



Lars Løkke Rasmussen

## Denmark welcomes the IBA as Greenland takes centre stage at opening ceremony

By Ben Rigby and Ben Edwards

**The IBA's 2026 annual conference kicked off yesterday evening with an opening ceremony which saw the rule of law for lawyers and citizens alike take centre stage in Copenhagen.**

A packed agenda featured keynote addresses from special guest speaker Lars Løkke Rasmussen – the Danish Minister for Foreign Affairs – and Prince Zeid Ra'ad Al Hussein, president of the International Peace Institute and former United Nations High Commissioner for Human Rights.

Two of the host committee co-chairs, Lise Lotte Hjernild and Søren Skibsted, kicked off proceedings, welcoming the more than 6,000 delegates on behalf of Denmark's 4,000-strong legal community, while noting both the Faroe Islands and Greenland were also self-governing parts of the Kingdom.

Rasmussen then emphasised that international law still served as a framework for cooperation, referencing the recent agreement between Greenland, Denmark, and the US on defence and security in the High Arctic.

The agreement, he noted, was "about Greenland, but also with Greenland, and that matters for the Kingdom of Denmark". He added: "It matters for the United States, and is also of tremendous importance for NATO and for European security, and thereby also for our common security in the Arctic."

"Even when interests are significant, disagreements are real, and security concerns are pressing, diplomacy based on international law can actually deliver results."

He argued that diplomacy grounded in international law can still resolve complex security concerns, reassuring his audience, both local and international, that the deal upheld key principles of sovereignty, territorial integrity, and the Greenlandic people's right to self-determination.

The conference also received a presentation about the IBA Rule of Law Educational Project, launched in March with the Danish Bar and Law Society, involving seven Danish secondary schools with the aim of inspiring students to uphold the rule of law.

Over 400 students aged 15–19 participated, with many attending the opening ceremony. Martin Lavesen, president of the Danish Bar and Law Society, highlighted the students'

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**IBA PRESIDENT'S INTERVIEW**  
In conversation with Claudio Visco

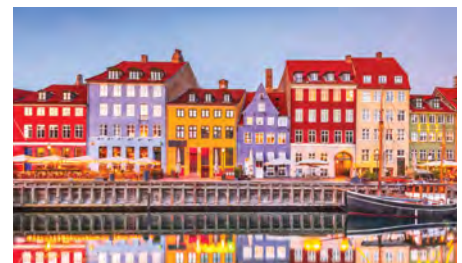
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**MEET THE DELEGATES**

Sessions we're looking forward to

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**WONDERFUL COPENHAGEN**

Q&A with host committee chairs

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### OUR GOLD SPONSOR

## Afridi & Angell

# IBA delegation visits Greenland for talks on its role in international legal order

By John Malpas

A high-level delegation from the International Bar Association (IBA) visited Greenland ahead of the 2026 IBA Annual Conference in Copenhagen to discuss its evolving role in the international legal order with government officials.

During the visit, the delegation met with Greenland's Foreign and Security Policy Committee, as well as government representatives including Inuuteq Holm Olsen, head of department at the Ministry of Foreign Affairs and Research, in Nuuk and Stefan Krehbiel, chief legal officer.

IBA president Claudio Visco, who led the delegation, said: "Our meeting in Greenland reflected the IBA's commitment to listening, engaging and supporting the legal profession and institutions in addressing questions that have significance well beyond the region.

"Greenland is at the centre of some of the most consequential discussions taking place in the Arctic and internationally. When circumstances are changing so briskly and difficult questions are being tested, that is when close attention must be paid to the rule of law."

The visit came hard on the heels of the signing of the US-Denmark-Greenland agreement, which provides the framework for the US military presence in Greenland and cooperation on the defence and security of the autonomous self-governing territory.

Alongside Visco, the IBA delegation comprised Jaime Carey, immediate past president; Jörg Menzer, IBA vice-president; Dr Mark Ellis, IBA executive director; and Tim Hughes, IBA deputy executive director.

During the visit Visco also addressed participants at the International Justice event held in Greenland's capital, Nuuk, which was followed later by a dinner hosted by the Greenland Law Society.

The visit comes as this year's conference programme puts a particular focus on territorial sovereignty, international security, human rights, democratic institutions and the rules governing relations between states.

Denmark's Minister for Foreign Affairs, Lars Løkke Rasmussen – a negotiator of the US-Denmark-Greenland agreement – was a special guest speaker at the opening ceremony.

On Tuesday morning, an IBA Bar Breakfast co-hosted by the Association of Danish Law Firms and the Danish Bar and Law Society will return to the theme in a session featuring a keynote address by Vivian Motzfeldt, Member of Inatsisartut and former Minister for Foreign Affairs, Business and Trade of Greenland.

IBA Bar Breakfast co-hosted by the Association of Danish Law Firms and the Danish Bar and Law Society

Session: **Greenland's role in the international legal order: perspectives from the Kingdom of Denmark**

Time: **Tuesday 6 October (0800 - 0930)**

Location: **C1 2+3, Level 0**

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## Denmark welcomes the IBA as Greenland takes centre stage at opening ceremony

creative success, noting they created thought-provoking videos that gave new life to well-established principles. Five student film projects were selected for professional production by the IBA and the Law Society.

As Lavesen noted, their exposure to international perspectives helped students see the rule of law as a shared global responsibility, rather than merely an abstract national principle.

IBA president Claudio Visco next delivered the annual presidential address, a significant moment in his year of service. Noting

Rasmussen's remarks on Greenland, he told his audience that "a small group of us ... [were] there last week to meet with the local legal community and to participate in an international conference the local Bar had organised."

