

**General Counsel Virtual Week***Uncertainty. Risk. Technology.*

November 2nd-5th 2020

**CHATHAM HOUSE RULE**

For its 17th year, The Economist Events' General Counsel conference goes virtual for the first time. We examine a wide range of topics, including digital transformation, corporate ethics and building a world-class legal team. But it takes as its central theme the lessons of the covid-19 pandemic. What are the key takeaways and how can systems be made more resilient? Which sectors were best-prepared? How has covid-19 changed the corporate agenda, how do we make legal teams more robust and how do we prepare for an inevitable 'next time'?

The conference will address issues including:

- Covid-19 and the general counsel
- Can you speak technology?
- Upskilling for tomorrow: Creating a world-class legal team
- Nationalism and the data imperative
- Scanning the horizon and the known unknowns
- The conscience of a company: The new shades of grey

*Moderators*

Andrew Palmer, executive editor, **The Economist**

Miranda Johnson, deputy executive editor, **The Economist**

Sacha Nauta, public-policy editor, **The Economist**

Jonathan Rosenthal, Africa editor, **The Economist**

Vijay Vaitheeswaran, US business editor, **The Economist**

Cailin Birch, global economist, **The Economist Intelligence Unit**

Mark A. Cohen, chief executive, **Legal Mosaic** and executive chairman, **Digital Legal Exchange**

**Monday, November 2<sup>nd</sup> 2020**

1.30pm-2.15pm GMT (45mins)	<b>1.30pm</b> <b>Opening remarks</b> with Andrew Palmer, executive editor, <b>The Economist</b>
	<b>1.35pm</b> <b>Covid-19 panel: The crisis management committee</b>  General counsel are shapeshifters. They respond to risk. And as covid-19 illustrates so clearly, risk strikes in constantly changing forms. How can businesses ensure continuity-planning against these unknowns? What is the role of the general counsel? How is the role of the GC evolving as the lessons of covid-19 are absorbed?

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	<p><i>Moderator:</i> Andrew Palmer, executive editor, <b>The Economist</b></p> <p><i>Panellists:</i></p> <ul style="list-style-type: none"> <li>• Philip Bramwell, group general counsel, <b>BAE Systems</b></li> <li>• Clare Wardle, general counsel and company secretary, <b>Coca-Cola European Partners</b></li> <li>• Sandie Okoro, senior vice-president and group general counsel, <b>The World Bank Group</b></li> </ul>
2.20pm – 2.45pm GMT (25mins)	<p><b>Global macroeconomic and geopolitical briefing from The Economist Intelligence Unit</b></p> <p><i>Speaker:</i></p> <ul style="list-style-type: none"> <li>• Agathe Demarais, global forecasting director, <b>The Economist Intelligence Unit</b></li> </ul>
2.50pm-3.30pm GMT (40mins)	<p><b>Covid-19 panel: The workforce dimension</b></p> <p>Can employment law keep up with extraordinary circumstances? What are the legal risks of an at-home workforce? What are the implications for productivity and mental health?</p> <p><i>Moderator:</i> Sacha Nauta, public-policy editor, <b>The Economist</b></p> <p><i>Panellists:</i></p> <ul style="list-style-type: none"> <li>• James Berkeley, global general counsel beauty &amp; personal care, <b>Unilever</b></li> <li>• Fiona Dormandy, general counsel EMEA, <b>Airbnb</b></li> <li>• Uzma Stamp, group head of well-being, benefits and global mobility, <b>HSBC</b></li> </ul>

## Tuesday, November 3<sup>rd</sup> 2020

11.00am-11.40am GMT (40mins)	<p><b>Covid-19 panel: Turning to the government</b></p> <p>Governments around the world responded to the crisis by ripping up regulations and creating huge stimulus packages. But for businesses, communication and co-operation with the government are at least as important. How can the state and private sector work together towards recovery and increased resilience? How will this differ between jurisdictions?</p> <p><i>Moderator:</i> Andrew Palmer, executive editor, <b>The Economist</b></p> <p><i>Panellists:</i></p> <ul style="list-style-type: none"> <li>• Catherine Johnson, group general counsel, <b>London Stock Exchange Group</b></li> <li>• Stephen Lerner, general counsel and regulatory affairs director, <b>Three UK</b></li> <li>• Terry Theologides, executive vice-president, general counsel and corporate secretary, <b>Fannie Mae</b></li> </ul>
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<p>11.45pm-12.25pm GMT (40mins)</p>	<p><b>Panel: Ethical decision-making</b></p> <p>When commercial imperative pushes against values, how does the GC react and where to draw the line?</p> <p><i>Moderator:</i> Jonathan Rosenthal, Africa editor, <b>The Economist</b></p> <p><i>Panellists:</i></p> <ul style="list-style-type: none"> <li>• Carol Hui, chief of staff and general counsel, <b>Heathrow</b></li> <li>• Justine Campbell, former group general counsel and company secretary, <b>Centrica</b></li> <li>• Andreas Bohrer, group general counsel and company secretary, <b>Lonza Group AG</b></li> <li>• Mark Maurice-Jones, general counsel and compliance officer, <b>Nestlé UK and Ireland</b></li> </ul>
<p><b>Networking break</b></p>	
<p>1.45pm-2.05pm GMT (20mins)</p>	<p><b>View from the top in the time of covid-19</b></p> <p>One GC gives their perspective on what it takes to be promoted and what life is like at the top.</p> <p><i>Moderator:</i> Andrew Palmer, executive editor, <b>The Economist</b></p> <p><i>Speaker:</i> David Fein, group general counsel, <b>Standard Chartered</b></p>
<p>2.10pm-2.50pm GMT (40mins)</p>	<p><b>Legal teams in a world transformed</b> <i>Sponsored by Elevate</i></p> <p>What will a post-pandemic legal department look like? How will business structures change and what will be the implications of the “next” normal?</p> <p>This session will focus on how businesses, client relationships and work practices are being reshaped. How can general counsel future-proof their business processes and build resilience for the next crisis? How can technology be used to make teams more efficient? And how should strategies employed during this crisis be used in the long run?</p> <p><i>Moderator:</i> Cailin Birch, global economist, <b>The Economist Intelligence Unit</b></p> <p><i>Panellists:</i></p> <ul style="list-style-type: none"> <li>• Liam Brown, chairman and chief executive, <b>Elevate</b></li> <li>• Anne van Ysendyck, vice-president, group head of legal, <b>ArcelorMittal</b></li> <li>• Matt Fawcett, general counsel, <b>NetApp</b></li> </ul>

