



the global voice of
the legal profession®



Follow us
@IBAevents
#IBAWomen

INTERNATIONAL BAR ASSOCIATION CONFERENCE 2026

A conference presented by the IBA Women Lawyers' Committee

11th World Women Lawyers' Conference: inspiring next generation

24–26 June 2026, Hotel Tivoli Avenida Liberdade Lisboa, Lisbon, Portugal

Working programme

WiFi
Network: **IBAWomenLawyers**
Password: **IBA2026!**

Network security cannot be guaranteed; if you access the wifi network you do so at your own risk in accordance with the provider's terms and conditions. Anyone else connected to this network might be able to intercept your personal data.

Headline
conference
sponsor

Harvey

All speaker materials and biographies can be found at www.ibanet.org/conference-details/conf2752

Conference Chair

Mariana Norton dos Reis *Cuatrecasas, Lisbon; Conference Officer, IBA Women Lawyers Committee*

Local Host Committee

Inês Sequeira Mendes *Abreu Advogados; Membership Officer, IBA Law Firm Management Committee*

Mafalda Ferreira *CS'Associados*

Mariana Norton dos Reis *Cuatrecasas, Lisbon; Conference Officer, IBA Women Lawyers Committee*

Marta Graça Rodrigues *Garrigues*

Mafalda Barreto *Gómez-Acebo & Pombo*

Catarina Brito Ferreira *Morais Leitão*

Rita Leandro Vasconcelos *Pérez-Llorca*

Bárbara Godinho Correia *PLMJ*

Mariana Caldeira Sarávia *SRS Legal*

Catarina Tavares Loureiro *Uría Menéndez*

Cláudia Cruz Almeida *Viera de Almeida*

Wednesday 24 June

1800 – 2200

Welcome Reception organised by Local Host Committee

Carmo Rooftop

Terraços do Carmo

Largo do Carmo

1200-092 Lisbon

Join us for an unforgettable evening at the Carmo Rooftop, set atop the terraces of the Carmo Archaeological Museum in Lisbon's lively Chiado district. This exclusive venue offers stunning city views, creating the perfect backdrop for a remarkable sunset.

Enjoy the sophisticated yet vibrant atmosphere, where cozy lounge areas and lush greenery meet expertly crafted cocktails and a selection of gourmet canapés, designed to inspire shared, memorable moments.

Open to all registered delegates. Each registration permits one complimentary admission to the Welcome Reception.

Kindly note that transportation to the venue will not be provided. We recommend a comfortable 10-minute taxi journey from the Hotel Tivoli Avenida Liberdade Lisboa to reach Carmo Rooftop.

MOBILE TELEPHONES

Delegates are requested to ensure that mobile telephones and any other portable devices are switched to silent in working sessions.

Headline social event sponsors



All working sessions will take place in Condes de Sucena
All coffee/tea breaks and lunch will take place in Barata Salgueiro