"We did not want to come here in Copenhagen for this conference without having done what we could do to support Greenlanders and the Danish government at this difficult juncture." (see story, above)

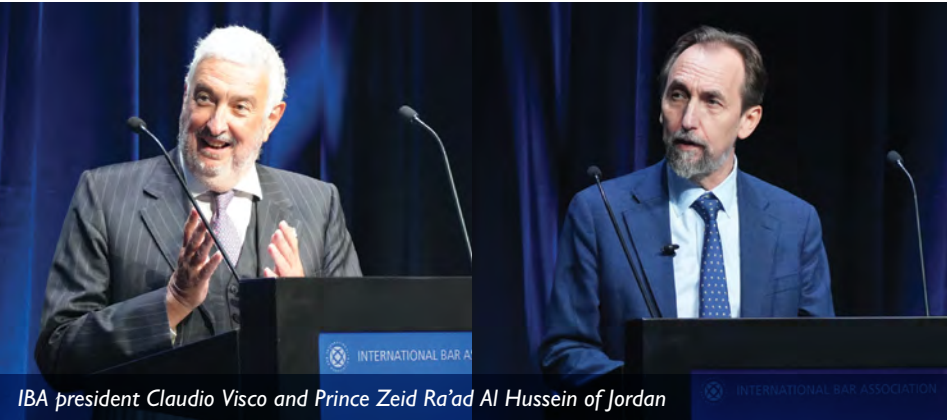
Highlighting the IBA's work across a wide range of fields, as well as the strong

relationships fostered with immediate past president Jaime Carey, other IBA officeholders, and executive director Mark Ellis, alongside the work of the IBA's Divisions and Forums, he returned, again, to the rule of law, noting the principle that "sovereignty is not something to be bought, traded, or coerced".

He said the profession must "speak up, create awareness [and] educate" on the rule of law, adding that it "has a duty ... to organise itself across borders and political divides to hold powers to account".

Visco then introduced his keynote speaker, Prince Zeid. In a wide-ranging speech, Prince Zeid called for greater decency in public life and moral consistency and clarity when standing up to those who seek to trample on the rule of law.

"[Moral consistency and clarity] are the very scaffolding which decency requires to make our advocacy for human rights, for the law all the more likely to succeed," Prince Zeid said. "And when put together, these features may still win over those who believe rule of law is only a campaign poster for the liberal elites, largely from the left."



IBA president Claudio Visco and Prince Zeid Ra'ad Al Hussein of Jordan

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## PARTNER CONTENT

## Doing business in the UAE

## Going from strength to strength

The UAE has proven resilient to events unfolding in the Middle East and remains an attractive and competitive destination for international businesses, says Sadiq Jafar of Hadeef & Partners

#### What are the top three reasons why international businesses should consider the UAE?

First, connectivity. The UAE has an extensive global network of economic partnership agreements, providing preferential access to markets across Asia, Africa, Europe and the Americas. Combined with its central geographical location and first-class transportation infrastructure, the UAE is an excellent choice for a corporate base.

Second, certainty. Full foreign ownership is available across most sectors, the tax framework remains competitive and increasingly mature, and businesses can choose between onshore and free zone structures. The DIFC and ADGM also offer independent, common law-based legislative and judicial systems.

Third, talent. Long-term residency options, an international workforce and high quality of life make the UAE a destination of choice for senior executives and their families.

Hadeef & Partners has advised international businesses entering the UAE market for nearly 50 years, and we assist clients in selecting structures that work commercially and are fit for purpose as businesses evolve.

#### What opportunities has the current geopolitical landscape created?

The UAE's economy and infrastructure have demonstrated considerable strength, maturity and resilience in the face of events affecting the Gulf. Whilst many businesses have had to navigate disruption to shipping routes, supply chains and the movement of people, the speed with which mitigation measures have been adopted has also created significant opportunities in certain sectors. The UAE is well positioned to benefit from renewed regional economic growth as conditions continue to stabilise.

#### What regulatory changes may impact organisations seeking to do business in the UAE?

The past year has been unusually active, and a number of regulatory changes warrant attention. Important amendments to the Commercial Companies Law took effect in 2026 and have further modernised the corporate framework, including changes relevant to restructurings and the ability of free zone and financial free zone companies to



The UAE is well positioned to benefit from renewed regional economic growth as conditions continue to stabilise.

establish branches and representative offices outside their respective zones. International groups should therefore consider whether their existing UAE structures remain the most effective way of conducting mainland and free zone activities.

A new Civil Transactions Law came into force in June, affecting multiple sectors. Businesses should review existing contractual arrangements to assess whether changes are required. The Corporate Tax and tax administration framework also continues to develop. Electronic invoicing became available on a voluntary basis from July 2026, with phased mandatory implementation beginning in January 2027. The federal capital markets framework has also been restructured, with the establishment of the Capital Market Authority and a new legislative framework governing capital markets.

The financial services sector has seen significant developments following the introduction of the UAE's new Central Bank Law. The legislation expands the scope of activities requiring regulatory scrutiny, covering areas such as operational resilience, remuneration practices, customer protection and the use of technology. Financial services-related businesses should carefully assess whether their activities fall within the evolving regulatory perimeters.

Finally, competition law and merger control are receiving increased regulatory attention, while data and AI governance are also developing rapidly.

#### How should businesses approach structuring their investments in the UAE?

Onshore companies generally provide direct access to the UAE market and enable full foreign ownership for most activities, together with unrestricted access to the wider UAE market and the ability, subject to applicable sector rules, to contract with governmental entities. Free zones offer streamlined establishment, sector-specific ecosystems and, where the relevant conditions are satisfied, favourable tax treatment on qualifying income. The financial free zones, DIFC and ADGM, provide additional jurisdictional and legal advantages. The selection now carries

more consequences than ever before, with free zone tax status depending on meeting substance and qualifying income conditions. Our advice is to structure with purpose and review periodically. Hadeef & Partners assists clients in developing structures that align with their commercial objectives and remain fit for purpose as legal, regulatory and business requirements evolve.

#### What other key developments could impact the operating environment over the next 12 months?

The Corporate Tax framework continues to mature, while the network of international treaties continues to expand, reinforcing the country's position as a gateway for regional and global investment. Regulators are also increasingly adopting data-driven supervisory approaches, with an emphasis on governance, resilience, transparency and consumer protection. Underpinning all of this is the UAE's commitment to technology, including the digital economy and artificial intelligence, which is shaping everything from government services to key sectors that attract investment. Hadeef & Partners advises on the applicable developments, helping clients to anticipate – rather than respond to – change.

Sadiq Jafar  
(s.jafar@hadeefpartners.com) is Managing Partner of Hadeef & Partners and has extensive corporate and commercial law experience. Sadiq and his colleagues in Dubai and Abu Dhabi are well positioned to advise on the continually evolving UAE legal landscape. Friends from the IBA are invited to contact and/or visit Hadeef & Partners whenever the UAE appears on their itineraries or client agendas.