<p>2.55pm-3.35pm GMT (40mins)</p>	<p><b>Panel: The upskilling imperative: Creating a world-class legal team</b></p> <p>How do you equip your workforce with the skills of tomorrow? How do you nurture soft skills to move beyond the GC role? What steps can a GC take to attract, develop and retain the right kind of talent?</p> <p><i>Moderator:</i> Jonathan Rosenthal, Africa editor, <b>The Economist</b></p> <p><i>Panellists:</i></p> <ul style="list-style-type: none"> <li>• James Ford, senior vice-president and general counsel, <b>GSK</b></li> <li>• Barbara Levi, group executive, group general counsel, <b>Rio Tinto</b></li> <li>• Oliver Canning, chief legal counsel, <b>NBCUniversal International</b></li> <li>• Sonia Williamson, director, <b>Deloitte Legal</b></li> </ul>
<p>3.40pm-4.20pm GMT (40mins)</p>	<p><b>Panel: Reputation management</b></p> <p>Trust takes years to build, only seconds to break and forever to rebuild. How do companies manage the fallout of a public falling-out?</p> <p><i>Moderator:</i> Sacha Nauta, public-policy editor, <b>The Economist</b></p> <p><i>Panellists:</i></p> <ul style="list-style-type: none"> <li>• Amy Pope, partner, <b>Schillings</b></li> <li>• Shannon Thyme Klinger, chief legal officer and member of the executive committee, <b>Novartis</b></li> <li>• Maria Varsellona, general counsel and company secretary, <b>ABB</b></li> <li>• Bronagh Kennedy, group general counsel and company secretary, <b>Severn Trent</b></li> </ul>

### Wednesday, November 4<sup>th</sup> 2020

<p>11.00am-11.40am GMT (40mins)</p>	<p><b>Panel: Can you speak technology?</b></p> <p>Technology is both the biggest disruptor and biggest source of innovation, opportunity and risk. What does the chief technology officer want from the GC? What does an effective CTO-GC relationship look like?</p> <p><i>Moderator:</i> Cailin Birch, global economist, <b>The Economist Intelligence Unit</b></p> <p><i>Panellists:</i></p> <ul style="list-style-type: none"> <li>• Bill Deckelman, executive vice-president and general counsel, <b>DXC Technology</b></li> <li>• Maurits van Tol, chief technology officer, <b>Johnson Matthey</b></li> <li>• Samantha Hardaway, vice-president EMEA cloud legal</li> </ul>
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	and global cloud leader, <b>Oracle</b>
<b>Networking break</b>	
1.45pm-2.30pm GMT (45mins)	<p><b>Panel: Tech implementation: How not to waste millions</b></p> <p>When it comes to tech projects, how can you discern the reality from the hype? What are the implementation dos and don'ts? Technology is a moving target, with the risk that it is already out of date by the time it's implemented. How can you ensure your project will have a lasting impact?</p> <p><i>Moderator:</i> Mark A. Cohen, chief executive, <b>Legal Mosaic</b> and executive chairman, <b>Digital Legal Exchange</b></p> <p><i>Opening interview:</i></p> <ul style="list-style-type: none"> <li>• Marina Bellini, chief information and digital officer, <b>BAT</b></li> </ul> <p><i>In conversation:</i></p> <ul style="list-style-type: none"> <li>• Howard Trust, group general counsel, <b>Schroders</b></li> <li>• Thomas Barothy, group general counsel chief operating officer, <b>UBS AG</b></li> <li>• Craig Conte, partner, <b>Deloitte Legal</b></li> </ul>
2.35pm-3.15pm GMT (40mins)	<p><b>Panel: Tech implementation: Best practices and lesson learned</b></p> <p>How can improving legal operations through the application of technology deliver strategic advantage?</p> <p><i>Moderator:</i> Mark A. Cohen, chief executive, <b>Legal Mosaic</b> and executive chairman, <b>Digital Legal Exchange</b></p> <p><i>Panellists:</i></p> <ul style="list-style-type: none"> <li>• Wayne Spillett, head of legal, commercial operations, <b>Vodafone Group</b></li> <li>• Mary Shen O'Carroll, director of legal operations, <b>Google</b> and president, <b>CLOC</b></li> <li>• Michael Lisi, senior director, legal innovation, <b>Fidelity Investments</b></li> <li>• James Harper, director, customer success and engagement, and executive sponsor, rule of law and CSR, <b>LexisNexis UK</b></li> </ul>
3.20pm-4.00pm GMT (40mins)	<p><b>Panel: "There's an app for that!"</b></p> <p>Cutting costs and increasing efficiency are ever-present goals. The disaggregation of legal services has made space for tech providers. What problems need solving? How can technology help? Why is take-up slow?</p> <p><i>Moderator:</i> Miranda Johnson, deputy executive editor, <b>The Economist</b></p> <p><i>Panellists:</i></p> <ul style="list-style-type: none"> <li>• Richard Mabey, co-founder and chief executive, <b>Juro</b></li> </ul>

