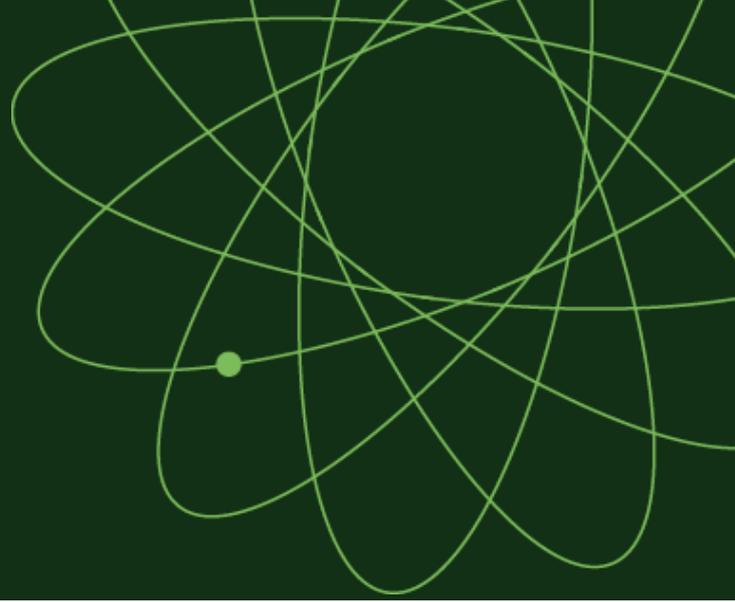


19 MANAGING PARTNERS FORUM

19 & 20 February 2026

JW Marriott Resort & Spa | Gold Coast ~ QLD



Platinum Partner



Gold Partners



AUTOMATISE



Commonwealth Bank



INTAPP

LEGORA

Performance Leader[®]



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unispace

Sapphire Partners



airia
Enterprise AI Simplified

HW

HARRISS WAGNER
CONSULTANTS AND ADVISERS

Lifestyle Partner



BENTLEY

Silver Partners



VXT



st.george



williams lea
An RRD Company

Bronze Partners

Aderant



BigHand

ELITE

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Supporting NFP

EDUCATING THE FUTURE



inMailX[®]
by Digitus

nd
netdocuments

Nexia
Australia



smarter drafter^{PRO}
by tensis

Chilli IQ

About Chilli IQ

connecting leaders + ideas

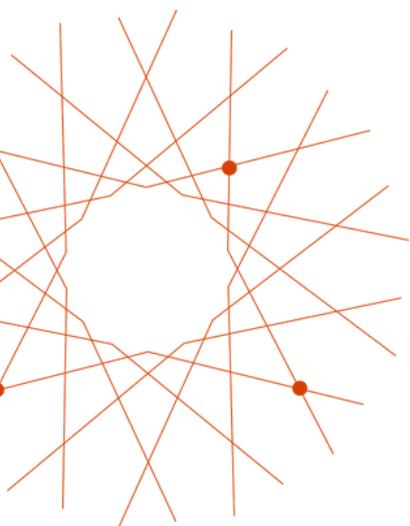
We are a prominent organiser of conferences and summits dedicated to uniting brilliant minds with enthusiastic learners in inspiring venues.

Chilli IQ boasts many years of collective experience in designing and developing innovative conferences and summits tailored for the evolving business landscape. However, it's not just our experience that sets us apart; it's our approach. We prioritize quality and ensure that every component of our events reflects this commitment—be it the selection of speakers, the venue, or our meticulous attention to detail.

Our primary goal is to lead the knowledge delivery sector, and as this is an ever-changing process, we continuously explore new paths and adapt to ensure we never become complacent. We strive to guarantee that everyone involved in the Chilli IQ conference experience—whether they are delegates, speakers, sponsors, or endorsing associations—maximises their investment and gains a deeper understanding of the selected business theme.

The **Managing Partners Forum** has reached its nineteenth year and has positioned itself as the premier event for legal leaders in strategy, leadership, and technology across the Asia-Pacific region.