## Hadeef & Partners

# Four decades at the heart of the IBA

President Claudio Visco looks back on a lifetime of involvement with the IBA and ahead to the challenges facing the global legal profession. Interview by Ben Rigby

Claudio Visco, a senior partner at Lipani Legal & Tax, is the second Italian to serve as president of the International Bar Association (IBA). Visco serves in a unique four-year joint arrangement, sharing the presidency with his good friend and colleague Jaime Carey, last year's president, reflecting his longstanding commitment to the IBA, spanning more than four decades.

His term began at a time of profound challenges to the international legal order, marked by mounting threats to the rule of law, judicial independence and the legal profession worldwide. On taking office, he said: "We are witnessing unprecedented violations of these fundamental principles in jurisdictions where such developments would once have been unthinkable." For Visco, supporting the rule of law starts early; the IBA has supported the Rule of Law Educational Project, launched with the Danish Bar in March, to empower young people to understand, value and defend the rule of law, involving Danish students aged 15-19.

*'The rule of law can only be sustained where it is not only upheld by legal professionals, but understood, valued and defended by society'*

As the 2026 IBA Annual Conference swings into action, Visco remains "part of a continuum working to uphold the rule of law, access to justice and the independence of the legal profession", doing so "with pride, but also with a deep sense of responsibility". For him, "the rule of law can only be sustained where it is not only upheld by legal professionals, but understood, valued and defended by society". He notes that October's conference will see Danish students discuss the state of the rule of law worldwide. "By engaging students directly with practising lawyers and real-world dilemmas, we are helping to build a generation that will recognise threats to the rule of law and have the confidence and courage to stand up for it," he said.

Reflecting on the IBA's strength, Visco stresses the importance of participation; his 40 years of IBA membership "have brought me professional enrichment and many relationships, most of which have become real friendships that continue irrespective of workflow". He added: "It has also meant dealing with matters beyond business law: international criminal law, the rule of law, and human rights work, all of which have developed significantly during my time as a member. The IBA Annual Conference brings together a legal profession increasingly required to navigate a world in which law, diplomacy, and geopolitics are closely intertwined."

These themes are reflected in the keynote speakers, who include: Prince Zeid Ra'ad Al Hussein, the former UN High Commissioner for Human Rights; Lars Løkke Rasmussen, Denmark's Minister of Foreign Affairs; Helle Thorning-Schmidt, a former Prime Minister of Denmark; and former UK Foreign Secretary, Lord Hague of Richmond. Hussein, Visco notes, "has experienced these developments from an extraordinary range of positions. His career has given him a perspective on international affairs spanning diplomatic representation, peacekeeping and the development of international criminal justice". Visco said he looked forward to hearing "what his experience tells us about international law, diplomacy and the rule of law today".

Artificial intelligence (AI) has been a central theme of Visco's presidency, as it is of the conference itself. "We are seriously committed to AI," said Visco. "Our committees and divisions have been working in this area for

at least two or three years." He explained: "We have decided that the IBA must be a player at the global level – not only on the impact on the legal profession, but also on the impact that AI and its regulation, or lack of regulation, may have on society."

Visco is today hosting a morning presidential keynote address featuring Dr Nicklas Lundblad, the former head of global policy and public affairs at Google DeepMind. The session marks a milestone for the IBA's previously launched Artificial Intelligence Institute, whose founding director, Dr Farzana Dudhwala, will respond to Lundblad and lead the discussion.

Visco's term of office has taken him to key IBA events across Africa, Asia, Europe and the Americas. As the annual conference returns to Europe after being held in Mexico City and Toronto, he acknowledges the support of the first Italian to lead the IBA, Giuseppe Visconti, who mentored him. "The Italian legal community has always been very supportive," said Visco. "Relative to the number of lawyers in our country, Italian lawyers participate in IBA conferences at a very high rate. Italian law firms – from the very large firms to the independent ones – enjoy attending IBA events and hosting them in cities such as Milan, Rome, Turin, Florence, and Venice." He added: "My colleagues, and the Rome and Milan bars, as well as the Association of Italian Law Firms, have been very supportive," while European lawyers have been equally active, helping to drive the Association, he notes, alongside other regions, ranging from Latin America, which is increasingly active, to Africa and Asia, where he is keen for the IBA to expand further.

He pays tribute to IBA members, Carey, and the IBA's senior officers, Jörg Menzer and Deborah Enix-Ross; the Divisions' officers; the executive director, Mark Ellis; and staff at the IBA's London, regional, and The Hague offices for their support, as well as, fittingly, "the support of my wife, Giovanna, for which I am extremely grateful".



# Meet the IBA Officers

## Claudio Visco IBA President

Claudio Visco is President of the International Bar Association (IBA), having begun his term on 1 January 2026. His presidency forms part of the IBA's first-ever joint leadership arrangement, under which he succeeded Jaime Carey, who served as President in 2025, a model designed to promote continuity and collaboration.

Claudio sits on the IBA Management Board and has served as Co-Vice-President, Co-Secretary-General, Chair of the Bar Issues Commission, Co-Chair of the Capital Markets Forum, and Chair of the Securities Law Committee. Claudio also serves on the IBA Diversity & Inclusion Council. He has contributed to key IBA guidelines and reports, including the IBA Practical Guide on Business and Human Rights for Business Lawyers, IBA Business and Human Rights Guidance for Bar Associations, and the joint IBA–OECD report on The Role of Lawyers and International Commercial Structures.

During his presidency, Claudio has emphasised strengthening the IBA's visibility and engagement in Africa and Asia, while continuing to prioritise artificial intelligence in recognition of its profound implications for the legal profession and the global rule of law. Under Claudio's presidency, the IBA AI Institute was established, building on an initiative advanced during Jaime Carey's presidency before coming to fruition in 2026.



## Mark Ellis

**IBA Executive Director**

Mark Ellis is the Executive Director of the IBA and a Fellow of King's College. Before joining the IBA, he led the American Bar Association's CEELI programme, one of the largest international rule of law initiatives undertaken by the US legal community, providing legal assistance across 28 countries in Central Europe and the former Soviet Union in the post-1989 period. He served as Legal Advisor to the Kosovo Commission and advised the OSCE on the creation of Serbia's War Crimes Tribunal. Dr Ellis worked alongside the ICTY, the Iraqi High Tribunal, the Cambodia Tribunal and presently with the ICC. Since Russia's invasion of Ukraine, Dr Ellis has led the IBA's support efforts for Ukraine and, as a result, has been sanctioned by the Russian government. He has published extensively on international humanitarian law, and the development of the rule of law. His latest books, Five Pillars for Humankind and The Story of Modern International Justice, 1993-2025, are co-authored with Ambassador David J Scheffer.



