitehouse
School of
economics
Sheffield University



Claire Stripp
Head of talent and
knowledge
Browne Jacobsen



Eleanor Windsor
Director of knowledge
management
Irwin Mitchell



Ruth Musgrave
Co-chief
knowledge officer
Shoosmiths



Emily Lew
Chief strategy
consultant
Draftwise



Zoë Strong
Senior firmwide
knowledge manager
Travers Smith



Emily Tearle
Head of knowledge
management
Travers Smith



Owen Oliver
Director -
engagement
Legora



Sarah Pullin
Global director of
knowledge
Baker McKenzie



Catherine Goodman
Chief knowledge
officer
Kennedys



Tim Dale
Director of
knowledge
Pinsent Masons



**Robert Rowland
Smith**
Author and
Philosopher

KEY TAKEAWAYS

KEYNOTE: WHAT NEXT FOR THE ECONOMY?

- **Uncertainty at record highs:** The global economy faces its most uncertain period on record, surpassing even Brexit and Covid-19, with geopolitical tension and new trade tariffs fuelling risk.
- **Moderate growth, uneven impact:** modest GDP growth of ~3% is forecast for 2025, — the US remains relatively insulated, while UK and EU markets face headwinds from tariffs, energy volatility and limited fiscal room.
- **Risks and opportunities for firms:** UK firms face cost pressures from inflation and hybrid-driven commercial property weakness, yet opportunities are emerging in public spending, green investment and defence.



LEADERS PANEL: THE FUTURE OF THE KNOWLEDGE FUNCTION IN THE AI-ENABLED FIRM

- **Knowledge at the heart of AI change:** quality knowledge and data are the fuel that power AI tools — and a key differentiator for firms embracing Copilot and other emerging platforms.
- **Evolving skills and structures:** As the role of the PSL and knowledge lawyer shifts, new capabilities like data literacy, tech fluency and the ability to critically assess AI tools are becoming essential across KM teams.
- **Adapting culture and mindset:** Knowledge leaders must lead by example in driving AI adoption, maintaining clean data and taxonomy, and supporting practitioners as they transition to new ways of working alongside AI.

KEY TAKEAWAYS

TRAVERS SMITH CASE STUDY: THE ROLE OF KNOWLEDGE IN TURBO-CHARGING HOW LAWYERS SELL

- **From chaos to collaboration:** Travers Smith transformed its fragmented knowledge sharing into a structured, firmwide initiative through its *Need to Know* intranet, designed to unite teams and drive collaboration.
- **AI-driven and lawyer-led:** The platform curates over 150 topic areas using AI for research, summarisation and content freshness — helping lawyers easily access and contribute valuable insight.
- **Embedding knowledge in firm strategy:** By aligning the hub with wider MBD goals and promoting departmental ownership, the firm has made knowledge an active, business-enabling resource rather than a passive archive.