It is Chilli IQ's unwavering commitment over nearly two decades to excellence in producing events for law firm leaders and partners that establishes the legal industry's trust in the quality of each event we create. With guidance from our knowledgeable advisory panel, we carefully select speakers and topics that enhance the role of legal leaders and equip them for improved future planning.



Advisory Panel

In order to best represent the interests and needs of the legal profession, we have assembled some of the most prominent legal leaders and thinkers to form the **2026 Advisory Panel** that assists with the direction and planning of topics for the **19th Managing Partners Forum**.

Our esteemed panelists include:



Alison Deitz
Australia Country Head
**NORTON ROSE
FULBRIGHT**



Sam Nickless
Chief Executive Officer &
Partner
GILBERT + TOBIN



Renae Lattey
Chief Executive Partner - Australia
KING & WOOD MALLESONS



Kris Hopkins
Chief Executive Officer
HWL EBSWORTH



Kristin Stammer
Executive Partner
**HERBERT SMITH
FREEHILLS KRAMER**



David Kearney
Chief Executive Partner
WOTTON + KEARNEY

Navigating the next era of law

Technology + people + clients

As we look ahead to 2026, the legal profession stands at an inflection point. Technological acceleration—especially in artificial intelligence—rising client expectations and fast-moving regulatory frameworks are reshaping how legal services are delivered, valued, and governed.

Competitiveness now hinges on agility: the ability to adapt business models, talent strategies, and operational workflows with speed and purpose. In this environment, embracing change is not optional; it is the prerequisite for resilience, relevance, and sustainable growth.

The 19 Managing Partners Forum programme will examine the forces redefining our landscape: the practical deployment of AI and emerging technologies; the future of work and talent in a multigenerational workforce; evolving regimes in data privacy, cybersecurity, and cross-border regulation; and the strategic imperative of environmental sustainability.

The Managing Partners Forum brings together managing partners and industry innovators to map and understand what is over the horizon. It is a unique opportunity to gain personal, practical insights as a managing partner—and join peers to exchange experiences that set the course for 2026 and beyond

“ There is nothing permanent except change

Heraclitus

”

Event Topics

Our global economic landscape

- Volatility in the global economy, including trade tensions and financial markets, impact client strategies and legal needs.
- How do law firms best navigate these uncertainties to provide relevant and timely advice to our clients?

Everything you wanted to know about AI but were afraid to ask

- Innovation and integration into practice
- Hallucinations, accuracy and risk (the recent Deloitte situation as an example)
- How AI is shaping talent development in the long term
- Ethical and regulatory considerations
- Pricing and client expectations on service delivery

AI : Operational Maturity and Scaling

- Lessons learned from AI pilots
- Integrating AI into knowledge, practice, & business systems.
- Governance frameworks, data readiness and ethical considerations at scale.

Data breaches & Cyber Incidents (through the lens of working with clients)

- What are you doing to prepare to respond to a cyber incident?
- The prevalence of cyber incidents continue to increase. How do we best support / partner with clients on this?
- How are clients balancing investing in cybersecurity with other business priorities?
- Consumer class actions and litigation expenses, with emerging risks related to data breaches and privacy law changes

Wellbeing: switching off to Lead on

- Clear minds, better outcomes: enhancing mental health is imperative in this fast changing world
- learning that wellbeing is a law firm issue

The future of work

- Workforce talent planning
- Culture and collaboration in a hybrid environment

The Evolving Client-Law Firm Relationship

- How in-house teams are adopting and expecting AI-driven value.
- Collaboration between firms and clients to co-create technology-led solutions.
- Case studies of client impact and joint innovation initiatives.

People, Culture, and Capability Building

- Redefining legal work: new roles, upskilling, and mindset shifts.
- How leaders are managing change, fear and opportunity across teams.
- Partner of the future.

Client and Sector trends

- **The rise of Data Centres** - this expansion is driven by AI demand. It also intersects with Australia's energy transition goals. Data centres are predicted to increase consumption of grid supplied electricity over the next 5 years.

Client Value and Competitive Advantage

- How firms are using AI to enhance client outcomes, not just internal efficiency.
- Pricing, value-based billing, and new service models enabled by AI.
- How to talk to clients about AI.

