



ACC EUROPE
ANNUAL CONFERENCE

3-5 June 2026
Copenhagen, Denmark

ACC Association of
Corporate Counsel
EUROPE

2026 ACC Europe Annual Conference

Digital Currents: From Harbour to Cloud – Advancing Legal in a New Era

Copenhagen is a city built on water and wise design – a place where harbours have always been gateways, not walls. In 2026, ACC Europe gathers here to chart the waters of a new era for the in-house community.

As digital currents reshape business, our role is not to stand alone against the tide but to navigate it together. The strength of the harbour lies not only in its architecture, but in the community it shelters: ships of every size, setting sail with shared purpose and direction.

The harbour is our meeting point. The cloud is our horizon. The journey belongs to us all.

Confirmed breakout sessions:

- Ethics Under Pressure: Real-World Dilemmas, Real-Time Decisions
- Caught in the Crosshairs: Guiding Sustainability Strategy in a Fragmented World Where Governments, Investors, and Customers Push Competing Priorities
- DORA One Year Later: Lessons Learned and What's Next
- From Compliance to Competitive Edge? Pay Transparency as a Talent Magnet
- From Counsel to Leadership: Transferable Skills for High-Impact Career Transitions
- General Counsel 2.0 – Mastering More: Balancing Breadth, Depth, and Well-Being
- Global Goods, Local Laws: Corporate Logistics, Legal Frictions, and the Challenges of Global Supply Chains
- Global Practice, Human Edge: Skills that Distinguish Top Counsel
- Industrial Policy in Action: Legal Strategies for Deals under a New Paradigm
- Resilience as a Leadership Superpower: Staying Grounded when Everything Shifts
- Saving Money, Saving Time: Turning the AI Dream Into Reality
- Shared Intelligence: How Responsible AI Drives Trust and Transformation
- Legal Strategy as Competitive Edge: The CEO-CLO Dynamic in High-Stakes Decision Making
- Internal Investigations: Getting the framework right when it really matters
- Global Employment Law at the Crossroads: Managing Risk and Compliance Across Borders

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Sessions in the pipeline:

- Private Equity
- Competition Law
- Cybersecurity

Additional sessions will include: keynotes, ACC Bitesizes, a pre-conference workshop and a debate on the future of legal.

Track 1: Next Gen Leaders

This track is for in-house counsel adapting to new, dynamic risk areas and staying ahead of regulatory changes and societal expectations.

Caught in the Crosshairs: Guiding Sustainability Strategy in a Fragmented World Where Governments, Investors, and Customers Push Competing Priorities

Topic:

ESG; Consumer protection law

Format:

Roundtable

Description:

As sustainability becomes integrated to business strategy, corporations face a paradox: communication is global and instant, yet governments, investors, and customers across different jurisdictions demand contradictory outcomes. What satisfies regulators in one market triggers investigation risk in another. What appeals to investors may draw criticism of social media influencers. In this fragmented landscape, balancing competing stakeholder demands has become essential to both commercial success and risk management. Legal teams are no longer just compliance advisors—they're strategic partners shaping how organizations build and communicate sustainability commitments.

This interactive session brings together seasoned in-house counsel sharing real-world case studies covering governance to communication campaign, navigating multi-stakeholder tensions and delivering strategic sustainability for business in an era of conflicting stakeholder pressures.



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Saving Money, Saving Time: Turning the AI Dream Into Reality

Topic:

AI

Format:

Roundtable

Description:

AI has the world caught in a landslide, but let's escape to reality. How has AI changed your day-to-day at work? Should it be affecting it more? Or maybe it should be affecting it less.

AI dares to reshape workplace efficiency, from automating routine tasks to transforming complex legal workflows. This session will explore accessible efficiency gains in-house legal teams can realize through AI, and how to optimize these gains. Participants will share their experiences, know-how, and best practices for leveraging AI to make their jobs more effective and cost-efficient. The program will conclude with discussion on targeted areas: (i) prompting and best use of LLMs; (ii) drafting and review tools; (iii) streamlining of legal ops; and (iv) document management.

Resilience as a Leadership Superpower: Staying Grounded When Everything Shifts

Topic:

Mental wellbeing; Leadership

Format:

Samoaan Circle

Description:

Resilience is the new competitive advantage. In times of constant change, leadership isn't about being unbreakable -it's about being authentic, adaptable, and principled, even when the ground feels shaky. In a world of relentless change, legal leaders need more than technical expertise, they need staying power. This session explores practical strategies for maintaining clarity, sustaining performance, acting with respect, and earning trust when uncertainty is the norm. Position your brand at the heart of a conversation every GC cares about: thriving, not just surviving.



