

LEGAL WORKPLACE

LONDON

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EXPLORE THE FUTURE LEGAL WORKPLACE

THURSDAY 17TH SEPTEMBER 2026

CMS CAMERON MCKENNA NABARRO

OLSWANG LLP, CANNON PLACE, LONDON

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A warm welcome to Legal Workplace London

Legal Workplace London is the forum for all workplace professionals involved in the future of work and the workplace for the legal sector.

Never before has the workplace, and the way we work, been so high on the agenda for organisations. Against a backdrop of unprecedented change, how can business leaders in the legal sector build engaging workplace experiences and cultures for their people?

You are invited to join senior professionals from real estate, facilities, HR, technology, executive management, architecture, design and professional advisors from some of the world's leading firms to listen to global thought leaders and share best practice and expertise.

The conference will be run in one stream, which means our delegates will get to attend every speaker presentation. We will also have a curated innovation exhibition in the breakout areas for attendees to meet with our education partners, complementing learning throughout the day, as well as three networking breaks, creating time for attendees to meet each other.

We hope you will be able to join us, and we are looking forward to welcoming you to the event on 17th September.

Warmest regards,
Caroline

CONTENTS



SPEAKERS



SESSIONS



CONFERENCE AGENDA



VENUE



WHO ATTENDS



KEY INFORMATION

MEET THE SPEAKERS

Legal Workplace26 London will attract some of the biggest and brightest names to debate, discuss, and divulge the latest thinking on the future of work and the workplace.

Through interdisciplinary speakers and learning experiences, we focus on bringing cutting-edge ideas and inspiration to the workplace community to enhance creativity and move thinking forward.

Instead of focusing on peer-to-peer innovation through imitation, we aim to curate a unique programme, bringing together experts in the fields of people, place and technology and relevant adjacencies to reflect on the future of work and workplace.

Alongside the conference series, the WORKTECH Academy knowledge hub explores the future of work through six key themes: people, place, technology, design, culture and innovation.

By creating leading commentary, research and publications, WORKTECH Academy places scientific research at the heart of key business problems.
www.worktechacademy.com

Speakers

Additional speakers to be announced

Amina Akhtar, **JLL**
Sarah Brooks, **Savills**
Paul Byatt, **Weil, Gotshal & Manges**
Martin Cotterill, **Thought Machine**
Andrew Dacombe, **Silverstorm Consulting**
Dominic Dugan, **Oktra**
Joseph Durow, **Gensler**
Krisztina Foster, **Ashurst**
James Garner, **Gleeds**
William Higham, **William Higham Consulting**
Dan Honour, **Vecos**
Gavin Hughes, **HLW**
Sophie Jackson, **Addleshaw & Goddard**
Louisa Kidson, **Travers Smith**
Kasia Maynard, **WORKTECH Academy**
Ben Munn, **UnWork**
Matthew Myerson, **WORKTECH Academy**
Imogen Privett, **UnWork**
Simon Privett, **Embrava**
Simon Ryan, **CMS Cameron McKenna Nabarro Olswang LLP**
Rachel Swann, **Hereworks**
Claire Ward, **SPS UK & Ireland**
Geneviève Whitby, **Burges Salmon LLP**



Amina Akhtar, JLL



Paul Byatt, Weil, Gotshal & Manges



Louisa Kidson, Travers Smith



William Higham, William Higham Consulting



Simon Ryan, CMS Cameron McKenna
Nabarro Olswang



James Garner, Gleeds



SESSION HIGHLIGHTS

Key themes we will be discussing at this event include:

Future Legal Workplace: The Strategic Reset

The legal sector is being reshaped by AI, changing patterns of work, evolving client expectations and an increasingly competitive talent market. Success will depend not only on technology, but on creating workplaces that enable collaboration, learning, innovation and organisational resilience. This opening session explores the trends defining the next generation of legal workplaces and provides a strategic framework for the discussions that follow.

KEY THEMES

FUTURE LEGAL WORKPLACE: THE STRATEGIC RESET

WORKPLACE AS A STRATEGIC LEVER: DRIVING TALENT, PERFORMANCE AND GROWTH

SMARTER SPACE: EFFICIENCY, EXPERIENCE AND THE NEW ECONOMICS OF PLACE

CREATING HIGH-PERFORMANCE LEGAL WORKPLACES

Workplace as a Strategic Lever: Driving Talent, Performance and Growth

With talent attraction and experience now outweighing cost, the workplace is emerging as a strategic asset rather than a cost centre. Sessions explore how legal organisations are aligning real estate, workplace design, and employee experience to drive performance, retention, and long-term growth.

