11TH FEBRUARY 2026
THE MINISTRY, BOROUGH

workgroup

London — Legal

Brenda Albert	**Daniel Winterfeldt**	**Katy Brizell**	**Ofei Kwafo-Akoto**	**Kate Tyers**	**Daniel Quy**	**Harpreet Thandi**	**Bratin Roy**
Legal Director	General Counsel	General Counsel	General Counsel	Group Director of Legal	GC & Director of Compliance	General Counsel	General Counsel

with thanks to our partners

HERES HOW IT WORKS

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

WORKGROUPS

A workgroup is an hour-long, GC-led discussion group of up to 10 GCs. There are 3 rounds of workgroups, each with five options to choose from.

PANELS

Panels are where we discuss the big topics as a group. GC panelists, a moderator and full audience involvement. There are 2 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
1125–1220	**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

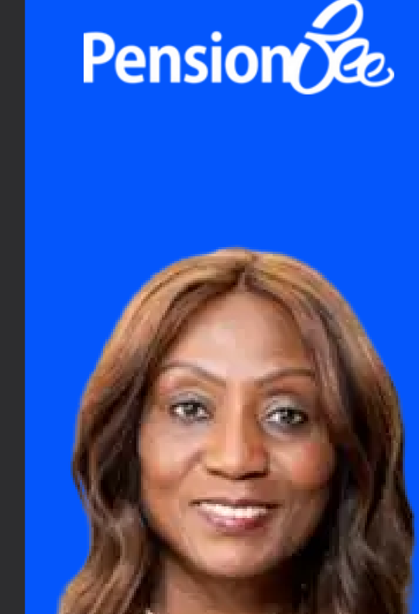
Our previous attendees include;

Panel 1

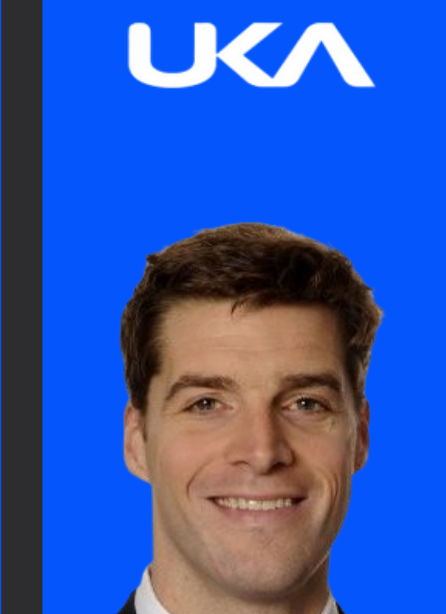
Panel 1 | Workgroup 1 | Workgroup 2 | Panel 2 | Workgroups 3 | Panel 3

Brenda Albert
Legal Director

Lara Oyesanya
NED



Tom Solesbury
General Counsel & Chief Operating Officer



NOW WHAT??

What does it mean when you've made it as GC? How do you know if you've reached the top of the GC tree - and 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?

What is it about the GC skillset that makes you perfect for that step up?

1st workgroup

Panel 1 | Workgroup 1 | Workgroup 2 | Panel 2 | Workgroups 3 | Panel 3

03
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?

Harpreet Thandi,
General Counsel
Ferrero

02
IS BIG LAW ON AUTOPILOT?

Are your panel firms hungry or just coasting? As GC, how do you keep your external law firms sharp, accountable, and delivering real value instead of recycled memos?

Russell Johnstone,
General Counsel
Ex-BT

03
THAT'S NOT MY JOB.

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

Daniel Jefferies,
General Counsel EMEA and Asia
Jefferies

04
THAT'S NOT THE RIGHT FIRM!!

Why are we still picking the next generation of lawyers for our teams based on whether they trained at the 'right firm'? Should we stop being so lazy in our selection criteria, and start looking at what skills an alternative background can bring?

Bratin Roy,
General Counsel
Ripjar

05
SWISS KNIVES V SCALPELS?

When it comes to building your legal team, do you want Swiss-army knives or razor-sharp scalpels? As GC, do you want jacks-of-all-trades who can jump into any fire, or hyper-focused specialists who own their lane?

Katy Brizell,
General Counsel
Oxford Instruments

06
LEGAL NEEDS A PR TEAM!

How do you "market" legal so the business sees it as a value-add, not just overhead? How are other GCs shouting about their wins, proving impact, and building Legal's brand?

Mark Levine,
Director
BCL Legal

2nd workgroup

Panel 1 | Workgroup 1 | Workgroup 2 | Panel 2 | Workgroups 3 | Panel 3

03
WOULD YOU WALK AWAY?

When it comes to doing the right thing, are you willing to walk away? In a choice between your ethics and your mortgage, which one wins? Does it even have to be a choice, or can you build relationships, so that when you say no, the board listens?