Confirmed Speakers

The following speakers have been invited for their expertise and knowledge on the chosen topics:

International

Julia Hobsbawm OBE Founder and CEO **Workathon [UK]**

National

Aruna Sathanapally Chief Executive Officer **Grattan Institute**

Professor Jeannie Paterson Centre for AI and Digital Ethics - Co-director
University of Melbourne

Elizabeth Broderick AO Founder & Convenor **Champions of Change**

Dr Kristy Goodwin Neuro Performance Scientist

Alison Deitz Australia Country Head **Norton Rose Fulbright**

Brian Hay Executive Director **Cultural Cyber Security**

Renee Branson Founder **RB Consulting**

Aaron McEwan VP, Research & Advisory **Gartner**

David Kearney Chief Executive Partner **Wotton + Kearney**

Joel Barolsky Principal **Edge International** & Senior Fellow **University of Melbourne**

Simon Pole Chief Product Officer (CPO) **Unispace**

Jon Brewer Senior DealCloud Growth Director **Intapp**

Who should Attend

This event has been exclusively produced to address the function and capacity of the following position holders from mid-tier to large law firms:

- Managing Partners (current and imminent)
- Executive Committee members including Chief Executive Officers; Chairpersons; Chief Operation Officers
- Senior Partners with an eye towards Management
- General Counsel from leading organisations

EVENT PROGRAMME - DAY ONE

10:00 - 10:30

Registration Open

10:30 - 10:45

Opening Remarks from the Chair:
JOEL BAROLSKY PRINCIPAL **EDGE INTERNATIONAL** & SENIOR FELLOW
UNIVERSITY OF MELBOURNE

SESSION 1

10:45 - 11:15

Opening
International
Keynote
Session

THE FUTURE OF WORK: THE HUMAN IN A MACHINE WORLD

In this session we're joined live from London by the future of work expert Julia Hobsbawm, who book 'The Nowhere Office' correctly predicted the era of hybrid working, and whose consultancy Workathon advises global clients on work trends. Julia will outline the biggest challenges for work for 2026 with a focus on the service sector and how to integrate AI and automation into workflow whilst supporting the humans ultimately doing the work. Julia will draw on the examples from history to show how disruptive technology can be tamed if the will to be human-centric is there. She will take questions after her presentation.

JULIA HOBBSAWM OBE FOUNDER AND CEO, **WORKATHON** *

* via video link up

SESSION 2

11:15 - 11:45

HOW A FACT MANAGEMENT SYSTEM (FMS) MAKES ALL YOUR OTHER AI TOOLS USEFUL FOR DISPUTE RESOLUTION

- What is a FMS?
- How /why you can use an FMS alongside existing AI tools
- Find out what happens when disputes run on a single, trusted fact base
- Learn the simple system that makes every output defensible under pressure
- See how leading teams are taking on more work, without adding headcount

DANIEL LORD-DOYLE | CEO & CO-FOUNDER | **MARY TECHNOLOGY**

SESSION 3

11:45 - 12:30

LEADING, SUPERVISING AND GOVERNING IN THE AGE OF AI

The seemingly endless reports of AI error in legal submissions risk an erosion of trust in those who use AI for legal work. If we believe there are benefits in the technology, then law firm leaders must walk the difficult line between unduly hyping and catastrophising about AI. This presentation discusses AI leadership, supervision and governance in the context of law firms and legal AI technology.

Jeannie Marie Paterson is a Professor of Law at the University of Melbourne specialising in AI regulation and governance. She is the director of the Centre of AI and Digital Ethics (a collaboration between law and engineering) and a chief investigator in the newly announced ARC Centre of Excellence for Quality Work in a Digital Age. Jeannie is a fellow of the Australian Academy of Law.