Smarter Space: Efficiency, Experience and the New Economics of Place

Law firms are moving beyond footprint reduction toward smarter, more purposeful environments. From space standardisation to tech-enabled optimisation, this theme examines how firms are modernising their portfolios to deliver efficiency, flexibility, and high-performance workplace experiences.

Creating High-Performance Legal Workplaces

The workplace has become a strategic driver of organisational performance, but what makes a legal workplace truly successful? This theme explores the principles behind high-performing workplaces, from designing environments that enable collaboration and culture to developing meaningful measures of business value. Together, the sessions examine how law firms can create workplaces that support talent, productivity, innovation and long-term organisational success.

08:30 | REGISTRATION OPENS

09:00 | CHAIRPERSONS' OPENING REMARKS

Kasia Maynard, Head of Research & Editorial, WORKTECH Academy
Ben Munn, Managing Director, UnWork



09:10 | WELCOME FROM CMS

Simon Ryan, Head of Property Negotiations, CMS Cameron
McKenna Nabarro Olswang LLP



FUTURE LEGAL WORKPLACE: THE STRATEGIC RESET

THE LEGAL WORKPLACE IS AT AN INFLECTION POINT. AI, CHANGING CLIENT EXPECTATIONS, NEW TALENT DYNAMICS AND SHIFTING REAL ESTATE ECONOMICS ARE FORCING FIRMS TO RECONSIDER NOT SIMPLY WHERE PEOPLE WORK, BUT WHAT THE WORKPLACE NEEDS TO DELIVER.

THIS OPENING CHAPTER EXAMINES THE FORCES DRIVING THAT RESET, HOW ORGANISATIONS CAN RESPOND TO ACCELERATING CHANGE AND THE STRATEGIC CHOICES LEGAL WORKPLACE LEADERS ARE MAKING TODAY.

09:15 | THE FORCES RESHAPING THE FUTURE LEGAL WORKPLACE

Matthew Myerson, Strategy Director,
WORKTECH Academy



The legal workplace is entering a period of structural change. AI, evolving workforce expectations, new client demands and shifting real estate economics are changing how law firms think about people, place and performance. Drawing on the latest research from WORKTECH Academy, Matthew Myerson maps the forces reshaping the sector and identifies the workplace decisions firms will face over the next decade. From changing patterns of office use to new expectations around experience, technology and collaboration, this session establishes the external pressures that will shape the conversations throughout the day.

09:40 | BUILDING FUTURE-READY ORGANISATIONS: LEADERSHIP LESSONS FOR THE NEXT DECADE

William Higham, Strategic Consultant &
Founder, William Higham Consulting



If the forces reshaping work are clear, the more difficult question is how organisations respond. William Higham explores what distinguishes organisations that successfully adapt to periods of rapid change – from leadership and decision-making to culture, innovation and organisational resilience. Drawing on his work advising organisations on future business strategy, William considers what leaders need to do differently as AI transforms work, expectations evolve and traditional organisational models come under pressure.

The session moves the conversation from identifying change to building the organisational capacity to respond to it.

09:50 | FROM VISION TO REALITY: BUILDING THE FUTURE LEGAL WORKPLACE

Paul Byatt, Facility Services Director, Weil,
Gotshal & Manges
Dominic Dugan, Creative Director, Oktra
William Higham, Strategic Consultant &
Founder, William Higham Consulting
Louisa Kidson, Director of Property and
Workplace, Travers Smith
Simon Ryan, Head of Property Negotiations,
CMS Cameron McKenna Nabarro Olswang LLP

Having explored the forces changing work and the leadership response they demand, this panel brings the conversation firmly into the legal sector.

Senior leaders from leading UK law firms share how these shifts are influencing workplace strategy today – from investment in new headquarters and changing portfolio requirements to AI, talent and the evolving role of the office. Drawing on live projects and practical experience, they examine the choices firms are making now, the tensions they are navigating and what legal workplace leaders should be planning for next.



