



INTERNATIONAL
FORUM OF
SENIOR EXECUTIVE
ADVISERS

IFSEA CONFERENCE 2026

A global conference for senior executives, founders and their advisers



16 June 2026 | Saddlers' Hall, London
(with welcome drinks the evening of 15 June 2026)



YOUR CONFERENCE GUIDE

WELCOME TO IFSEA 2026



For one day in June, specialists from across the world who advise senior executives, founders and boards will gather at Saddlers' Hall in London to discuss the issues that are genuinely exercising business leaders and their advisers.

IFSEA was created to enable exactly this kind of conversation - open, challenging (yet respectful), and drawing on a range of perspectives. I am very pleased to welcome you to our seventh annual IFSEA conference.

What makes the IFSEA programme different is that it reflects the reality that senior executive and founder issues rarely sit neatly within one discipline. The 75 speakers we've assembled - drawn from 20-plus jurisdictions and from every discipline that touches C-suite life - include employment, corporate and regulatory lawyers, white-collar and serious crime specialists, sanctions and tariffs experts, neuroscientists, reputation strategists, executive coaches, PE operating partners, and human rights campaigners. The aim is not consensus, but open and respectful debate to achieve a more complete understanding of the issues from those who see them from different angles and different sides of the boardroom table.

A few guest speakers you'll particularly want to look out for. [Tiernan Brady](#), who led the successful equal marriage campaigns in both Ireland and Australia, will discuss with BBC Radio 2, 5 Live and 6 Music journalist and newsreader [Clare Runacres](#), what political activist organising can teach business leaders about winning hearts and minds in a polarised age. [Sophie Williams](#), former Netflix executive and author of *The Glass Cliff - Why Women in Power Are Undermined - and How to Fight Back*, returns by popular demand after appearing at the wonderful IFSEA evening [Glass Cliff event earlier this year](#) (kindly hosted by Mishcon De Reya). [Dr Benjamin Griffiths](#) of Nottingham University will dismantle what we thought we knew about memory and witness credibility in executive investigations. We are also delighted that [Dr Neil Bentley-Gockmann OBE](#) of the Whitehall & Industry Group joins our boardroom-neurodiversity panel.

The day closes the way IFSEA always closes - with everyone in the debate, not just the panel. This year's Samoan Circle debate tackles the question every adviser is now wrestling with: *Whose voice is it anyway, when AI is writing the first draft?*

This isn't a conference for spectating. It's created for people who want to test their thinking against the best in the field and leave with something they can act on the next day.

I look forward to welcoming you to this year's IFSEA conversation.

Clare Murray

Conference Chair, IFSEA

Managing Partner, CM Murray LLP

PROGRAMME AT A GLANCE

STREAMS ● Risk & regulation ● People & culture ● Reputation & investigations ● Leadership & the mind

08:00 *Registration & breakfast*

08:30 **OPENING PLENARY · GREAT HALL**
Tainted by association
When proximity or passivity becomes reputational risk

09:20 Welcome from the Chair — Clare Murray, CM Murray LLP

09:30 **PLENARY · GREAT HALL**
The headaches heading your way
What's keeping advisers awake in 2026-27

10:25 **BREAKOUT 1 · GREAT HALL**
Remote work, real exposure
Compliance for distributed executive teams

BREAKOUT 2 · COURT ROOM
Sanctions, tariffs, personal liability
What every board must know

11:10 *Coffee*

11:30 **BREAKOUT 3 · GREAT HALL**
Exits in the spotlight
Good leavers, equity and new employment laws

BREAKOUT 4 · COURT ROOM
Cross-border deals
Key employment & regulatory due diligence issues

12:15 **BREAKOUT 5 · GREAT HALL**
Preventing sexual harassment
Law, leadership and the new standards of accountability

BREAKOUT 6 · COURT ROOM
Across the lines
Privilege, protocol and culture in cross-border investigations

13:00 *Lunch*

14:00 **AFTERNOON PLENARY · IFSEA INTERVIEW · GREAT HALL** HEADLINE
Common ground at work
Winning hearts and minds for lasting change · Tiernan Brady in conversation with Clare Runacres (BBC)

14:35 **BREAKOUT 7 · GREAT HALL**
Protecting the business
Restrictive covenants, NDAs and commercial resolution