- 0730 – 0815 **Yoga and mindfulness session. Recharge and refocus: a guided yoga experience**
Sponsored by the Local Host Committee
- Join us for a restorative yoga session designed specifically for busy legal professionals. This accessible, all-levels practice offers a welcome opportunity to step away from the demands of the conference and reconnect with your body and mind.
- No prior yoga experience is necessary.
- What to bring: comfortable clothing, yoga mats and props.
- Further information has been sent by email to everyone who signed up.
- 0830 – 0900 **Welcome refreshments**
- 0900 – 0915 **Welcome remarks from the IBA**
Jaime Carey *Carey, Santiago; IBA Immediate-Past President*
Hanim Hamzah *King & Wood, Beijing; SPPI Vice Chair / Treasurer*
- 0915 – 0930 **Welcome remarks and introduction of the conference opening speaker**
Speakers
Mariana Norton dos Reis *Cuatrecasas, Lisbon; Conference Officer, IBA Women Lawyers' Committee*
Clara-Ann Gordon *Niederer Kraft Frey, Zürich; Co-Chair, IBA Women Lawyers' Committee*
- 0930 – 1000 **Conference opening speaker**
Keynote speaker
The Honourable Rita Alarcão Judice *Minister of Justice, XXV Constitutional Government of Portugal, Lisbon*
- 1000 – 1100 **Role models: how to lead and set the scene for the next generation**
This panel brings together general counsel and senior lawyers to share how they are using their positions to shape the next generation of legal leaders. Panellists will reflect on their own journeys, the role models who shaped them and how they now model leadership for others and discuss practical strategies for sponsorship, succession planning and cultivating diverse pipelines within their organisations and beyond. This session will offer honest reflections on setbacks, pivots and the realities of balancing ambition with authenticity.
- Moderator*
Darien Leung *Torys, New York; Website Officer, IBA Women Lawyers' Committee*
- Speakers*
Teresa Carvalho de Oliveira *Legal, Ethics and Compliance Director, VINCI Energies, Lisbon*
Saira Nishtar *Group Legal Director, IFFCO, Dubai*
Leigh Partridge *Managing Director, Head of Investment Legal, Head of Legal, Europe, CPP Investments, London*
Annalisa Reale *Chiomenti Studio Legale, Milan; Co-Vice Chair, IBA Women Lawyers' Committee*
Joana Varela *Head of Legal, Grupo Brisa, Lisbon*
- 1100 – 1130 **Coffee break**

MOBILE TELEPHONES

Delegates are requested to ensure that mobile telephones and any other portable devices are switched to silent in working sessions.

Conference dinner sponsors

Abreu:
advogados


CUATRECASAS

1130 – 1215

Future challenges AI and beyond: innovation and emerging tech

The legal profession is undergoing its most significant transformation in generations. Artificial intelligence, blockchain, quantum computing and other emerging technologies are not simply changing how we work; they are redefining the very nature of legal practice. This panel will examine what lies ahead and how lawyers can position themselves not merely to adapt, but to lead.

Moderator

Clara-Ann Gordon *Niederer Kraft Frey, Zürich; Co-Chair, IBA Women Lawyers' Committee*

Speakers

Bárbara Almeida *Azure Cloud & AI Specialist, SME&C Portugal, Microsoft, Dublin*

Anne Geubelle *Co-Founder, NAVAENA, Lisbon*

Eve Keller *Head of Contracts, Motion, ABB, Madrid*

Marta Palmeiro *Founder, Mydra, Lisbon*

Mian Wang *Greenberg Traurig, Boston, Massachusetts*

1215 – 1300

Different paths to the same goal: revenue growth in law firms

This session explores how varied career paths, practice areas, and personal strengths can translate into business impact. Speakers will share practical stories about business development, relationship building, thought leadership and internal collaboration. Rather than a single formula, the discussion highlights multiple strategies, such as deepening key accounts, strengthening expertise, launching niche services, improving client communication or mentoring teams that retain clients. The conversation emphasizes inclusion, showing how diverse teams and perspectives expand opportunities and markets.

Moderator

Masako Banno *Sparkle Legal, Tokyo; Co-Chair, IBA Women Lawyers' Committee*

Speakers

Anjali Anchayil *JSA, New Delhi, Delhi*

Claudia Barrero *Philippi Prietocarrizosa Ferrero DU & Uría, Bogota; Senior Vice Chair, IBA Women Lawyers' Committee*

Jaime Carey *Carey, Santiago; IBA Immediate-Past President*

Inês Sequeira Mendes *Abreu Advogados, Lisbon; Membership Officer, IBA Law Firm Management Committee*

Amy Walsh *Harper Macleod, Edinburgh*

1300 – 1430

Lunch

1430 – 1445

IBA Outstanding International Woman Lawyer Award

Award presented by

Ileana Glodeanu *Wolf Theiss, Bucharest; Scholarship Officer, IBA Women Lawyers' Committee*

1445 – 1545

Fireside chat: the gender gap in mental health - challenges for women lawyers

This session will address the disproportionate mental health burdens, stigma and barriers affecting women, as well as looking at the structural and cultural contributors to this disparity. This session will also share what firms, bar associations and individual lawyers can do in response, including implementing flexible work policies, mentorship programmes, destigmatising mental health conversations and creating psychologically safer workplaces.