10:20 | BEYOND THE BOOKING: TURNING WORKPLACE DATA INTO BETTER WORKPLACE DECISIONS

Simon Privett, UK Country Manager, Embrava



Strategy depends on understanding what is actually happening inside the workplace. Hybrid working has made office use less predictable, while traditional booking data often shows intention rather than reality. Simon Privett explores how occupancy insights, real-time visibility and workplace behaviour data can give organisations a clearer picture of how their environments are being used.

The session considers how better data can help workplace teams test assumptions, identify friction and make more informed decisions about space, services and employee experience.

10:25 | COFFEE & NETWORKING BREAK

SMARTER SPACE: EFFICIENCY, EXPERIENCE AND THE NEW ECONOMICS OF PLACE

HAVING ESTABLISHED WHY THE LEGAL WORKPLACE IS CHANGING, THE CONVERSATION NOW TURNS TO HOW. AS FIRMS RETHINK PORTFOLIOS AND INVEST IN NEW ENVIRONMENTS, THE CHALLENGE IS NO LONGER SIMPLY REDUCING SPACE BUT MAKING EVERY SQUARE METRE WORK HARDER. THIS CHAPTER EXPLORES HOW TRANSFORMATION, TECHNOLOGY AND AI ARE RESHAPING THE ECONOMICS, EXPERIENCE AND PERFORMANCE OF THE LEGAL WORKPLACE.

10:55 | BEYOND THE MOVE: REIMAGINING THE LEGAL WORKPLACE THROUGH TRANSFORMATION

Andrew Dacombe, Founder & CEO, Silverstorm Consulting

Ben Munn, Managing Director, Unwork



Moving a global law firm into a significantly smaller footprint requires far more than a real estate strategy. It demands a rethink of how people work, how technology supports them and what the office needs to provide when employees are there. Through the relocation to 2 Broadgate, this session explores the practical decisions behind creating a smaller but more effective workplace: balancing flexibility with confidentiality, choice with consistency, and technology with simplicity. The discussion provides a real-world example of how changing workplace expectations can be translated into a new operating model for space – and the lessons other organisations can take from a major legal workplace transformation.

11:25 | BEYOND THE HYPE: HOW AI WILL RESHAPE THE LEGAL WORKPLACE

James Garner, Head of AI & Data, Gleeds, and Founder, Project Flux



Just as law firms are rethinking their physical workplaces, AI is beginning to change the work those environments need to support.

James Garner cuts through the hype to examine how AI is moving from experimentation into everyday organisational capability. He explores where AI is already creating value, how it could reshape work, decision-making and client service, and the critical questions around accuracy, governance, privacy and accountability. Rather than predicting a distant future, this session provides a practical framework for understanding what leaders should be preparing for now – while keeping people, professional judgement and measurable outcomes at the centre.

11:50 | EXPERT PANEL - THE AI-READY LAW FIRM: HOW WORKPLACE STRATEGY MUST EVOLVE

Joseph Durow, Senior Associate, Project Director, Global Professional Services Practice Area Leader, Gensler

Krisztina Foster, Workplace Change Manager, Ashurst Perkins Coie

Geneviève Whitby, Legal Innovation Business Partner, Burges Salmon LLP



James Garner has set out the opportunity, disruption and risks created by AI. This panel asks what those changes mean specifically for the legal workplace.

Senior workplace leaders explore how AI is beginning to influence workplace strategy, real estate decisions, technology investment and employee experience. What will lawyers need from the office as AI becomes embedded in everyday work? How might collaboration, space requirements and roles change? And which decisions should firms be making now? The discussion moves AI from a technology conversation to a workplace strategy question.

12:20 | HOW CAN A WORKPLACE BECOME TRULY ADAPTIVE?

Dan Honour, Enterprise Sales Manager, Vecos



As workplaces become more flexible, even seemingly simple elements of the employee experience need to adapt. In this rapid innovation spotlight, Vecos explores how adaptive workplace storage can respond to changing patterns of office use – giving employees greater flexibility while providing workplace teams with better visibility of demand and utilisation. The session demonstrates how small interventions in the workplace experience can contribute to a more efficient, responsive and frictionless environment.

12:25 | THE £10 MILLION TOILET ROLL

Rachel Swann, Growth Specialist, Hereworks



What can one of the most overlooked parts of the workplace tell us about employee experience – and its true cost? In this provocative session, Rachel Swann turns attention to the workplace bathroom to explore how seemingly small points of friction can have an outsized impact on experience, operations and organisational cost. It is a reminder that workplace performance is shaped not only by major design and technology decisions, but by the everyday moments that determine whether an environment actually works for the people using it.