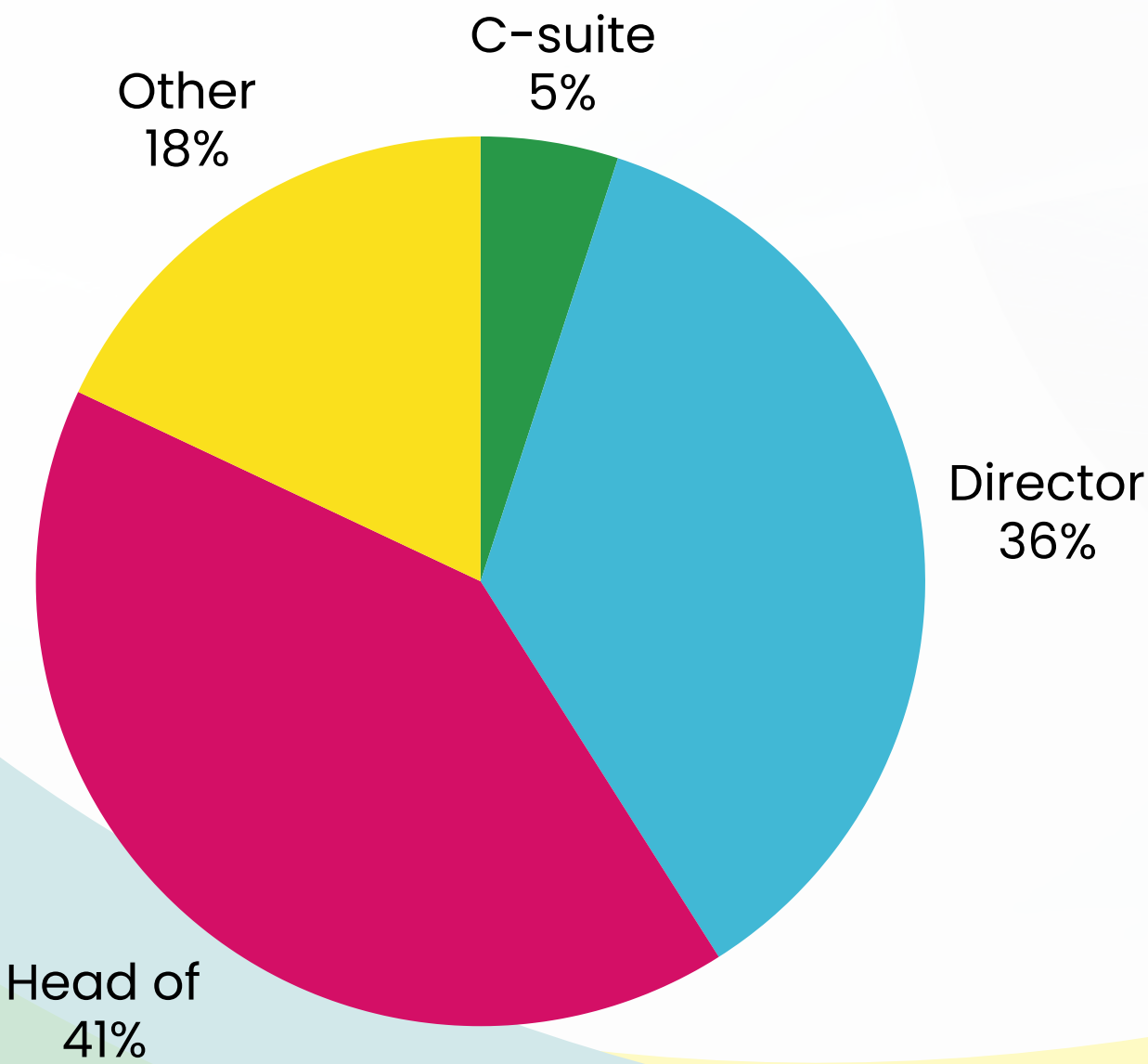


IN CONVERSATION: APPROACHES TO TRAINING THE GENAI GENERATION OF LAWYERS

- **Balancing digital and human skills:** Firms are rethinking training to pair AI capability with critical thinking, judgement, and communication skills essential for client trust.
- **AI as a learning tool:** Platforms like Freshfields' AI Academy and Browne Jacobson's AI-driven drafting training are helping lawyers learn by analysing and validating machine-generated work.
- **Future-proofing legal talent:** Embedding AI literacy alongside "human" skills such as empathy, collaboration and confidence ensures the next generation of lawyers can thrive in a hybrid future.

AUDIENCE BREAKDOWN

JOB SENIORITY



2025 FIRMS REPRESENTED

A&O SHEARMAN

ADDLESHAW
GODDARD

Baker
McKenzie.

birketts
Next Level Law

Browne
Jacobson

BRYAN
CAVE
LEIGHTON
PAISNER

CLIFFORD
CHANCE

CMS
law·tax·future

Cripps

DAC BEACHCROFT

fieldfisher

Forsters

FREETHS

FRESHFIELDS

HARNEYS

HAUSFELD
FOR THE CHALLENGE

HFW

irwinmitchell

Kennedys

KINGSLEY NAPLEY
WHEN IT MATTERS MOST

KROMANN
REUMERT

MASON
HAYES &
CURRAN

Matheson

McDermott
Will & Schulte

MILLS & REEVE
Achieve more. Together.

Mishcon de Reya
It's business. But it's personal.

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FULBRIGHT

Ogier

PENNINGTONS
MANCHES
COOPER

Pinsent Masons

Proskauer

RPC

SIDLEY

+simmons
simmons

Simpson
Thacher

Skadden

SLAUGHTER
AND MAY

STEPHENSON
HARWOOD

STEWARTS

TaylorWessing

THOMMESSEN

TRAVERS
SMITH

trowsers & hamlins

WALKER
MORRIS

Walkers

WATSON FARLEY
&
WILLIAMS

WHITE & CASE

withers

WOMBLE
BOND
DICKINSON

Briefing Knowledge Leaders brought together a fantastic, collaborative and engaged community to share thoughts and experiences on the challenges and opportunities for knowledge through high-quality presentations and discussions.

— Emily Tearle, head of knowledge management, **Travers Smith**



Always the best knowledge conference. It's not just the speakers involved, but the engagement from the knowledge community. Briefing did a fine job as always.