Moderator

Barbara Godinho Correia *PLMJ, Lisbon*

Speakers

Sara Carnegie *International Bar Association, London; Member, IBA Professional Wellbeing Commission*

Rita Rendeiro *Co-Founder, Mental Law, Lisbon*

MOBILE TELEPHONES

Delegates are requested to ensure that mobile telephones and any other portable devices are switched to silent in working sessions.

1545 – 1645

Networking session: Build your inner circle: connect, share, lead

This exclusive networking session brings together senior women lawyers from across firms and practice areas for a unique opportunity to connect with peers who understand the challenges and triumphs of leadership in law.

Step away from your daily practice and into a room full of accomplished women who share your professional journey. Whether you specialise in private or public M&A, private equity, litigation/arbitration, employment, regulatory or any other field, this is your moment to meet counterparts from other firms, exchange insights on emerging trends shaping the profession and forge meaningful connections that extend well beyond this event.

This is not just networking – it is an invitation to build your own power circle. A trusted group of peers to turn to for advice, collaboration and support as you continue to lead in your field. Come ready to share, listen and connect.

Table 1 Private M&A

Sarah Knapp *Skadden Arps Slate Meagher & Flom, London*

Table 2 Employment

Mariana Caldeira Sarávia *SRS Legal, Lisbon*

Table 3 Banking and finance

Mafalda Barreto *Gómez-Acebo & Pombo, Lisbon*

Adeola Sunmola *Udo Udoma & Belo-Osagie, Lagos; African Regional Forum Liaison Officer, IBA Women Lawyers' Committee*

Table 4 Energy

Mafalda Ferreira *CS'Associados, Lisbon*

Table 5 M&A and corporate finance

Cláudia Cruz Almeida *Viera de Almeida, Lisbon*

Catarina Tavares Loureiro *Uría Menéndez, Lisbon*

Table 6 Competition

Rita Leandro Vasconcelos *Pérez-Llorca, Lisbon*

Table 7 Insurance

Marta Pereira Rosa *Morais Leitão Galvão Teles Soares da Silva, Lisbon*

Table 8 Capital Markets

Marta Graça Rodrigues *Garrigues, Lisbon*

Table 9 TMT

Faith Odhiambo *President, Law Society of Kenya, Nairobi; African Regional Forum Liaison Officer, IBA Rule of Law Forum*

1900 – 2200

Conference dinner

Bonança

ANL - Doca de Belém

1400-038

Lisbon

One place per registered delegate is permitted. Transport will not be provided.

Please enquire onsite at the registration desk for availability.

MOBILE TELEPHONES

Delegates are requested to ensure that mobile telephones and any other portable devices are switched to silent in working sessions.

All working sessions will take place in Condes de Sucena
All coffee/tea breaks and lunch will take place in Barata Salgueiro

0900 – 0930 **Welcome refreshments**

0930 – 0945 **Welcome remarks from IBA Women Lawyers Committee**

Masako Banno *Sparkle Legal, Tokyo; Co-Chair, IBA Women Lawyers' Committee*

0945 – 0955 **Introduction of keynote speaker**

Mariana Norton dos Reis *Cuatrecasas, Lisbon; Conference Officer, IBA Women Lawyers' Committee*

0955 – 1040 **Keynote address**

Keynote speaker

Mafalda Rebordão *Global Digital & AI Transformation Lead for the United Nations and International Organisations, Microsoft, New York*

1040 – 1135 **Key drivers for building a female talent pipeline in any business: efficiency, meritocracy and purpose**

In this panel, top female executives from a diverse array of sectors and industries across the globe will share their experiences on how to build and sustain a robust pipeline of female talent within their organisations. Panellists will explore the key drivers behind successful initiatives, the everyday challenges they face and the lessons learned from both successes and setbacks. This candid discussion will offer practical insights for any organisation committed to fostering a culture of meritocracy and purpose-driven leadership.