## Mark Stephens CBE

**Co-Chair, IBA's Human Rights Institute Council**

Mark Stephens CBE is a consultant at Howard Kennedy and a former President of the Commonwealth Lawyers Association. Mark also sits on the Council and Executive Committee of the CLA. Mark is regularly appointed as an election observer to oversee national elections. Throughout his career, Mark has undertaken some of the most important human rights cases in the United Kingdom and around the world. In addition to representing complex high-profile cases internationally, he has been retained by several governments, among them the Republic of Cyprus, Greece, Jamaica, Libya, Mauritius and Russia, and has litigated in countries as diverse as Antigua, Australia, France, India, Iraq, Iran, Malaysia, Netherlands, New Zealand, Samoa, Singapore, Thailand and the United States.



## Hina Jilani

**Co-Chair, IBA's Human Rights Institute Council**

Hina Jilani is a pioneering lawyer and pro-democracy campaigner. Born in Lahore, Hina has dedicated her career to the protection and promotion of human rights, particularly those of women, children, minorities and prisoners – including those jailed for political reasons. In 1980, she established Pakistan's first all-female law firm and co-founded the Women's Action Forum, which campaigns for women's rights. She was also a founder of Dastak, a shelter providing support to victims of gender-based violence. She has conducted many landmark cases setting new standards for human rights in Pakistan. Hina has been an advocate of the Supreme Court of Pakistan since 1992. She is also a member of the Elders and is the recipient of numerous awards in recognition of her life-long contributions to human rights, including the Millennium Peace Prize for Women in 2001.



## Baroness Helena Kennedy LT KC

**Director, IBA Human Rights Institute**

Helena is one of the United Kingdom's most distinguished lawyers, having practised at the bar for more than 50 years. She was created a life peer in 1997, is a Founding Member of the Bonavero Institute of Human Rights at Oxford and chairs the High Level Panel of Legal Experts on Media Freedom. Helena was awarded the Order of the Thistle, the highest honour in Scotland. In 2021, when Afghanistan fell to the Taliban, Helena evacuated 102 women judges and prosecutors who were on death lists by raising the funds, securing safe houses, chartering planes and resettling the women around the world. The women were evacuated along with their families, bringing the total number of those moved to safety to 508. She currently works for the President of Ukraine addressing potential war crimes committed by Russia.



## Babatunde Ajibade

**Chair, IBA Section on Public and Professional Interest**

Dr Babatunde Ajibade is Chair of the IBA Section on Public and Professional Interest (SPPI). He is Managing Partner of SPA Ajibade & Co, a leading corporate and commercial law firm with offices in Lagos, Ibadan and Abuja, Nigeria. A dispute resolution specialist, he has substantial expertise in commercial litigation and arbitration. Before becoming SPPI Chair, Babatunde has held numerous IBA positions, including African Liaison Officer for the Law Firm Management Committee; Chair of the African Regional Forum; and Deputy Secretary General of the IBA Council. He was also Chairman of the Judiciary Committee of the Nigerian Bar Association, Vice-President of the ICC Arbitration Commission's Steering Committee until June 2024, and is a member of the ICC's Africa Commission, Director of ICC Nigeria, Director of the Lagos Chamber of Commerce International Arbitration Centre (LACIAC), and member of the Lagos Court of Arbitration (LCA).



## Steven Richman

**Chair, Bar Issues Commission**

Steven Richman is Chair of the Bar Issues Commission (BIC). He additionally sits on the IBA Management Board and is a Member of the Advisory Board of the IBA Professional Wellbeing Commission, among other roles. Steven is the IBA Council Member representative for the American Bar Association (ABA) and a Member of Clark Hill where he practises in the areas of domestic and international commercial law, including mediation, litigation and arbitration, and appellate work, and international law. He also chairs the ABA Centre for Human Rights and is the past Chair of the ABA International Law Section and past ABA representative to the United Nations. Book publications include the Photography Law Handbook, and he has written and spoken extensively in the areas of international law, business and human rights, contracts, litigation and arbitration, and professional responsibility.



## Jaime Carey

**IBA Immediate Past President**

Jaime Carey is the Immediate Past President of the International Bar Association (IBA). His presidency formed part of the IBA's first-ever joint leadership arrangement, under which he served as President for one year in 2025 before being succeeded by Claudio Visco. A member of the IBA for more than four decades, Jaime has held numerous senior positions across the organisation. These include serving as Co-Vice-President; Co-Secretary-General; Chair of the Legal Practice Division (LPD) and member of its council; Officer of the Diversity & Inclusion Council; Chair of the Latin American Regional Forum; and Co-Chair of the Corporate & M&A Section. He is Senior Partner and Chairman of Chilean law firm Carey, specialising in tax, corporate and transactional matters, including personal and corporate tax planning, project finance, mergers and acquisitions, and foreign investment transactions.



## Jörg K Menzer

**IBA Vice-President**

Jörg K Menzer is Vice-President of the IBA. During his time with the IBA, he has held various positions, including Secretary-General, Chair of the Section on Public and Professional Interest (SPPI), Deputy Secretary-General, Co-Chair of the European Regional Forum, and member of the Law Firm Management Committee Advisory Board. He also served as Chair of the Online Services Committee, SPPI Chair/Vice Chair/Treasurer, and has represented the SPPI on the IBA Management Board and Council. Jörg is a Partner at Noerr, a leading German and European law firm. He has been with Noerr for over two decades, currently specialising in M&A, corporate and state aid law, focusing on structuring major investments and business expansion projects in Germany and Europe.



## Deborah Enix-Ross

**IBA Secretary-General**

Deborah Enix-Ross is Secretary-General of the IBA, having served in many senior roles including as a member of the Management Board, Vice-Chair of the Bar Issues Commission, Chair of the BIC Policy Committee, member of the Credentials Committee, and IBA Council member. She is also Senior Advisor in Global Engagement for the International Dispute Resolution Group at Debevoise & Plimpton and a member of the firm's ESG Group. She previously served as Senior Legal Officer and Head of the External Relations and Information Section at the World Intellectual Property Organization (WIPO) Arbitration and Mediation Center in Geneva. Before joining WIPO, Deborah was Director of International Litigation for the Dispute Analysis and Corporate Recovery Services Group of Price Waterhouse, and earlier served as the American representative to the International Chamber of Commerce International Court of Arbitration for seven years.