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DORA One Year Later: Lessons Learned and What's Next

Topic:

DORA Compliance; Regulations

Format:

Roundtable

Description:

A year into DORA and IT outages are still hitting the headlines; the names of financial firms feature in these headlines. So is DORA working? Or, is DORA proving to be just more red tape? This session goes beyond theory to examine the reality on the ground. In-house lawyers from across the financial supply chain will share hard-won lessons from the first year of compliance, including:

- Where firms are seeing tangible benefits—and where resilience remains elusive.
- How enforcement trends and penalties are shaping contractual negotiations and governance frameworks.
- The practical challenges of managing third-party ICT risk, from cloud dependencies to subcontracting obligations.
- Whether DORA is driving systemic resilience or simply redistributing risk across the ecosystem.

Ethics Under Pressure: Real-World Dilemmas, Real-Time Decisions

Topic:

Legal Ethics; Decision-Making; Leadership

Format:

Roundtable

Description:

How do you maintain your ethical edge when digital disruption and organisational pressures collide? This session challenges participants to test their judgment against complex, anonymised scenarios reflecting real-world dilemmas—debating how to spot red flags, escalate concerns, and act with integrity when commercial or internal pressures mount. Participants will analyse scenarios involving leadership dilemmas, drawing on both legal



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principles and peer experience. Through collaborative debate and peer support, attendees will discover practical strategies for recognising, defending, and acting on their ethical responsibilities, ensuring the legal community advances together in this new era.

From Compliance to Competitive Edge? Pay Transparency as a Talent Magnet

Topic:

Regulation; ESG

Format:

Pro-Con Debate

Description:

As the EU's new pay transparency rules come into force, with potentially diverging implementation at country level, companies face a strategic choice: do the minimum or use maximum transparency to build trust, strengthen employer brand, and gain talent. This session turns regulatory readiness into a retention and attraction advantage. Join us to discover how turning compliance into a bold talent strategy can transform your organization from meeting the rules to leading the market.

Global Practice, Human Edge: Skills that Distinguish Top Counsel

Topic:

Leadership, Soft Skills

Format:

Samoan Circle

Description:

Influence isn't about having the loudest voice. It's about clarity, credibility, and connection. This session explores how legal leaders can frame complex risks in ways that resonate with senior decision-makers, strengthen alignment, and shape outcomes. Learn practical techniques for managing tension, fostering collaboration, and ensuring your perspective drives strategy, not just compliance. You'll leave with actionable approaches to elevate your impact in the conversations that matter most.



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Internal Investigations: Getting the Framework Right When it Really Matters

Topic:

Governance & Oversight, Regulation & Compliance

Format:

Roundtable

Description:

Internal investigations have become a core responsibility for in-house legal teams - often triggered by complex facts, involving multiple stakeholders, external providers and tight timelines, all under intense internal and regulatory scrutiny.

This session takes a practical, in-house centric look at how legal teams can design, oversee and control internal investigations effectively, whether handled internally, outsourced or managed through a hybrid model. Moving beyond theory, the discussion will focus on governance, coordination and decision-making, helping in-house to stay in control of the process while leveraging external expertise, technology and investigative tools, like E-Discovery.



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Track 2: Strategic Leadership

This track is for in-house counsel driving strategic change, effectively anticipating risks, and shaping the future of legal leadership inside their organizations and beyond.

General Counsel 2.0 – Mastering More: Balancing Breadth, Depth, and Well-Being

Topic:

GC Role Evolution; Leadership; Wellbeing

Format:

Roundtable

Description:

The General Counsel role is no longer defined by legal expertise alone—it's a strategic command center. Today's GCs shape corporate culture, steer risk, and influence decisions on ESG, cybersecurity, privacy, and beyond. This expanded mandate brings unprecedented opportunity to lead—but also sharper scrutiny, higher expectations, and complex trade-offs. In this session, discover what it takes to thrive as a modern GC: balancing influence and integrity while driving impact where law, business, and society intersect.

This session explores the forces driving this evolution and the practical realities of navigating an increasingly multidimensional role. Speakers will share strategies for balancing legal depth with broader leadership responsibilities, managing competing demands, and sustaining credibility with senior stakeholders. The session will also address resilience and well-being, offering realistic approaches to maintaining balance in a high-velocity environment.