12:30 | NETWORKING LUNCH

WORKPLACE AS A STRATEGIC LEVER: DRIVING TALENT, PERFORMANCE AND GROWTH

THE MORNING HAS ESTABLISHED HOW LEGAL WORK, TECHNOLOGY AND REAL ESTATE ARE CHANGING. THE AFTERNOON TURNS TO WHAT THE WORKPLACE CAN ACTIVELY DELIVER IN RESPONSE. FROM INTELLIGENT ENVIRONMENTS AND COMMUNITY TO PRODUCTIVITY AND EMPLOYEE EXPERIENCE, THESE SESSIONS EXPLORE HOW FIRMS CAN TURN WORKPLACE INVESTMENT INTO AN ASSET THAT SUPPORTS PEOPLE, PERFORMANCE AND LONG-TERM ORGANISATIONAL VALUE.

13:30 | THE INTELLIGENT LEGAL WORKPLACE: CONNECTING AI, SPACE AND EXPERIENCE

Amina Akhtar, Head of Design, UK, JLL
Simon Ryan, Head of Property Negotiations,
CMS Cameron McKenna Nabarro Olswang LLP
Imogen Privett, Director, Workplace
Innovation, UnWork



The morning explored how AI may reshape legal work and workplace strategy. This session takes the next step: what does an AI-enabled workplace actually look like? As intelligent tools become embedded in everyday workflows, their impact will extend into the physical workplace – influencing how people use space, collaborate, access services and move between digital and physical environments. This discussion explores how workplace design, technology infrastructure and experience need to evolve together, and what an intelligent legal workplace could mean for productivity, talent and culture.

14:05 | DESIGNING FOR COMMUNITY: INSIDE A NEW GLOBAL LEGAL HEADQUARTERS

Gavin Hughes, Design Director, HLW



If footprint and technology are changing, what should the physical workplace ultimately create for people? Drawing on the design of a leading global law firm's London headquarters, Gavin Hughes explores how design can strengthen community, connection and culture.

From consistent employee experiences and shared amenities to spaces designed to bring people together, the session examines how headquarters can create value beyond simply providing a place to work – becoming an important tool for engaging talent and strengthening organisational identity.

14:30 | THE PRODUCTIVITY ADVANTAGE: DESIGNING THE HIGH-PERFORMANCE LAW FIRM

Sophie Jackson, **Head of Legal Technology**,
Addleshaw Goddard
Kasia Maynard, **Head of Research & Editorial**,
WORKTECH Academy
Claire Ward, **Chief Innovation Officer**, SPS



The workplace may create community and connection, but ultimately it also needs to help people perform. As AI changes the nature of legal work, productivity can no longer be understood solely through hours worked or desks occupied. This session explores the everyday conditions that enable high performance: frictionless services, effective technology, access to knowledge, focused work and environments that support different modes of collaboration. It considers how workplace, operations and technology can work together to remove friction and help lawyers spend more time on the work that creates value for clients.

14:50 | COFFEE & NETWORKING BREAK

PROVING PERFORMANCE: WHAT MAKES THE LEGAL WORKPLACE WORK?

IF THE WORKPLACE IS EXPECTED TO DRIVE TALENT, PRODUCTIVITY AND ORGANISATIONAL PERFORMANCE, FIRMS NEED BETTER WAYS TO UNDERSTAND WHETHER IT IS ACTUALLY DELIVERING. THIS FINAL CHAPTER MOVES FROM AMBITION TO EVIDENCE. IT EXPLORES HOW ORGANISATIONS CAN MEASURE WORKPLACE VALUE – AND WHAT RESEARCH INTO HUMAN BEHAVIOUR TELLS US ABOUT THE CONDITIONS THAT ENABLE PEOPLE AND TEAMS TO PERFORM AT THEIR BEST.

15:15 | BEYOND ATTENDANCE: MEASURING THE BUSINESS VALUE OF THE LEGAL WORKPLACE

Sarah Brooks, **Associate Director**, World
Research, Savills



After exploring the many things the workplace is now expected to deliver, this session asks the critical question: how do we prove its value? Office attendance has dominated the workplace debate, but presence alone tells organisations little about whether a workplace is improving collaboration, attracting talent or supporting business performance. Drawing on new global research from Savills and CoreNet, Sarah Brooks examines how organisations are moving beyond utilisation towards more meaningful measures of workplace value.