## Daniel Del Río

**Chair, IBA Legal Practice Division**

Daniel Del Río is Chair of the Legal Practice Division (LPD), becoming the first Mexican to hold the position in January 2025. He leads global LPD initiatives, including specialist conferences and sessions at the IBA Annual Conference, and fosters coordination among IBA Divisions to advance legal practice worldwide. He has held senior IBA roles including Vice-Chair, Treasurer, and Assistant-Treasurer of the LPD, and was Co-Chair of the Latin American Regional Forum. He currently sits on the IBA Management Board, contributing to the Association's strategic direction. Daniel is a Partner at SMPS Legal in Mexico City, specialising in corporate law, mergers and acquisitions, and transactional matters. With over 40 years' experience, he was Managing Partner and previously led the corporate and M&A practice at one of Mexico's major law firms, advising medium and large companies on M&A, compliance, international transactions, and business strategy.

# Delegate Views

What session are you looking forward to attending?  
Interviews by Anne Gallagher

**Frank Boyle**

**Partner**  
**Estudio Muniz**  
Peru



We are living with AI today and what's critical is how we handle it within our organisations. That's why I'm looking forward to attending many of the AI programmes this week, such as Mediation in the Age of AI.

**Lincoln Prabhakaran**

**Founder, Lincoln Global Law Chambers**  
UK



I'm interested in looking at the transformation in technology law. Technology is progressing at a rapid pace. If the law does not progress along with technology, there is a gap. Legislators and policymakers have to adapt the law to reflect changes in technology.

**Marc André Gimmy**

**Partner**  
**Taylor Wessing**  
Germany



I'm interested in employment relationships, particularly the issues around menopause and andropause. When your work performance suffers because of these conditions, it may impact your employment relationship and we plan to explore this in our Thursday session.

**Shanshan Xu**

**Partner**  
**Zhong Lun Law Firm**  
China



E-commerce has developed rapidly and has improved our lives by making things easier and cheaper. However, fraud and e-commerce create issues that affect cross-border trade. I'm taking part in a panel discussion on border measures to protect IP and consumer rights.

**Sucharita Basu**

**Founding and Managing Partner, Aquilaw**  
India



I'm very excited about my panel, which is on cross-border risk mitigation for global projects. We are going to discuss political, economic and currency risks, which are not usually part of force majeure or change in law clauses in infrastructure contracts.

**Olufunke Adegoke**

**Assistant Director, Lagos State Ministry of Justice**  
Nigeria



I'm looking forward to attending the African Regional Forum sessions. Over the years, I've been excited to meet with African lawyers to learn about the various ways we practise, discover new things and meet new people.

**Elisabeth Eklund**

**Partner**  
**Advokatfirman Delphi**  
Sweden



I'm interested in antitrust and life sciences, specifically European antitrust law in relation to IP. This is important because if you breach the antitrust rules when enforcing IP rights, you can end up with very high fines and penalties.

**Flore Jambu-Merlin**

**Counsel**  
**Fidal**  
France



I am looking forward to attending the sessions of the international construction projects committee. This is where I get to meet my fellow colleagues from around the world and we discuss common issues of our projects.

**Roberto Casco Baeza**

**Partner**  
**Alfonzo Casco**  
Paraguay



I'm interested in the AI programmes because this is fairly new in my country and we are trying to adapt as much as possible. This year our Supreme Court made a controversial ruling allowing AI to assist judges.

**Aidan Lavin**

**Legal Counsel, Gladstone Ports Corporation**  
Australia



I'm very focused on what AI means and the unique challenges government and public lawyers face in using it in their legal practices. I'm particularly interested in AI efficiency and public trust in the government space.

**Dr Reza Yazdi**

**Chair, Iranian Central Bar Association**  
Iran



My favourite programmes are on artificial intelligence. This is particularly interesting for our legal practice and for the bar associations in Iran as we learn how these issues can be part of the internationalisation of legal practice.

**Anne Yeo**

**Partner**  
**Rajah & Tann**  
Singapore

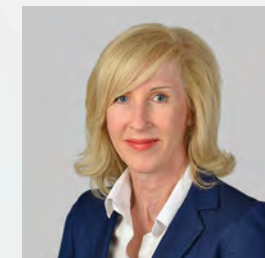


I'm interested in asset management because there are a lot of changes happening now in various parts of the world that will drive growth. These changes will also affect capital allocations and how the industry behaves in the next year.

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Brown Rudnick's London litigation team is recognised for handling some of the most complex, high-value and multi-jurisdictional disputes, acting for ultra-high-net-worth individuals, multinational corporations, States, major financial institutions and private clients. The team is particularly sought after for disputes involving cross-border fraud, asset tracing and enforcement, contentious regulatory issues and matters where litigation intersects with significant reputational risk.

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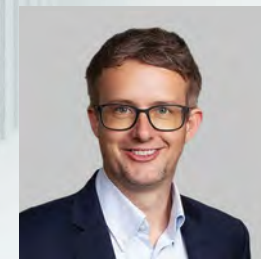
JANE COLSTON



NEILL SHRIMPTON



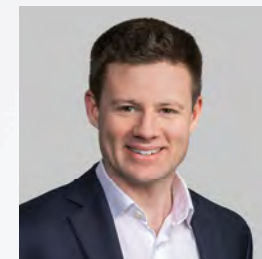
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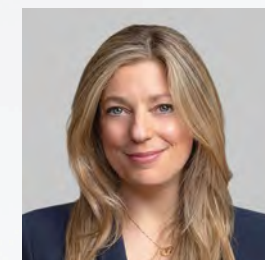
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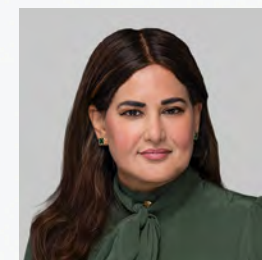
MATTHEW SHARP



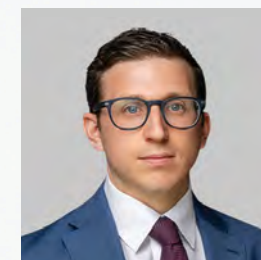
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# ‘The fact that so many people have chosen to travel to our city and our small country after years of preparation is humbling’

IBA Copenhagen Host Committee co-chairs Lise Lotte Hjerrild, senior partner at HortenDahl, and Søren Skibsted, partner at Kromann Reumert, preview IBA Copenhagen 2026

## How does it feel as co-chairs to be hosting the IBA conference in Copenhagen this year?

**Lise Lotte:** It is exciting and a little nerve-racking. The fact that so many people have chosen to travel to our city and our small country after years of preparation is humbling. But most of all, I'm looking forward to welcoming friends from across the globe.