- Mathias Strasser, chief executive, **Scissero**
- Guy Stern, chief executive and co-founder, **Legal Connection**
- Bruce Braude, chief technology officer, **Deloitte Legal**

Thursday, November 5<sup>th</sup> 2020

<p>11.00am-11.30am GMT (30mins)</p>	<p><b>In conversation: Nationalism and the data imperative</b></p> <p>It is not only when it comes to trade in goods that barriers are going up around the world. Cross-border data flows are also in regulators' sights. How will data regulations evolve, how are countries co-operating—or failing to—and how will these factors impact companies and the general counsel?</p> <p><i>Moderator:</i> Cailin Birch, global economist, <b>The Economist Intelligence Unit</b></p> <p><i>Panellists:</i></p> <ul style="list-style-type: none"> <li>• Dervish Tayyip, head of legal, <b>Microsoft Netherlands</b> and former assistant general counsel, <b>Microsoft Europe</b></li> <li>• Rob Booth, general counsel and company secretary, <b>The Crown Estate</b></li> </ul>
<p>11.35am-12.05pm GMT (30mins)</p>	<p><b>In conversation: Cyber breach and the general counsel</b></p> <p>In the digital age, data is the new oil—the world's most valuable, and most essential commodity. It is also the source of brand-new risks. What happens when customer information is compromised? The question is no longer if, but when, how bad the consequences are and how to recover afterwards.</p> <p><i>Moderator:</i> Cailin Birch, global economist, <b>The Economist Intelligence Unit</b></p> <p><i>Panellists:</i></p> <ul style="list-style-type: none"> <li>• Nathan Butler, general counsel, group legal, <b>Lloyds Banking Group</b></li> <li>• Helen Proctor, legal director, <b>BT</b></li> </ul>
<p><b>Networking break</b></p>	
<p>1.45pm-2.05pm GMT (20mins)</p>	<p><b>VIP interview</b></p> <p><i>Moderator:</i> Vijay Vaitheeswaran, US business editor, <b>The Economist</b></p> <p><i>Speaker:</i> Kelly Mahon Tullier, executive vice-president, general counsel and corporate secretary, <b>Visa</b></p>

2.10pm-2.45pm GMT (35mins)	<p><b>Panel: Ethical decision making (part 2)</b></p> <p>When commercial imperative pushes against values, how does the GC react and where to draw the line?</p> <p>Moderator: Sacha Nauta, public-policy editor, <b>The Economist</b></p> <p><i>Panellists:</i></p> <ul style="list-style-type: none"><li>• Ruth Daniels, group general counsel and company secretary, <b>Superdry</b></li><li>• Thomas Meiers, chief governance and legal officer, <b>Seat S.A.</b></li><li>• Michael Plumbridge, managing director and head of regulatory compliance, <b>ICBC Standard Bank</b></li></ul>
2.50pm-3.30pm GMT (40mins)	<p><b>Panel: Looking into the decade</b></p> <p>In business, change is constant. Yet in recent years, the intensity and speed of change have been both unprecedented and unpredictable. In this session we examine the major social and technological trends that will affect the business world of tomorrow, and discuss how to stay ahead in a fast-moving environment where transformation and disruption have become the norm.</p> <p>Moderator: Jonathan Rosenthal, Africa editor, <b>The Economist</b></p> <p><i>Panellists:</i></p> <ul style="list-style-type: none"><li>• Catheryn O'Rourke, chief legal and compliance officer, <b>Smith &amp; Nephew</b></li><li>• Maaïke de Bie, group general counsel and company secretary, <b>easyJet</b></li><li>• Marco Kerschen, general counsel, international, <b>Walgreens Boots Alliance</b></li><li>• Olga V Mack, chief executive, <b>Parley Pro</b></li></ul>
<b>Close of virtual week</b>	