15:40 | LEGAL WORKPLACES X MUSIC VENUES: THE COMPARISON YOU NEVER KNEW YOU NEEDED

Martin Cotterill, **Chief Legal Officer**, Thought
Machine
Ben Munn, **Managing Director**, UnWork



Closing the day, this session challenges a fundamental assumption behind workplace strategy: can the office actually make people collaborate, innovate or perform?

Drawing on lessons from global law firms, high-growth technology companies and some of the world's most iconic live music venues, Martin Cotterill and Ben Munn explore the relationship between physical environment and human behaviour. Great venues do not create great performances – they create the conditions in which great performances can happen. Applying the same principle to the workplace, the discussion considers the role of culture, incentives, shared purpose and environment in enabling high-performing teams. It brings the day's conversation back to a deceptively simple question: what does the workplace really need to do – and what should we stop expecting it to do?

16.05 | CHAIRPERSONS' CLOSING REMARKS

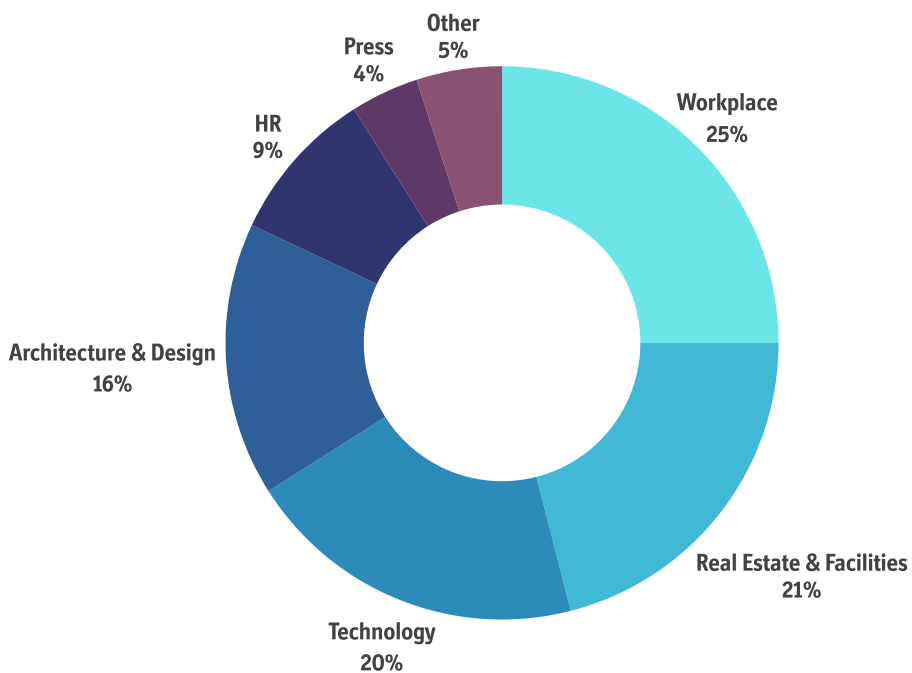
Kasia Maynard, **Head of Research & Editorial**, WORKTECH Academy
Ben Munn, **Managing Director**, UnWork



16:30 | NETWORKING DRINKS

WHO ATTENDS

Attracting senior level professionals from Workplace, CRE, IT, HR and Architecture & Design



“AS A FIRST-TIME ATTENDEE, I WAS NOT SURE WHAT TO EXPECT. HOWEVER, WORKTECH WAS A GREAT EXPERIENCE.”

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“A FANTASTIC DAY OF INSIGHTS, CONNECTIONS, AND FORWARD-THINKING CONVERSATIONS AROUND THE FUTURE OF WORK, TECHNOLOGY, AND WORKPLACE DESIGN.”

WORKTECH DELEGATE, DLA PIPER

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KEY INFORMATION

Date & Venue

When: Thursday 17th September 2026

Where: CMS Cameron McKenna Nabarro Olswang LLP,
Cannon Place, London.

How to book:

Visit: www.worktechevents.com/events/legal-workplace26-london

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