**Søren:** I am proud to present Denmark and Copenhagen to the world at large, and that includes not only our cultural heritage, but it also includes the fact as a country we are among the happiest people in the world, we have a well-functioning welfare state and we are at the top of the rule of law index, which is especially important in terms of the IBA as it is a core part of its mission.

## What was your experience of the organising process?

**Lise Lotte:** It has definitely been an experience. One of the first things we did was speak with the co-chairs of the host committees in Paris, Mexico and Toronto. We took careful note of their advice, and I then thought to myself: ‘Well, I’m an M&A lawyer, I can do complex

projects and processes. If we approach this in a structured way and plan well in advance, we will give ourselves a head start’. And we did in fact plan well in advance, but as with any major project, circumstances change along the way. For example, we had very much hoped that the King and Queen of Denmark would be able to attend. We came a long way in the process but ultimately their commitments, including a personal memorial service in Tasmania, made it impossible. In other words, we came to a point when some of the things we had hoped and planned for were no longer working out as expected. What the process reminded me of is that success still comes down to consistent hard work and being surrounded by great people. Again, much like leading an M&A transaction. We’re very grateful to the entire host committee because together we represented a broad network of people from across the country, and by each contributing a piece of the puzzle, we made everything come together in the end. A special thank you to our fellow co-chair Martin André Dittmer for his invaluable contribution. Søren, Martin and I have met every Friday for more than a year. We’ve also met regularly with the host committee, the IBA staff and the IBA leadership. It’s a huge

jigsaw, but from what I see now, it is coming together beautifully and will be a once-in-a-lifetime experience.

## What sessions or speakers are you most looking forward to this week?

**Søren:** The speaker I was looking forward to most was Lars Løkke Rasmussen, Denmark’s Minister for Foreign Affairs, at yesterday’s opening ceremony. He was our main negotiator with the United States in terms of Greenland and so his speech was at the intersection of power, international law, the rule of law and sovereignty – a real-life experience at the core of what the IBA Conference is all about.

**Lise Lotte:** That was also my top speech of the week as well, but a clear number two is Wednesday’s ‘A conversation on Ukraine’ session with IBA executive director Mark Ellis, Ukraine ambassadors Anton Korynevych and Andriy Kostin, and Thomas Lund-Sørensen, Denmark’s ambassador to Ukraine. We are the largest contributor per capita in the world to the Ukrainian fight for continued freedom. And knowing Mark and Thomas, I’m quite sure that will be a very interesting conversation. Hence, I’ll be seated in the first row listening.



Copenhagen's iconic Nyhavn waterfront at dawn

Shutterstock / cgst26

## What other highlights should attendees look forward to?

**Søren:** Denmark is among the countries with the most Michelin stars per capita in the world. At the closing party, we will be presenting one of the very best restaurants and their signature dishes – the Alchemist. Lise Lotte, the host committee and I have been working very hard – and made the necessary financial contributions – to make that happen so you can enjoy the best of the best of Danish cooking with the world’s best chef – Rasmus Munk – serving his signature dishes to the delegates of the conference. I encourage everyone to join the reception.

## How should delegates make the most of their time in Copenhagen?

**Lise Lotte:** I would say focus. Like every other conference, you can stretch yourself way too much. Don’t do that. Have a clear

priority of the people you want to meet and then spend time with them. Don’t just run around spending 10 minutes at each reception. Don’t just go in and out of session rooms, stay there, listen in and engage in the conversations that I know will be welcomed in each session you attend. You will become wiser at each and every session and human encounter.

**Søren:** Maybe four things just to add to what Lise Lotte said. So, of course, meet a lot of interesting colleagues. Contribute to the sessions; I think that’s very important. The third item, the basic idea of the rule of law – make an effort to contribute to that. And then fourthly, experience Copenhagen. There are so many things to see in Copenhagen – so take the chance to meet the happiest people in the world.

**Lise Lotte:** Use the Metro pass. The Metro is safe, reliable and by far the easiest way to get around Copenhagen.

## What do you hope people will take away from their time in Copenhagen?

**Søren:** Professionally I’d like them to take away the fact that it’s a great place for business, it has a great tech community, including in terms of AI and quantum computing. Also in terms of Denmark as a country, I’d like them to take away that we are hospitable people, it’s a very safe, secure and civilised country, with a long history of the rule of law and democracy.

**Lise Lotte:** I fully agree on the professional angle, especially when it comes to pharma, energy and CCS. I also hope people leave with a better understanding of the Danish concept of hygge: spending time with good people in a warm and cosy setting over food and drinks.



Lise Lotte Hjerrild



Søren Skibsted



Keynote speaker: Lars Løkke Rasmussen

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# IBA 2026 Copenhagen

Key sessions to look out for during a week that will set the agenda for global law at the Bella Center from 4-9 October



## Monday

0930 - 1045

**Presidential Morning Keynote Address: AI, agency, and the law: what happens when software begins to act?**

Auditorium 15, Level 1

Presented by the newly launched Artificial Intelligence Institute, and chaired by its director, Dr Farzana Dudhwala, and IBA President Claudio Visco, the early keynote on Monday morning will be given by one of the leaders in the artificial intelligence space, Dr Nicklas Lundblad. As co-founder of the Pharos Futures Research Group and former Head of Global Policy and Public Affairs at Google DeepMind, Lundblad will look back at his two decades of experience in technology progression, public policy and the law, asking how lawyers, firms and institutions can adapt to the ever-changing agency of artificial intelligence. He will question what agency itself means in a time when liability itself is so hard to define.