JEANNIE MARIE PATERSON PROFESSOR OF LAW | **MELBOURNE LAW SCHOOL** &
CO-DIRECTOR | CENTRE FOR AI & DIGITAL ETHICS **THE UNIVERSITY OF MELBOURNE**

BREAK
12:30 - 13:30

Lunch Break + time to mingle

EVENT PROGRAMME - DAY ONE

INDUSTRY
INSIGHTS
13:30 - 13:45

THE LIMITATIONS OF AI AND HOW TO MITIGATE THEM

Every week we hear about lawyers submitting hallucinated cases to the Courts or Partners signing off on the work of a junior that used ChatGPT. So why does this happen and how can we mitigate the risks associated with AI? Join Ziggy and Guy as they explain the most common risks associated with AI tools, why they exist, and how working within a legal specific ecosystem offers the best protection against inaccuracies.

ZIGGY CHENG AI & LEGAL TECH CONSULTING MANAGER **THOMSON REUTERS**
GUY MANNING SOLUTION CONSULTANT **THOMSON REUTERS**

INDUSTRY
INSIGHTS
13:45 - 14:15

HOW AI IS TRANSFORMING THE PARTNER REMUNERATION COMMITTEE

An effective Partner RemCom is vital for partnership cohesion. Yet most RemComs face persistent challenges: processing vast volumes of data, ensuring fair decision-making, maintaining audit trails, and balancing efficiency with rigour. This session takes a deep dive into Performance Leader's new Partner RemCom Platform, and examines how technology and AI can support RemComs to make better decisions in less time.

RAY D'CRUZ CEO **PERFORMANCE LEADER**

SESSION 4
14:15 -15:00

DECODING THE NEUROSCIENCE OF PEAK-PERFORMANCE IN THE AGE OF AI

This keynote arms delegates with the science to power-up their performance in the digitally demanding world we now live and work in. Power-up your top-performers with practices and protocols grounded in the latest neuroscience and cutting-edge neuro-technology.

We're living in a time of lightning-fast digital transformation. As that pace increases, so too are rates of chronic workplace stress and burnout, resulting with AI and digital advancements radically changing how we work and live in powered-down performers. What the latest scientific research tells us is that many of the widely accepted digital behaviours we've adopted, are actually counterproductive to optimal human performance and detrimental to our wellbeing

AI has created a world in which we're now able to perform at levels that actually POWER UP rather than BURN OUT our workforce. The only thing that stands in our way? Learning how to leverage technology and AI in ways that support, rather than drain, our Human Operating System (hOS) – the ways our brains and bodies are neurobiologically designed to function.

DR KRISTY GOODWIN NEURO-PERFORMANCE SCIENTIST

SESSION 5
15:00 -15:30

WORKSPACE FOR AN AI-ENABLED PRACTICE

There are many opinions and predictions about how AI will shape the legal industry over the next five years, but what about AI's impact on the physical workplace? Will AI be the silver bullet to solve all your workplace issues? Simon Pole will present well-researched predictions on what your workplace will look like by 2030.

SIMON POLE CHIEF PRODUCT OFFICER (CPO) **UNISPACE**

EVENT PROGRAMME - DAY ONE

INDUSTRY INSIGHTS

15:30 - 15:50

FUTURE-READY LAW: TURNING AI DISRUPTION INTO COMPETITIVE ADVANTAGE

Australian law firms are at a pivotal moment. Industry consolidation is accelerating. Regulatory obligations continue to rise. Clients demand more, but are less loyal. At the same time, private equity investment, mergers and ALSPs are reshaping the legal market. Layer AI on top of this pressure, and the challenge becomes clear: law firm leaders must decide how to modernise without disrupting what already works.

In this session, Jon Brewer, Growth Director at Intapp, reframes today's disruption as a strategic opportunity. Drawing on global and regional examples, Jon will explore how growth-minded law firms are using technology and AI to strengthen the way they operate.