— Kate Higgins, knowledge partner, **Mishcon de Raya**

This is my Knowledge highlight of the year - always top quality content, speakers, attendees and organisation. It's the one conference I would clear my calendar to attend. It provides a great opportunity to learn from peers and share learning and experiences - a fundamental part of KM!

— Kate Buttrey, global head of knowledge management, **Watson Farley & Williams**





ON LINKEDIN



Ruth Musgrave • 2nd
Co-Chief Knowledge Officer at Freshfields
5d • Edited •

A real pleasure to be at Briefing Knowledge Leaders 2025 today. Fantastic sessions, panels and group discussions sharing insights on topics ranging from macro-economics to managing knowledge across geographies and, of course, plenty of AI.



Claire McNamara • 2nd
Partner - Director of Knowledge and Learning at Penningtons Manches Cooper
5d •

Loved being at my favourite KM conference yesterday **Briefing Legal** ! Always good to see all the familiar faces and particularly enjoyed a gentle and philosophical closing to the day's high energy discussions around KM and AI. **Robert Rowland Smith** rounded the day off brilliantly! **#Knowledge** **#philosophy** **#cathexis**



Zoë Strong • 2nd
Knowledge strategist, KM specialist and experienced lawyer, delivering innova...
5d •

Cracking day at Briefing Knowledge Leaders 2025! Huge thanks to **Briefing Legal** for organising such a phenomenal event. Kudos and thanks **Emily Tearle** for sharing the mic 🗣️ And if you are wondering what a nutcracker has to do with knowledge in law, drop me a line 🤖

#BriefingKL25 **#Briefing** **#15yearsofbriefing**



Kylie Buckingham • 3rd+
Head of Knowledge Management at Ogier
5d • Edited •

Just back from my first Briefing Knowledge Leaders event — and what a brilliant experience! 🌟 **Briefing Legal**

It was a real pleasure connecting with so many inspiring peers and new contacts across the knowledge community. The conversations were energising, the sessions insightful, and the atmosphere genuinely welcoming.



Sharmila Rangasamy • 2nd
Senior Knowledge Manager of Technology at Harneys
19h • Edited •

Last week was packed with inspiring conversations on the future of legal innovation and AI. I had the pleasure of attending The Prolifics Testing Dinner, the Legal IT Insider x Definely Dinner, and the Briefing Legal Knowledge Leaders Conference — all of which explored how AI is reshaping the legal landscape.



Richard Gaston • 2nd
Leader of Addleshaw Goddard's award-winning Knowledge team; we help our...
5d •

There is probably some sort of terrible Dad Joke which starts "How many Knowledge Management Leaders can you fit inside a frame...?" But let's move on...**Briefing Legal's** Knowledge Management Leaders 2025 conference was, as it is, the highlight of my professional learning and networking year. Grateful to all my peers for their generosity in sharing their insights and lessons from the coalface of law firm KM. **#law** **#knowledge** **#15YearsOfBriefing**



Catherine Hart • 2nd
Partner and Head of Professional Support at Digby Brown Solicitors
5d •

Feeling inspired after a great day at the **Briefing Legal** Knowledge Leaders Event. As always, the day was packed with interesting and thought provoking content. It's clear that knowledge professionals will continue to play a vital role in legal practices in the development and adoption of AI solutions. Collaboration is key **#briefinglegal** **#briefingKL25**



Kate Higgins • 2nd
Knowledge Partner at Mishcon de Reya LLP
5d • Edited •

With **Elizabete Ludborza** from **Draftwise** at yesterday's insightful Knowledge Leader's conference. Thank you to the **Briefing Legal** team and to the sponsors **Legora**, **Draftwise**, **3Kites Consulting Limited**, **Definely**, **Harvey** and **Litera** for yet another fabulous event.

It was particularly wonderful as ever to share our tips and tricks, fears and woes with friends and fellow Knowledge Leaders - lots of tacit knowledge sharing.



Virginia Jones • 2nd
Knowledge Director - setting and delivering the strategy to equip Stewarts' la...
5d •

Yet another great Knowledge Leaders Event - so much insight, thought-leadership and collaboration packed into a highly relevant and engaging agenda and brought together with professionalism and warmth. Please keep doing what you're doing **Briefing Legal**

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ON THE COVER OF BRIEFING

This year, in celebration of **#15YearsOfBriefing** and our return to print, we gave our **Briefing Knowledge Leaders** community the opportunity to appear on their very own cover of Briefing's return to print

Here are some of our favourite shots!



THANK YOU TO OUR 2025 PARTNERS

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LEGORA

EVENT PARTNERS



Harvey



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