1315 - 1415

**A conversation with... Helle Thorning-Schmidt, former prime minister of Denmark**

Auditorium 11, Level 1

Monday's lunchtime conversation is with the first female leader of Denmark, Helle Thorning-Schmidt. Thorning-Schmidt held



Helle Thorning-Schmidt, photographed during her tenure as prime minister of Denmark

Sodel Vladyslav / Shutterstock.com

the Prime Ministerial position in the country between 2011 and 2015, navigating stormy post-financial-crisis waters while helping to socially advance the country. Led by the IBA's Mark Ellis, the conversation will span her time in government, as well as her subsequent key roles with Save the Children, the US Council on Foreign Relations, the European Council on Foreign Relations, the International Crisis Group, and as a member of Meta's Oversight Board. The conversation is sure to bring her political acumen and business insight together for a fascinating conversation.

1430 - 1730

**IBAHRI Showcase: The world and its children: the grave legal challenges to protecting the wellbeing and rights of the child**

B2 1+3, Level 0

The IBA Human Rights Institute will lead this showcase session about whether the international legal system is doing enough to protect the most vulnerable members of society, children, who are all too often the worst impacted victims of conflict, displacement, poverty, exploitation and violence across the world. The session will look at how the legal community, alongside government and other institutions, can do more to step in and help. The showcase will be chaired by Farmida Bi of Norton Rose Fulbright and the IBA's own Baroness Helena Kennedy. Other speakers include Dr Mary Grace Castillejos Agcaoili of UNICEF, Richard Bennett of the UN, and Mariya Gabriel of UNESCO.

## Tuesday

1315 - 1415

**A conversation with... Rt Hon Lord William Hague**

Auditorium 11, Level 1

Former UK leader of the opposition Lord William Hague will be the subject of Tuesday's conversation with. Following a 30-year political career that also included a tenure as Secretary of State, Foreign Secretary, and a 26-year stint as a member of parliament for Richmond, Hague has since become a political commentator on UK politics, chair of the

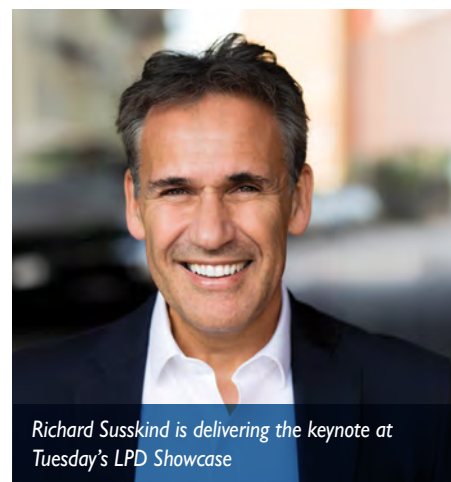
International Advisory Group at Linklaters and Chancellor of the University of Oxford. Hague is known for his insight into leadership and world affairs, and will share his thoughts on AI and technological advancement within the legal arena and beyond.

1430 - 1730

**LPD Showcase: the future is now - how AI is reinventing the legal profession**

Auditorium 12, Level 1

Tuesday's showcase on how AI is reinventing the legal profession is brought to you by the Legal Practice Division. Without doubt the most topical session of the week, it is unlikely that artificial intelligence and everything it brings to the legal world – be that good or bad – will be absent from many panels in Copenhagen, so this is not one to miss. AI is reshaping legal practice everywhere, and the showcase will be split into three sections accordingly. The first will be a 'bigger picture' keynote delivered by author and speaker Richard Susskind, CBE, fresh off the publication of his latest book on the topic. The second session will delve into how AI is impacting law firms specifically, with a number of well-known partners from firms across the world joining in a wide discussion. The third and final section of the showcase will take client perspectives about how AI is reshaping the economics, dynamics and trust architecture of legal services from the view of several in-house general counsel across industries.



Richard Susskind is delivering the keynote at Tuesday's LPD Showcase

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## PARTNER CONTENT

# Exploring the next generation of legal AI



Ultimately, AI will enhance every task a lawyer does

**Most lawyers have experienced only a fraction of what AI can do in their day-to-day work, says Legora's global head of legal engineering Alex Fortescue-Webb**

**What are the top three emerging legal AI use cases that lawyers might not be aware of?**

**End-to-end tasks.** Most lawyers have used AI one prompt at a time. The bigger shift is handing an agent the whole task. Take due diligence, for example. Given a full data room, the agent can plan the review, work through the documents against the checklist the lawyer has set, verify its own output and hand back a report with each datapoint linked to its source.

**Regulatory horizon scanning.** AI can be combined with other technology to massively enhance its usefulness. For example, regulatory updates can be picked up in real time, mapped to obligations, policies and controls, and then routed to the right lawyer with a draft note on the implications.

**Building the fact base for a dispute or arbitration.** Given tens or hundreds of thousands of documents, AI can identify all potential facts, deduplicate them, assemble a chronology, and produce a first draft, with every point linked to its source.

**What are some of the common misconceptions that lawyers have about AI use that need to be corrected?**

One is that because AI can hallucinate, it cannot be relied on for legal work. Lawyers should take hallucinations seriously, but the useful question is what a tool does to make errors easy to avoid, or if they do occur, to quickly spot. Answers should be linked to the source so all conclusions can be justified. Built that way, a tool makes fewer errors, and the ones it does make are quick to find.

Another is that AI cannot handle very large amounts of information. Context windows – the amount a model can hold in view at one time – are finite. But there are multiple ways platforms can overcome limitations. For example, work can be split across subagents, each taking a slice of the documents, and then pieced back together.

A third is that using AI on a live matter means client data ends up training someone's model. In a properly built enterprise platform, it does not. In Legora, no client data trains any underlying model, and no information which the platform processes is visible to anyone outside the user organisation.

**How should law firms and other legal institutions approach AI implementation to support adoption rates?**

**Treat it as a transformation.** The firms and legal teams getting the most value ask what their workflows should look like with AI, rather than retrofitting existing processes.

**Leadership sets the posture.** Leaders go first, on their own work, and are open about it, because juniors take their cue from them. We regularly see leadership engagement lifting usage by 60% or more.

**A well-supported, structured champions programme.** Champions are critical to accelerating the impact of AI. Giving them protected time and linking their activities to specific goals is always a high return activity.

**Build momentum one win at a time.** If lawyers don't immediately feel a lift in their day-to-day work, they go back to what they know; once they see one clear win, usage tends to keep climbing.

**What are the benefits of using specialist legal AI tools versus trying to build something in-house or using generic AI software?**

A specialist software company building for more than 2,000 legal teams can constantly invest in the shared layer of legal processes

that is common across organisations, from document review to a case-law database that updates daily – far more than any one firm or in house team could justify. Using a specialist legal tool doesn't prevent organisations from reflecting their own, unique IP in the software. Proprietary knowledge such as playbooks, workflows, house templates, precedent banks and internal datasets can be integrated into a specialist platform relatively seamlessly. Compared to generic AI software, the difference is in what can be done and to what level of quality.