JON BREWER SENIOR DEALCLOUD GROWTH DIRECTOR INTAPP

BREAK

15:50 - 16:15

Afternoon Tea

SESSION 6 FIRESIDE CHAT

16:15 - 16:45

LEADING A LAW FIRM IN CHANGING TIMES - LETS DISCUSS

ALISON DEITZ AUSTRALIA COUNTRY HEAD **NORTON ROSE FULBRIGHT**

DAVID KEARNEY CHIEF EXECUTIVE PARTNER **WOTTON KEARNEY**

RENAE LATTEY CHIEF EXECUTIVE PARTNER - AUSTRALIA **KING & WOOD MALLESONS**

MODERATOR: JOEL BAROLSKY PRINCIPAL **EDGE INTERNATIONAL & SENIOR FELLOW UNIVERSITY OF MELBOURNE**

SESSION 7 16:45 - 17:30

DRAWING ON TWO DECADES OF EXPERIENCE IN RESILIENCE, TRAUMA PSYCHOLOGY, AND LAW-FIRM CULTURE

Renee Branson will challenge traditional notions of "busyness," redefine well-being as a core business strategy, and offer evidence-based insights into how switching off is not a luxury—but a leadership imperative.

This session will equip Managing Partners with a research-backed, commercially minded understanding of:

- Why mental clarity drives profitability, innovation, and high-quality legal work
- How chronic stress impairs judgment, decision-making, and client outcomes
- The new neuroscience of recovery—and what elite performers get right
- The wellbeing-performance link that boards and clients increasingly expect
- Simple, scalable, firm-wide levers that leaders can pull immediately

This is not a conversation about yoga mats or quick fixes. It's a strategic, data-driven exploration of how healthy, cognitively sharp leaders build healthy, high-performing firms.

RENEE BRANSON FOUNDER **RB CONSULTING**

FREE TIME

17:30 - 18:00

Free time

DRINKS & DINNER

18:00 - 21:00

Pre-dinner drinks + dinner

EVENT PROGRAMME - DAY TWO

9:00 - 9:05

Opening remarks from the chair

SESSION 1
9:05 - 9:45

ECONOMIC PROSPERITY IN TURBULENT TIMES

Australia faces many challenges at home and abroad, but we are better positioned than most to tackle them. In this speech, Grattan Institute CEO Aruna Sathanapally will outline some of the key economic risks for Australia and what it will take to forge a more prosperous path.

ARUNA SATHANAPALLY CEO GRATTAN INSTITUTE

SESSION 2
9:45 - 10:15

DATA BREACHES & CYBER INCIDENTS: LESSONS FROM THE TRENCHES

Cyber incidents are no longer abstract risks. They're a daily reality for professional services firms, including legal practices. This session demystifies how modern attackers operate, what they look for in a target, and why law firms and others sit squarely in their crosshairs. Drawing on frontline experience responding to ransomware and other cyber incidents, this session explores the practical steps we can take to harden their own environments, recognise early warning signs, and avoid becoming the weakest link in the community supply chains. Participants will gain a clear understanding of how attackers think, how breaches unfold in real time, and what actions matter most in the first hours of an incident. Attendees will leave with a grounded, actionable view of cyber risk, tailored to the realities of legal practice.

- What are you doing to prepare to respond to a cyber incident?
- The prevalence of cyber incidents continue to increase. How do we best support / partner with clients on this?
- How are clients balancing investing in cybersecurity with other business priorities?
- Consumer class actions and litigation expenses, with emerging risks related to data breaches and privacy law changes

BRIAN HAY EXECUTIVE DIRECTOR **CULTURAL CYBER SECURITY**

INDUSTRY
INSIGHTS
10:15 - 10:35

CULTURE & ADOPTION OF AI: BUILDING PEOPLE-LED, PRODUCTIVE, FUTURE-READY TEAMS

As organisations deepen their investment in AI, CommBank is focused on enabling its people to adopt these tools safely, confidently, and effectively. Cass Matthews, General Manager, Group Data and AI Policy & Governance will share how leader-led engagement, open conversations and structured upskilling are helping CommBank drive cultural adoption, unlock productivity, and build a workforce ready to leverage AI responsibly.

CASS MATTHEWS GENERAL MANAGER GROUP DATA AND AI POLICY & GOVERNANCE
COMMONWEALTH BANK

10:35 - 11:00
BREAK

Morning Tea + time to mingle

EVENT PROGRAMME - DAY TWO

INDUSTRY
INSIGHTS
11:00 - 11:15

MOVING BEYOND AI ADOPTION TO INTEGRATION: SIMON BALL, MINTERELLISON MANAGING PARTNER, AI

How did MinterEllison go from a near-standing start for an enterprise solution to adoption of legal AI across the firm within one month? In this interview with Legora VP APJ, Heather Paterson, Simon will discuss the foundational elements of this rapid change, what it has meant for the firm, and how the AI benefits are extending to MinterEllison clients.