BREAKOUT 8 · COURT ROOM
Leading on the tightrope
The realities of PE-backed leadership

15:20 **BREAKOUT 9 · GREAT HALL**
Reputation in the age of misinformation
Deepfakes, outrage cycles and self-preservation

BREAKOUT 10 · COURT ROOM
Different minds, better decisions
Neurodiversity in the boardroom

16:05 *Coffee & drinks*

16:25 **AFTERNOON PLENARY · GREAT HALL**
Memory, perception and the search for truth
Why memory fails in executive investigations · with Dr Benjamin Griffiths, University of Nottingham

17:15 **CLOSING PLENARY · SAMOAN CIRCLE · GREAT HALL** EVERYONE IN THE ROOM
Whose voice is it anyway?
The unintended consequences of AI in executive communications

18:00 *Closing remarks · evening drinks · conference dinner (ticketed)*

VENUE & PRACTICAL INFORMATION

Wi-Fi:

Wi-Fi is available throughout Saddlers' Hall. Please log on using the following details:

Username: Saddlers_Guest

Password: Saddlers1363!

Registration Desk:

The registration desk on the ground floor will be staffed throughout the day should you need any assistance.

Breakout Rooms:

Sessions throughout the day will take place on the first floor of Saddlers' Hall, in either the *Great Hall* or *Court Room*, as indicated in the full programme.

Toilets and Cloakroom Facilities:

The toilets at Saddlers' Hall are located on the ground floor, within the cloakrooms by the main entrance. Facilities are single sex and include accessible toilets.

Gender neutral toilets are also available at the venue for any attendee who would prefer to use them. If you would like directions to the nearest gender neutral facilities, please speak to a member of the CM Murray team or venue staff, who will be happy to provide discreet assistance.

Fire Assembly Point:

In the event of a fire, the assembly point is on the corner of Goldsmith Street and Gutter Lane, opposite Saddlers' Hall.

Photography and Filming:

Please note that photography will be taking place during the conference and breaks for marketing and promotional purposes.

If you would prefer not to be photographed, please speak to our photographer or a member of the CM Murray team.

Anti-Harassment Notice:

Please remember that all staff and guests at this event are entitled to enjoy themselves in an environment free of harassment and bullying. We would be grateful if you could please respect this.

Please let any of the CM Murray partners know if you have any concerns.

IFSEA ADVISORY BOARD



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HEADLINE SPEAKERS



Tiernan Brady (UK)

Human rights campaigner; former Executive Director of The Equality Campaign (the Yes campaign for marriage equality in Australia); former Political Director of Yes Equality (marriage equality campaign in Ireland); former Director of Inclusion (now consultant) at Clifford Chance.



Sophie Williams (UK)

Author of *The Glass Cliff* and former global executive at Netflix and held executive roles in London advertising agencies, and host of the podcast *Welcome to Successville*.



Clare Runacres (UK)

BBC Radio 2, 5 Live and 6 Music - Newsreader, Broadcast Journalist and Voiceover Artist; one of the UK's most recognisable and trusted radio voices.



Dr Benjamin J. Griffiths (UK)

University of Nottingham - Assistant Professor, School of Psychology, Neural Mechanisms and Neurotechnology specialist.