Lara Oyesanya,
NED
PensionBee

02
MONEY, MONEY MONEY.

How do you show the value of your team with no budget, and minimal tools? What can you do as a team to demonstrate your value, when you're not actively showing as a positive on the bottom line?

Kate Tyers,
Group Director of Legal
Ricardo plc

03
BREAK IT TO REMAKE IT

What's the worst that can happen in your business? Now think… what could make it even worse? In this "kill-the-business" exercise, we commit to negative brainstorming and thinking existential Legal, to find out your value.

Daniel Dally,
General Counsel
Confluent

04
CULTURE CLUB

Can you 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 Solesbury,
GC & COO
UK Athletics

05
IF I KNEW THEN...

Everyone talks about your company taking the leap from Private to Public, but what about the other way around? How do you as GC navigate the regulatory minefield to advise your Board on the do's and don'ts of the sale and delisting process?

Claire Walsh,
General Counsel
Learning Technologies Group

06
THE MAD HATTER.

When functions other than just Legal report into me, how do I wear all their hats on the Executive? How do I manage the time, but also represent all responsibilities well?

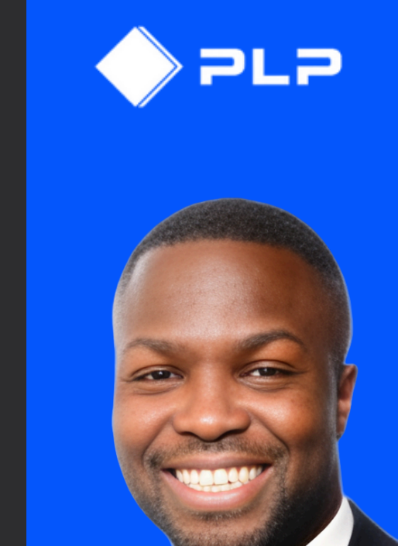
Ricardo de Silva,
General Counsel
Family Action

Panel 2

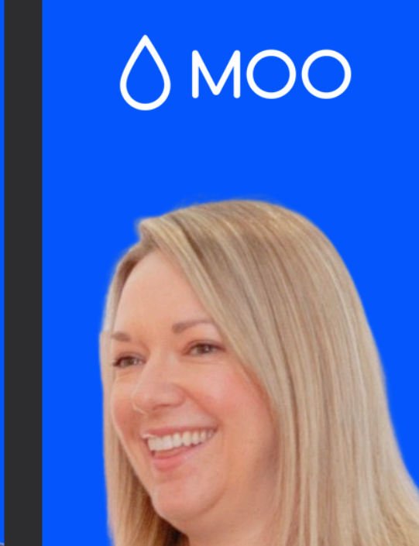
Panel 1 | Workgroup 1 | Workgroup 2 | Panel 2 | Workgroups 3 | Panel 3

Daniel Quy
General Counsel, Director of Compliance

Ofei Kwafo-Akoto
General Counsel



Kelly Young
Interim Head of Legal



SPEND IT LIKE YOU MEAN IT.

When the board grills you on next year's budget, are you bluffing or bulletproof?

Are you benchmarking or just guessing? Still relying on external counsel, or ready to bet big on tech and your own team?

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

3rd workgroup

Panel 1 | Workgroup 1 | Workgroup 2 | Panel 2 | Workgroups 3 | Panel 3

03
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 then present this to others in the business? How do I justify my 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 PLATES?

When you're juggling work, home, family and everything in between, is it ok sometimes to drop all the plates? When you reach boiling point, and something's got to give, what do you pick? How do you say to your sales team that their contract can wait, 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 spam on Slack, others speak only by the watercooler. So how do I find the sweet spot that works for everyone?

Paolo Ceronni,
General Counsel
Loop Me

04
PHONE, KEYS, WALLET? DOOR.

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 must-dos and just as importantly, the must-don'ts?

Kelly Young,
Interim Head of Legal
Moo

05
CONSOLIDATION, CORRECTION OR COLLAPSE?

Acquisition completed? 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
Amalgamated Metal Coproration

06
ALL BY MYSELF.

How do you create an in-house legal department from scratch? When it's just you and an M365 subscription, what's your first priority when creating your in-house infrastructure without a team and with limited budget?

Ofei Kwafo-Akoto,
General Counsel
PLP

Panel 3

Panel 1 | Workgroup 1 | Workgroup 2 | Panel 2 | Workgroups 3 | Panel 3

Daniel Winterfeldt
General Counsel

Kate Tyers
Group Director of Legal

Bratin Roy
General Counsel

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 GCs 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?

with thanks to our partners

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 format across Legal, HR, Finance, Marketing and more.

For more information, check out our website here.