Global Goods, Local Laws: Corporate Logistics, Legal Frictions, and the Challenges of Global Supply Chains

Topic:

Geopolitics; ESG; Global Supply Chains

Format:

Roundtable



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Description:

This session explores the growing legal and logistical friction generated by modern, interconnected global supply chains. While corporate logistics aims for seamless, cost-effective movement of goods across borders—treating the globe as a single operational space—the reality is that this efficiency collides with a patchwork of divergent national regulations, shifting trade policies, and escalating geopolitical tensions.

The session will demonstrate that global supply chain resilience is no longer purely an operational or financial challenge, but fundamentally a legal risk management problem. We will discuss how in-house counsels advise their corporations to move beyond reactive compliance and adopt proactive, integrated governance models that bridge the gap between their globalized logistical networks and the local legal landscapes they traverse.

From Counsel to Leadership: Transferable Skills for High-Impact Career Transitions

Topic:

Professional Development; Leadership

Format:

Fishbowl

Description:

What happens when legal expertise becomes a launchpad for business leadership? Increasingly, in-house lawyers are stepping beyond the legal function to take on roles that shape strategy, operations, and growth. This session offers a candid look at how legal professionals have successfully transitioned into business positions—and what it takes to follow that path.

Through real-world stories and interactive discussions, you'll uncover the skills, mindset shifts, and practical steps needed to move from legal advisor to business leader. Whether you're seeking greater influence in your current role or exploring a career pivot, this session will help you chart the course.



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Shared Intelligence: How Responsible AI Drives Trust and Transformation

Topic:

(Responsible) AI; Legal Transformation

Format:

Fishbowl

Description:

AI isn't just reshaping business models—it's redefining trust, risk, and opportunity. The companies that win long-term aren't just innovating fast; they're leveraging AI systems that are built and governed responsibly and collaboratively. This session dives into the legal community's pivotal role in turning responsible AI from a regulatory checkbox into a strategic advantage – balancing ethics, compliance, and commercial goals through smart risk management and effective partnering. From negotiating contracts to crafting governance frameworks that build trust with customers and regulators alike, join top legal experts to uncover actionable strategies that make responsible AI not just a principle, but a powerful driver of long-term business success.

Industrial Policy in Action: Legal Strategies for Deals under a New Paradigm

Topic:

Regulation; Government Affairs; Corporate Strategy, Compliance

Format:

Fishbowl

Description:

Modern industrial policy aimed at reshaping supply chains, boosting domestic production, and reducing strategic dependencies in critical sectors like semiconductors, clean energy, and advanced technologies has moved from backdrop to blueprint. They introduce new compliance, subsidy, and screening frameworks that directly affect corporate operations and cross-border investments.

In the United States and the European Union industrial incentives and regulatory controls are reshaping how companies structure transactions and major investments.



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This session equips in-house legal teams to lead negotiations to close while managing regulatory risk across the deal lifecycle. We will cover approval mapping, stakeholder alignment, and policy shifts, with practical levers for both buy-side and sell-side execution.

Legal Strategy as Competitive Edge: The CEO-CLO Dynamic in High-Stakes Decision Making

Topic:

Executive Leadership; Board Relations

Format:

Panel Discussion

Description:

The relationship between the Chief Executive Officer (CEO) and the Legal department (represented by its Chief Legal Officer (CLO)/General Counsel (GC)) is one of the most consequential—and frequently challenged—in the modern C-suite. The CLO's traditional mandate is focused on protection and compliance, while the CEO's is centered on growth, speed, and execution. This inherent tension, if not managed strategically, can slow innovation, obscure true enterprise risk, and lead to costly legal failures. This session is essential for current and aspiring CEOs, General Counsels, and Chief Compliance Officers seeking to elevate the legal function from a gatekeeper to a vital strategic asset.

Global Employment Law at the Crossroads: Managing Risk and Compliance Across Borders

Topic:

Global Workforce; Regulation & Compliance; DEI

Format:

Panel Discussion

Description:

As multinational organizations expand, employment law practitioners face an increasingly complex landscape shaped by cultural diversity, political volatility, and evolving regulatory frameworks. This panel will provide legal professionals and decision makers in a world where



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employers are forced to be reactive due to the unpredictability of events and ever changing policies with a comprehensive analysis of the most pressing issues impacting global workforce management.



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