CONFERENCE PROGRAMME

Please note: All timings and speakers are subject to change

Monday 15 June 2026	
18.00-20.30	<p style="text-align: center;">Welcome Evening Drinks Reception (Courtyard) <i>Kindly sponsored by The Prinz Law Firm</i></p> <p style="text-align: center;">  <small>WWW.PRINZLAWFIRM.CO.UK</small> </p> <p style="text-align: center;">Sophie Williams, Author of The Glass Cliff - Back by Popular Demand! <i>What is The Glass Cliff and How Does it Play Out Internationally?</i></p> <p>A relaxed discussion over drinks with Sophie Williams, interviewed by Emma Sangeelee, Partner, CM Murray LLP, on: <i>What is the Glass Cliff, how does it play out internationally and what makes it more or less likely to impact women and other underrepresented leaders around the world?</i></p>
Tuesday 16 June 2026	
08.00-08.30	<p style="text-align: center;">Registration and Breakfast (Courtyard / Livery Room) <i>Kindly sponsored by Sherin & Lodgen and Winckworth Sherwood LLP</i></p> <p style="text-align: center;">   </p>
08.30-09.20	<p style="text-align: center;">Opening Plenary Session (Great Hall)</p> <p style="text-align: center;">Tainted by Association: When Proximity or Passivity Become Reputational Risk</p> <p>Executives can find their reputations damaged not because of what they did, but because of what they failed to spot or stop. This panel examines how being “around” problematic behaviour-weak culture, poor leadership, or unchecked bad actors-can be enough to trigger scrutiny from boards, regulators and the market. We’ll explore the impact of active leadership that shapes culture for the better, and the dangers of passive leadership that overlooks warning signs and inadvertently signals tolerance. The panellists will offer practical guidance on accountability, early intervention, documentation, and protecting both personal and organisational credibility.</p> <ul style="list-style-type: none"> • Elaine Banton - 7BR (UK) - Barrister - employment and discrimination law • Kelly M. Dermody - Lief Cabraser Heimann & Bernstein, LLP (San Francisco, USA) - Managing Partner and Employment lawyer • Michael Gonzalez - Clarity Global (UK) - Senior Vice President, Corporate Communications • Tracey Groves - Intelligent Ethics Limited (UK) - Founder and Director, Corporate ethics, culture and governance specialist • Chair: Joydeep Hor - People + Culture Strategies (Australia) - Founder and Managing Principal, Employment lawyer and people-management strategy specialist

09.20-09.30	<p>Welcome - Conference Chair Clare Murray, CM Murray LLP (UK)</p>
09.30-10.20	<p style="text-align: center;">Plenary Session (<i>Great Hall</i>)</p> <p style="text-align: center;">As We Move Forward: The Headaches Heading for Practitioners</p> <p>The next two years promise no shortage of challenges for in-house teams and private practitioners alike. This fast-paced session highlights the issues most likely to cause sleepless nights: shifting regulatory expectations, cross-border employment and data obligations, disputes super-charged by AI, and increasingly complex governance demands from boards and investors. We will cut through the noise to identify the trends that matter, the traps to avoid, and the practical steps practitioners can take now to stay ahead-rather than firefight later.</p> <ul style="list-style-type: none"> • Miriam Bruce - Mayer Brown (UK) - Employment Litigation & Counseling, Employee Benefits & Global Mobility lawyer • Anders Etgen Reitz - IUNO (Denmark) - Chairman of the Board, Partner and specialist in HR Legal and Technology & Data • Nick Leale - CM Murray LLP (UK) - Partner, Professional Discipline and Regulation • Natalie A. Napierala - Carlton Fields (New York, USA) - Partner, Securities litigation, white-collar crime, and government investigations attorney. • Chair: Danny Kaufer - Borden Ladner Gervais LLP (Montreal, Canada) - Senior Counsel & Co-Chair, Sports & Gaming Law Group
10.25-11.10	<p style="text-align: center;">Breakout Sessions</p> <p style="text-align: center;">Remote Work: The Real Impact of Ignoring Compliance for Distributed Executive Teams (<i>Great Hall</i>)</p> <p>Remote and hybrid models have outpaced many employers' compliance frameworks. This session highlights the complexity of managing globally scattered executives and teams: tax exposure across borders, compliance gaps when work happens "anywhere", and the often overlooked broader financial and HR issues that apply even in a spare bedroom. We'll outline the practical issues that HR teams and advisers must take to stay compliant, control cost, and avoid unnecessary exposure or regulatory breaches-while still supporting the flexibility senior talent now expects.</p> <ul style="list-style-type: none"> • Terri Connolly - Taft (Chicago, USA) - Partner, Employment law and litigation attorney • Anne Davies - Richardson Lissack Limited (UK) - Partner, Business crime, health and safety regulatory investigations and prosecutions lawyer • James Hockin - Withers (UK) - Partner, Employment lawyer • Mathilde Houet-Weil - Weil et Associes (France) - Employment and labor-related litigation lawyer • Chair: David Yewdall - BDO (UK) - Partner, Global Employer Services <p style="text-align: center;">Sanctions, Tariffs and Directors' Liability: What Every Board Must Know (<i>Court Room</i>)</p> <p>Sanctions and trade measures now carry real personal risk for directors (and LLP members), yet the UK and international guidance is often sparse. This session lifts the lid on the practical exposures: how sanctions and tariff rules interact with executive, director and LLP member duties; what "reasonable care" looks like in supply-chain and</p>