**In what practical ways can legal AI change the way lawyers do their work?**

Ultimately, AI will enhance every task a lawyer does. Three examples today:

**Getting through volume faster.** High-volume tasks and the synthesis of large amounts of information, such as data extraction, first-pass review, chronologies and summaries of a matter file, are handled by AI first, so the lawyer gets to the thinking that adds value sooner.

**A sparring partner on the lawyer's own work.** Once a lawyer has a draft, AI can stress test it: checking the submission against the evidence for inconsistencies, flagging defined terms used differently across a document set, suggesting arguments or authorities not yet considered, and anticipating the points the other side will raise.

**Producing first draft work product for the lawyer to review.** Producing first drafts of written submissions can go from days to hours, with the lawyer setting the position and approach up front and reviewing the draft at the end.

**Alex Fortescue-Webb** is Global Head of Legal Engineering and Head of UK&I at Legora, the collaborative AI platform transforming how law firms and their clients



work. A former lawyer who saw firsthand how inefficient processes held legal teams back, he's focused on ensuring AI delivers not just efficiency, but genuine strategic value for lawyers.

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# LEGORA

INTERVIEW

# IBA 2026 Copenhagen

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## Wednesday

1315 - 1415

**A conversation on Ukraine with... Andriy Kostin, Anton Korynevych and Thomas Lund-Sørensen**

Auditorium 11, Level 1

Wednesday's lunchtime conversation brings together three figures with first-hand experience of the legal and diplomatic response to Russia's war in Ukraine. Led by IBA executive director Mark Ellis, the discussion will feature Andriy Kostin, Ukraine's ambassador to the Netherlands and former Prosecutor General, who made pursuing accountability for alleged international crimes committed during the conflict a key priority during his time in office. He will be joined by Anton Korynevych, Director of the Directorate General for International Law and Legal Counteraction to Aggression at Ukraine's Ministry of Foreign Affairs, who has represented Ukraine in proceedings against Russia before international courts and tribunals. Completing the panel is Denmark's ambassador to Ukraine, Thomas Lund-Sørensen, a veteran diplomat who has also served as Denmark's ambassador to Jordan and special envoy to Libya and spent almost a decade heading the Danish government's Centre for Cyber Security.

1430 - 1730

**BIC Showcase - beyond the lawyers: why rule of law matters to civil society**

B2 1+3, Level 0

This is not just another IBA symposium about the rule of law. This is the Bar Issues Commission (BIC) and IBA Legal Policy & Research Unit's symposium on why the rule of law matters to civil society and what bar associations need to do to ensure that they play a more prominent role in promoting it. As the rule of law comes under attack, the IBA takes the position that it is up to bar associations around the world to leverage their unique positioning between the public and government to continue education and help encourage greater understanding of how civics and the rule of law align. The session will be chaired by BIC officer Claudia Amore of Camara de Servicios Legales in Colombia and BIC chair Steven Richman of the American

Bar Association in Washington DC, alongside several prominent private practice lawyers. Split into two parts, the first will focus on the economic and historical importance of the rule of law, while the second will be an interactive workshop with the audience.

## Thursday

0800 - 0915

**Section on Public and Professional Interest (SPPI) awards breakfast**

C1 0, Level 0

The annual SPPI awards breakfast, where the IBA Award for Outstanding Contribution by a Legal Practitioner to Human Rights, the IBA Outstanding Young Lawyer Award and the IBA Pro Bono Award will be presented.

0930 - 1230

**SPPI Showcase: A profession under pressure**

B5 1-5, Level 0

The IBA has long championed the importance of the rule of law, but now, perhaps more than ever, it is under intense threat from aggressors. On Thursday morning, the Section on Public and Professional Interest led showcase on a profession under pressure will deconstruct how the legal sector is under constant pressure from all angles, from regulators to artificial intelligence to the erosion of ethical boundaries. Promising to

cover how practitioners are managing strain from courtrooms to conflict zones and from boardrooms to government ministries, the session will focus on the difficulties facing those defending the rule of law. A world café round table discussion will precede a panel discussion led by SPPI chair Babatunde Ajibade of SPA Ajibade & Co, Lagos, Nigeria, and SPPI vice chair and treasurer Hanim Hamzah of King & Wood, Beijing, China.

## Friday

0930-1545

**Rule of Law Symposium**

Auditorium 11, Level 1

Organised by the Rule of Law Forum, the annual conference-ending symposium underscores the IBA's commitment to promoting and defending the rule of law worldwide. This year's programme will feature three sessions titled: International peace and global security in a multi-polar world; Not just the rule of law, but a just rule of law; and Lawfare and lawfair in the age of populism. The three sessions will convene leading practitioners, policymakers and academics to debate the challenges facing the rule of law on the global scale and reaffirm the legal profession's vital role in upholding justice and accountability. The symposium, which includes lunch, is free to attend, including for those who are not registered to attend the conference, although they must register by Wednesday 7 October. The online registration form can be found at [ibanet.org](http://ibanet.org).



Andriy Kostin speaking at the IBA annual conference in Paris in 2023

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Our IBA Team:

Back row (l to r): Mevan Bandara, Shahram Safai, Saurbh Kothari, Chatura Randeniya  
Front row (l to r): Bashir Ahmed, Charles Laubach, Danielle Lobo

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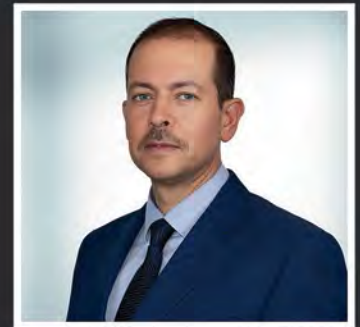
## Meet our IBA Team



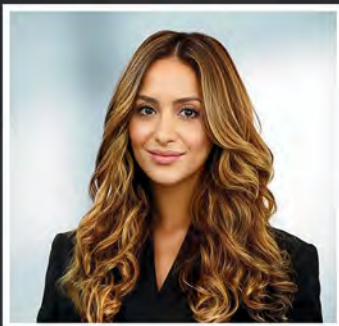
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