

# Briefing AI Leaders 2026

Thursday 11th June, Wallacespace Spitalfields



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*\*\*Agenda is subject to change\*\**

09:00 - 09:30	<b>BREAKFAST AND NETWORKING</b> Grab a coffee and croissant, and connect with your peers!
09:30 – 09:40	<b>WELCOME</b> <i>Andreea Dulgheru, editor, Briefing</i> <i>Co-chair: Tom Slate, director of projects and innovation, Shoosmiths</i>
09:40 – 10:00	<b>ICE BREAKER</b> The fun starts with a quick ice-breaker session designed to get you in the mood to collaborate, share and learn!
10:00 – 10:30	<b>KEYNOTE: Building Organisational Resilience in the Age of AI</b> Andrew Strait draws on his experience at the UK AI Security Institute to map the key considerations and potential fault lines that C-suite and board-level leaders must navigate as AI evolves rapidly. What can law firm leaders learn from other sectors? What are the mature frameworks needed to ensure safe use of AI solutions as they grow ever more autonomous? And how can firms maintain critical thinking and judgment as AI takes over cognitive tasks. <i>Andrew Strait, head of societal resilience, AI Security Institute</i>
10:30 – 11:15	<b>KEYNOTE AI LEADERS PANEL: GenAI - the shift from experimentation to operational reality</b> <ul style="list-style-type: none"> <li>• Measuring ROI, profitability and monetising productivity gains</li> <li>• Pricing for value and client outcomes – are we approaching a tipping point yet?</li> <li>• How to fund and staff law firm end-to-end transformation?</li> <li>• Post this transformation - what will the role of the lawyer look like?</li> <li>• The impact of the above on competition, consolidation and client sourcing</li> </ul> <i>Kerry Westland, head of the innovation group, Addleshaw Goddard</i> <i>Olivia Dhein, practice GenAI integration lead, Baker McKenzie</i> <i>Rachel Broquard, service excellence partner, Eversheds Sutherland</i> <i>Catalina Perdomo-Ortega, AI innovation manager, Cleary Gottlieb, Steen &amp; Hamilton</i> <i>Chair: Joe Cohen, legal innovation partner, Harvey</i>
11:15 – 11:45	<b>Coffee Break</b>
11:45 – 12:30	<b>ROUNDTABLE DISCUSSION SESSION</b> <ul style="list-style-type: none"> <li>• Building workflows and processes to maximise the human/digital blend</li> <li>• Lean and mean: engineering a streamlined, integrated, high-functioning tech stack</li> <li>• Foundational gaps: addressing data quality, information architecture and cybersecurity</li> <li>• The low-hanging AI fruit: AI for back-office efficiencies and a streamlined client experience</li> <li>• Pilots and trials versus getting stuck in – weighing up the pros, cons, timeframes and outcomes</li> <li>• Adoption: share your experience of bottom-up versus top-down adoption</li> </ul>