	<p>market-entry decisions; and how boards can evidence their thinking to withstand regulatory, investor or parliamentary scrutiny.</p> <p>With anonymised case examples highlighting where well-run companies still trip up, attendees will leave with a clear set of governance steps to strengthen oversight and reduce personal liability.</p> <ul style="list-style-type: none"> • John Binns - BCL Solicitors LLP (UK) - Partner and Criminal lawyer • Raphael Brunner - (Switzerland) - MME Legal & Tax, Partner, International Commercial, Trade and Logistics Lawyer, President of the Swiss Maritime Law Association • Alex Haines - 4 Pump Court (UK) - Barrister • Todd M. Young - Hinshaw & Culbertson LLP (Chicago, USA) - Partner and Business and Commercial Transactions Lawyer • Chair: Corinne Staves - CM Murray LLP (UK) - Partner, Partnership, LLP and Professional Practices Lawyer
11.10-11.30	Coffee Break (Livery Room / Courtyard)
11.30-12.15	Breakout Sessions
	<p style="text-align: center;">Exits in the Spotlight: Navigating Good Leavers, Equity Interests and New Employment Laws (<i>Great Hall</i>)</p> <p>Senior executive exits can be fraught, fast-moving and highly visible. This panel looks at how to handle sensitive transitions with discretion and discipline, from retention risks and separation negotiations to disputes over “good leaver” and “good reason” provisions. We will consider the legal and tactical impact of recent UK and international legal developments and share strategic approaches to reaching outcomes that aim to protect the business, the executive and the wider leadership narrative.</p> <ul style="list-style-type: none"> • Anna Birtwistle - Farrer & Co (UK) - Partner, Employment and Partnership lawyer • David Lowe - Rudy, Exelrod, Zieff & Lowe, LLP (San Francisco, USA) - Employment litigation attorney • Katherine Flower - Burges Salmon LLP (UK) - Partner, Employment lawyer • Dr. Johannes Traut - Seitz (Germany) - Partner and Co-head of seitz.digital, Employment and data protection law specialist • Chair: Veena Gopalakrishnan - Trilegal (India) - Partner, Labor and Employment lawyer, cross-border M&A and workplace inclusion specialist <p style="text-align: center;">Cross-Border Deals: Key Employment and Regulatory Due Diligence Issues (<i>Court Room</i>)</p> <p>A practical look at employment, executive compensation incentive and regulatory traps in cross-border M&A transactions-and how to approach due diligence on data security, GDPR and AI risks in transactions without slowing the deal.</p> <ul style="list-style-type: none"> • Ming Evans - Smiths Plc (UK) - Global Employment Associate General Counsel • Dr. Thomas Granetzny - Freshfields (Düsseldorf, Germany) - Partner, Employment and Pension lawyer • Jonathan Kirsop - Pinsent Masons LLP (UK) - Partner, Data protection and technology lawyer • Chair: Wendi Lazar - C-Suite Strategies (New York, USA) - Founder and CEO, C-Suite strategic advisor and executive compensation specialist