SIMON BALL MANAGING PARTNER **MINTERELLISON**
HEATHER PATERSON VP APJ **LEGORA**

SESSION 3 -
FIRESIDE CHAT

11:15 - 12:00

WHAT AI WON'T CHANGE - THE NEED TO DOUBLE DOWN ON CULTURE - LEADER LED RESPECT, EQUALITY, SAFETY AT WORK

In this fireside discussion, Elizabeth will discuss the importance of leader-led respect, equality and safety at work and also talk about how leaders can manage change, fear and opportunity across teams.

ELIZABETH BRODERICK FOUNDER & CONVENOR **CHAMPIONS OF CHANGE**
MODERATOR: **JOEL BAROLSKY** PRINCIPAL **EDGE INTERNATIONAL** &
SENIOR FELLOW **UNIVERSITY OF MELBOURNE**

INDUSTRY
INSIGHTS
12:00 - 12:15

BEYOND ONE-SIZE FITS ALL: LEGAL AI IN 2026

When Anthropic rolled out a legal assistant as part of Claude AI early in 2026 it wiped \$300 billion off tech stocks globally. What impact will Claude, ChatGPT and other broad-based AI-platforms have on existing legal AI providers in 2026 and beyond?

Key Takeaways:

- Where broad- base AI platforms shine (and where they don't).
- Why one-size AI does not fit all and how firms can encourage adoption to justify investment.
- Matter analysis platforms – how specialist tools help litigation teams.

JOE RAYMENT FOUNDER AND CEO **AUTOMATISE**

SESSION 4
12:15 - 12:45

THE FUTURE OF WORK IS NOW

This session explores how the future of work and artificial intelligence are reshaping professional services. Drawing on global research, Aaron examines how AI is transforming not just tasks and processes, but the very nature of legal work, skills, and professional value. He challenges legal leaders to rethink roles, leadership approaches, workforce strategies, and business models in an era where human judgment and machine intelligence increasingly work side by side. The session offers practical insights into how the legal profession can move beyond disruption and position itself to thrive in an AI-enabled future of work where augmented but deeply human capabilities will differentiate great from good.

AARON MCEWAN WORK FUTURIST

12:45 - 13:00
**CLOSING
REMARKS**

Closing remarks from the Chair

13:00 - 14:00
END

Lunch and End of Forum

Event Brief

EVENT NAME: 19TH MANAGING PARTNERS FORUM

EVENT DATE: Thursday 19 & Friday 20 February 2026

VENUE: JW MARRIOTT GOLD COAST - RESORT & SPA

EVENT ADDRESS: 158 Ferny Ave, Surfers Paradise QLD 4217

PHONE NUMBER: Main Line: (07) 5592 9800

CONFERENCE TIMING:

DAY 1: Thursday 19 February 2026

CONFERENCE REGISTRATION: 10:00AM- 10.30AM REGISTRATION

CONFERENCE TIMING: 10.30AM- 5:30PM

CONFERENCE FREE TIME 5:30PM - 6:30PM

DINNER & DRINKS: 6:30PM - 9:30PM

DAY 2: Friday 20 February 2026

CONFERENCE TIMING: 9:00AM- 2:00 PM

DRESS REQUIREMENTS: SMART CASUAL

ACCOMMODATION:

Venue: JW Marriott Gold Coast Resort & Spa

Address: 158 Ferny Ave, Surfers Paradise QLD 4217 - (07) 5592 9800

Accommodation can be booked via 2 ways

[Via the online link - Book your group rate for 19th Managing Partners Forum Feb2026](#)

The hotel is offering a special group rate:

JW Marriott Gold Coast Resort & Spa for 365.00 AUD per night (including breakfast

or call Reservation Team directly on 07 5592 9800 or via email reservations.goldcoast@jwmarriott.com should you require any assistance at all with the booking link.

ChillIQ

connecting leaders + ideas