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12:30 – 12:35	<b>Grab a coffee and return to plenary room</b>	
12:35 – 13:05	<b>DISCUSSION SESSION QUICKFIRE FEEDBACK</b> An opportunity to hear key points from each table's topic discussions.	
13:05 – 14:00	<b>LUNCH BREAK</b>	
14:00 – 14:45	<b>PANEL: The evolving client picture — building a digital-first, value-driven collaboration</b> <ul style="list-style-type: none"> <li>• How are client firms using genAI, and how is that shaping the services they want from firms?</li> <li>• Is price really the focus, or will clients accept a more comprehensive 'value' based on outcomes?</li> <li>• What does increasing client and law firm use of AI mean for the types of work law firms will focus on going forwards?</li> <li>• How are law firms collaborating to bring clients on the AI journey?</li> </ul> <p><i>Babar Hayat, head of technology and transformation, Konexo</i>  <i>Helder Santos, head of legaltech and innovation, Bird &amp; Bird</i>  <i>Stéphanie Hamon, global head of legal market engagement, HSBC</i>  <i>Chair: James Mervyn, director, legal engineering, Legora</i></p>	
14:45 – 14:50	<b>Grab a coffee and head to your streamed session</b>	
	<b>STREAMED SESSIONS:</b>	
14:50 – 15:30	<b>FIRESIDE CHAT: Risk and resilience – meeting regulatory, governance and security challenges</b> How should law firms balance the multiple risks posed by genAI – from security and data breaches, regulatory challenges and the potential for reputational damage – with the risk of being left behind in the AI race? Can AI be a tool to build a firm's resilience? <i>Neil Green, director of transformation, Pinsent Masons</i> <i>Paul Haggett, partner and general counsel, Burges Salmon</i> <i>Dr Paul Robertson, partner, cyber resilience, EY</i> <i>Chair: Andreea Dulgheru, editor, Briefing</i>	<b>PANEL: Funding focus —meeting the cost of building the AI-enabled law firm</b> Private equity investment in UK law firms has skewed largely to midmarket and consumer practices. But now the sky-rocketing cost of funding the modern, tech-enabled firm is putting PE in the mix for consideration by large law firms. Is PE investment the only game in town? Are Management Service Organisations (MSOs) a solid alternative? How can law firms make the cultural shift to a more commercial way of operating? <i>Henry Goodwin, partner, Leo Capital</i> <i>Louise Walker, chief finance officer, Stowe Family Law</i> <i>Travis Lenkner, chief operating officer, Burford Capital</i> <i>Chair: Richard Brent, head of content, Briefing</i>
15:30 - 15:50	<b>COFFEE BREAK</b>	

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<p><b>15:50 – 16:35</b></p>	<p><b>PANEL: The future of legal talent: redefining roles, skills, training and career paths in the AI-enabled firm</b></p> <p>While much attention has focused on the impact of AI on junior lawyers, senior experience and human judgement remain critical in navigating increasingly complex disputes, high-stakes transactions, and unmet legal needs. Our speakers will explore how law firms can bridge the gap between a new generation of AI-savvy junior lawyers and traditionally trained senior partners. How should firms rethink training, career progression, and team structures to thrive in an AI-enabled environment? And, crucially, can AI itself be harnessed not just as a tool, but as a partner in developing and retaining top legal talent?</p> <p><i>Catherine Goodman, chief knowledge officer &amp; AI lead, Kennedys</i> <i>Claire Marshall-Barrand, director of knowledge and learning, Slaughter and May</i> <i>Nick Pryor, chief knowledge and innovation officer, Freeths</i> <i>Viknesh Hariharan, head of pricing and commercial strategy, LexisNexis</i> <i>Chair: Tom Slate, director of projects and innovation, Shoosmiths</i></p>
<p><b>16:35 – 17:05</b></p>	<p><b>CLOSING KEYNOTE: Trust vs trustworthiness - rethinking the human role in the AI-enabled firm</b></p> <p>Maria Axente will explore the difference between trusting AI and ensuring AI is trustworthy. Drawing on her work in AI ethics and governance, she will show why trustworthy AI begins by making the invisible visible: the assumptions, data flows, vendor dependencies, accountability gaps and human decisions that sit behind AI-enabled work. The session will discuss how law firms can build confidence in AI through transparency, accountability and meaningful human oversight. It will examine how the role of lawyers evolves in an AI-enabled workplace, and why human judgment remains essential to responsible AI adoption.</p> <p><i>Maria Axente, founder, Responsible Intelligence</i></p>
<p><b>17:05 - 17:10</b></p>	<p><b>CLOSING AND THANKS</b></p> <p><i>Andreea Dulgheru, editor, Briefing</i> <i>Co-chair: Tom Slate, director of projects and innovation, Shoosmiths</i></p>
<p><b>17:10</b></p>	<p><b>DRINKS RECEPTION</b></p> <p>Join your peers and the Briefing team for a relaxed chat to end the day</p>