12.15-13.00	<p align="center">Breakout Sessions</p>
	<p align="center">Across the Lines: Navigating Privilege, Protocol and Culture in Cross-Border Investigations (<i>Court Room</i>)</p> <p>Cross-border investigations are rarely straightforward. Privilege shifts from one jurisdiction to the next, interview expectations differ, and cultural or regulatory nuances can complicate even the simplest lines of enquiry. This session addresses the practical challenges advisers face when coordinating fact-finding across borders, including in offshore centres where subtle distinctions carry real weight. Panellists will share clear, pragmatic ways to align process, protect privilege, manage reputational and regulatory exposure, and deliver a single, robust outcome that stands up in multiple legal systems.</p> <ul style="list-style-type: none"> • Kato Aerts - Lydian (Belgium) - Partner, Employment lawyer • Harry Jones - Polsinelli (Dallas, US) - International Employment & Labor Law Chair • Amy Shulman - Outten & Golden (New York, USA) - Partner, Employment law attorney • Chris Roberts - Grosvenor Law (UK) - Partner, white collar/investigations lawyer • Chair: Marian Bloodworth - Fox Williams (UK) - Partner, Employment lawyer and Litigator <p align="center">Preventing Sexual Harassment: Law, Leadership and the New Standards of Accountability (<i>Great Hall</i>)</p> <p>With regulators and legislators intensifying scrutiny of workplace conduct, organisations must demonstrate stronger prevention and response to sexual harassment. The FCA’s expanded approach to non-financial misconduct - including behaviour outside work - heightens the risks for regulated individuals, while ERA 2025 introduces further duties and potential consequences but also increases potential rights and remedies for affected executives. This session will explore how employers, executives and their advisers should respond to these new legal and regulatory requirements and the impact they will have in practice.</p> <ul style="list-style-type: none"> • Lori L. Deem - Hughes Socol Piers Resnick & Dym, Ltd (Chicago, USA) - Partner, Employment law attorney • Isabo Heirbaut - Bellow Van Eeckhoutte, Taquet & Clesse (Belgium) - Employment and Social Security lawyer • Bishen Jeswant - Cyril Amarchand Mangaldas (India) - Partner, Employment lawyer • Nick Wilcox - BDBF LLP (UK) - Partner and Employment lawyer • Chair: Emma Sangeelee - CM Murray LLP (UK) - Employment and Partnership lawyer, discrimination specialist
13.00-14.00	<p align="center">Lunch Break (<i>Courtyard / Livery Room</i>) <i>Kindly sponsored by Withers</i></p> <p align="center"></p>
14.00-14.30	<p align="center">Afternoon Plenary Session (<i>Great Hall</i>)</p>
	<p align="center">Common Ground at Work: Winning Hearts and Minds for Lasting Change</p> <p>How can you persuade - not polarise? A discussion with leading human rights campaigner Tiernan Brady, who led the successful equal-marriage referendum campaigns in Ireland and Australia and served as Global Director of Diversity & Inclusion at Clifford Chance. Drawing on real activist campaign lessons, this discussion will explore how to turn values</p>

into everyday behaviours and how leaders can build positive social cohesion and positive change across generations in an increasingly polarised and turbulent world - and carry it beyond the workplace into wider society.

- [Tiernan Brady](#) (UK) - Human rights campaigner; former Executive Director of The Equality Campaign (the Yes campaign for marriage equality in Australia); former Political Director of Yes Equality (marriage equality campaign in Ireland); former Director of Inclusion (now consultant) at Clifford Chance
- Chair: [Clare Runacres](#) (UK) - BBC Radio 2, 5 Live and 6 Music - Newsreader, Broadcast Journalist and Voiceover Artist; one of the UK's most recognisable and trusted radio voices

Breakout Sessions

Leading on the Tightrope: The Realities of PE-Backed Leadership (*Court Room*)

From board dynamics to cash discipline to talent risk: a candid discussion of what distinguishes effective portfolio executives and PE-backed professional services leaders. What capabilities matter most when running a PE-backed business - balancing value creation with culture, clarity with speed, and investor demands with long term credibility.

- [Jenny Hodges](#) - Aureos (UK) - General Counsel & Group Company Secretary
- [Kristen Prinz](#) - The Prinz Law Firm (Chicago, USA) - Founder & Partner, Employment law attorney and business counsellor
- [Cecilie Søndergaard Nielsen](#) - CN8 Leadership Confidence (UK) - Founder, Leadership advisor and Executive Coach; former HR leader and Private Equity MD
- [Adil Taha](#) - Taha & Co (UK) - Founder, Strategy Specialist & Private Equity Operating Partner
- Chair: [Merrill April](#) - CM Murray LLP (UK) - Partner, Employment and Partnership lawyer

Protecting the Business:

Restrictive Covenants, NDAs and the Art of Commercial Resolution (*Great Hall*)

14.35-15.20

Restrictive covenant and confidentiality disputes rarely reach a courtroom. Most are settled in meeting rooms, not before a judge. This session explores how advisers can protect business interests in an era of threatened non-compete bans, heightened scrutiny of NDAs and increasingly cross-border enforcement challenges.

The panel will focus on practical, commercial approaches to resolving even contentious exit-related disputes - balancing legal leverage, reputational risk, and the need for swift, workable outcomes.

- [Amit S. Bindra](#) - The Prinz Law Firm (Chicago, USA) - Managing Partner, Employment law attorney
- [Christianne E. Bouma](#) - Van Hall Arbeidsrecht (Netherlands) - Partner, Employment lawyer
- [Caroline Field](#) - Fox & Partners (UK) - Employment and Partnership Dispute Resolution and Litigation lawyer
- [Michele Pellegatta](#) - Daverio & Florio (Milan, Italy) - Senior Associate and Employment and Labor lawyer
- Chair: [David Fisher](#) - CM Murray LLP (UK) - Partner, Employment and Partnership lawyer

Breakout Sessions	
15.20-16.05	<p style="text-align: center;">Reputation in the Age of Misinformation (<i>Great Hall</i>)</p> <p>In an era of deepfakes, outrage cycles and political polarisation, reputational risk can escalate before the facts are known. Business leaders are consequently becoming more withdrawn in their interactions with colleagues, less visible on social media, and more conservative in their decision making in order to prioritise self-preservation. This session explores how misinformation spreads, how allegations can be weaponised, how quickly private incidents (including “off-duty” personal issues including divorce and family and neighbour disputes) can become public crises, and what leaders can do to protect their organisations and themselves. A practical discussion on foresight, containment and limiting collateral damage.</p> <ul style="list-style-type: none"> • Amy Bradbury - Harbottle & Lewis LLP (UK) - Partner, Reputation management, information law and data privacy lawyer • Ciaran Fenton - Ciaran Fenton Limited (UK) - Leadership Consultant, Board Facilitator, and Writer • Nick Vamos - Peters & Peters (UK) - Partner and Head of Business Crime (Barrister) • Tobias Vollmer - Raedas (UK) - Managing Director, corporate investigations and cross-border asset recovery specialist • Chair: Michael Evans - Byfield Reputation Counsel (UK) - Joint Managing Director, litigation PR and reputation management specialist <p style="text-align: center;">Different Minds, Better Decisions: Neurodiversity in the Boardroom (<i>Court Room</i>)</p> <p>Board-level decisions improve when leaders stay honest with themselves and inclusive of others. This discussion will offer tools to maintain self-awareness under pressure and to support neurodivergent executives-covering communication, role clarity and adjustments-so the top team makes faster, fairer, more defensible calls. The panel will explore neurodiversity in the C-suite - how to recognise strengths, set people up to succeed and run meetings that bring out everyone’s best thinking.</p> <ul style="list-style-type: none"> • Dr. Neil Bentley-Gockmann OBE - Chief Executive, The Whitehall & Industry Group; Chair of the WorldSkills Global Research Council (UK) • David I. Brody - Sherin and Lodgen LLP (Boston, USA) - Partner and Employment litigator • Miren-Edurne De Frutos - FRSA (UK) - Investment Executive Board Director International Speaker • David Regan - Lewis Silkin (UK) - Partner, Employment lawyer • Chair: Emma Bartlett - CM Murray LLP (UK) - Partner, Employment and Partnership lawyer
16.05-16.25	Coffee & Drinks Break (<i>Courtyard</i>)
16.05 onwards	<p>Luxury Womenswear Pop-Up – House of Kind (<i>Ante Room</i>)</p> <div style="display: flex; justify-content: space-between; align-items: center;"> <div> <p>Founded by Sonica Beckmann, <i>House of Kind</i> is a purpose-led British womenswear brand creating affordable luxury boardroom-to-bar fashion rooted in allyship, confidence and community. Sonica will be hosting an exclusive pop-up at Saddlers’ Hall, throughout the afternoon and during the evening drinks.</p> </div> <div style="text-align: right;">  </div> </div>
16.25-17.15	Afternoon Plenary Session (<i>Great Hall</i>)
	Memory, Perception and the Search for Truth in Executive Investigations

	<p>Human memory is not a recording device - it is a story continually rewritten by bias, context and emotion. This panel will examine how advisers can navigate the psychological realities that shape witness accounts in executive-level investigations and disputes. We will explore how memory actually works (and fails), how confirmation bias creeps into interviews and decision-making, and what to do when alcohol, stress or time distort accounts. The session will explore practical interviewing methods, credibility cues, and safeguards that make findings defensible in high-stakes executive cases.</p> <ul style="list-style-type: none"> • Dr. Benjamin J. Griffiths - University of Nottingham (UK) - Assistant Professor, School of Psychology, Neural Mechanisms and Neurotechnology specialist • Emily Kaufer - Air Canada (Montreal, Canada) - Human rights, harassment and workplace investigations attorney • Joanna Ludlam - Jenner & Block (UK) - Chair/Co-chair, London Public Law and Crisis Management, Global Hearing Preparation, and Investigations Department • Ellen Peart - BCL (UK) - Partner, serious and complex criminal defence lawyer • Chair: Beth Hale - CM Murray LLP (UK) - Partner and General Counsel, Employment and Partnership lawyer
<p>17.15-18.00</p>	<p style="text-align: center;">Closing Plenary Session (Great Hall) <i>Kindly sponsored by Byfield and Taft</i></p> <p style="text-align: right;">BYFIELD Taft/</p> <p style="text-align: center;">Whose Voice Is It Anyway? The Unintended Consequences of AI <i>(Samoan Circle Debate)</i></p> <p>As AI-generated grievances, executive statements and client enquiries become routine, advisers are increasingly confronted with high-stakes communications that don't sound anything like the person behind them. Over-polished, over-confident or simply inaccurate language can distort the issues, inflate expectations and derail judgement before any real conversation begins. This Samoan Circle debate asks how advisers should respond when the "first draft" is machine-made - and what authenticity, credibility and trust look like when AI is shaping the opening move.</p> <ul style="list-style-type: none"> • Florence Brocklesby - Bellevue Law (UK) Founder and Principal, employment and commercial disputes lawyer • Natacha Lesellier - Flichy Grangé Avocats (Paris, France) - Partner • Catherine O'Flynn - Mason Hayes & Curran LLP (Dublin, Ireland) - Partner, Employment and Benefits lawyer • André Royer - Borden Ladner Gervais LLP (Canada) - Partner, Labour and employment law attorney • Cody Yorke - Withers Bergman LLP (New York, USA) - Partner and Employment lawyer <p>Co-facilitators:</p> <ul style="list-style-type: none"> • Lindsey Wagner - Wagner Legal PC (California & Ohio, USA) - Founding Partner, Employment law attorney, workplace investigator and mediator • Sarah Chilton - CM Murray LLP (UK) - Senior Partner, Employment and Partnership lawyer
<p>18.00-19.30</p>	<p style="text-align: center;">Closing Remarks and Evening Drinks Event (Courtyard) <i>Kindly sponsored by Trilegal</i></p> <p style="text-align: right;">TRILEGAL</p>
<p>19.45</p>	<p style="text-align: center;">Post-Conference Dinner (Ticketed) (Manicomio City – turn left out of Saddlers' Hall)</p>

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CONFERENCE SPEAKERS

[Kato Aerts](#) - Lydian (Belgium) - Partner, Employment lawyer

[Merrill April](#) - CM Murray LLP (UK) - Partner, Employment and Partnership lawyer

[Elaine Banton](#) - 7BR (UK) - Barrister, Employment and Discrimination law

[Emma Bartlett](#) - CM Murray LLP (UK) - Partner, Employment and Partnership lawyer

[Dr. Neil Bentley-Gockmann OBE](#) - Chief Executive, The Whitehall & Industry Group; Chair of the WorldSkills Global Research Council (UK)

[Amit S. Bindra](#) - The Prinz Law Firm (Chicago, USA) - Managing Partner, Employment law attorney

[John Binns](#) - BCL Solicitors LLP (UK) - Partner and Criminal lawyer

[Anna Birtwistle](#) - Farrer & Co (UK) - Partner, Employment and Partnership lawyer

[Marian Bloodworth](#) - Fox Williams (UK) - Partner, Employment lawyer and Litigator

[Christianne E. Bouma](#) - Van Hall Arbeidsrecht (Netherlands) - Partner, Employment lawyer

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