Moderator

Mariana Norton dos Reis *Cuatrecasas, Lisbon; Conference Officer, IBA Women Lawyers' Committee*

Speaker

Vera Pinto Pereira *Executive Board Member, EDP Comercial, Lisbon*

Laura Ros Verhoeven *Group After Sales Managing Director, Volkswagen Group, Barcelona*

Suzana Curic *Country Leader, Amazon Web Services Spain and Portugal, Madrid*

1135 – 1155 **Coffee break**

MOBILE TELEPHONES

Delegates are requested to ensure that mobile telephones and any other portable devices are switched to silent in working sessions.

Friday continued

1135 – 1300

How can law firms embrace concerns with people, planet and purpose?

The legal profession stands at a pivotal crossroads. Yet for too long, the traditional law firm model has measured success almost exclusively through financial performance, billable hours and partner profits. Today, clients, employees and society at large are demanding more. The next generation of lawyers is choosing employers based on values alignment.

This panel will gather managing partners of internal law firms and will offer practical insights, candid reflections and a call to action for law firm leaders ready to build institutions that serve not only their clients but also their people, the planet and a larger purpose.

Moderator

Anne Toupenay-Schuessler *Jeantet, Paris; European Regional Forum Liaison Officer, IBA Women Lawyers' Committee*

Speakers

Anna Edström *Vinge, Malmö*

Paula Gomes Freire *Viera de Almeida, Lisbon*

Anku Khanna *The Attorneys Corporate Law Consultants; New Delhi, Delhi*

1300 – 1430

Lunch

1430 – 1600

Walking tour of the city sponsored by the Local Host Committee

Join us for an enchanting walking tour through the historic centre of Lisbon, designed especially for registered delegates.

Further information has been sent by email to everyone who signed up.

Duration: approximately 1.5 hours

Meeting Point: conference venue lobby

Attire: comfortable walking shoes recommended

The IBA, its officers and staff accept no responsibility for any views expressed, presentations or materials produced by delegates or speakers at the Conference.

MOBILE TELEPHONES

Delegates are requested to ensure that mobile telephones and any other portable devices are switched to silent in working sessions.

You didn't get into law to push papers.

THE NEXT ERA of legal work isn't about choosing between people and technology. It's about giving professionals the space to think bigger, act faster, and deliver stronger outcomes, while routine work runs quietly in the background.

Harvey helps organizations redesign how work gets done, without losing what makes it human.



Harvey

AI Tailored for Law

Partnership Culture

Our Partnership Culture is what truly sets us apart. Partnership with our clients, with society, and within our firm itself.

Commitment

CS'Associados has a maximum ratio of three lawyers per partner. Our clients therefore know that each case will always be handled by a dedicated team with the right level experience and responsibility, all working closely in the pursuit of their objectives.

Creativity

Only curious people are able to devise creative solutions. We encourage our lawyers to constantly question themselves, their views and to keep an open mind. We promote enriching international experiences so that the firm and its members can glean a holistic and balanced view of law and society.

Competence

CS'Associados recruits from the most demanding law schools and encourages its lawyers to undergo continuous training to enhance their talent, diversify and acquire versatility.

Strength

The firm's horizontal organisation structure and the strong ties among lawyers makes it easy for us quickly establish multidisciplinary teams with the necessary skills to analyse all angles of a deal and to find the best solutions.

Solidarity

All partners contribute to the management of our firm, and the entire team works to offer the best possible service. We allocate the most appropriate resources to each project by assembling a team that will best be able to respond to the task at hand and give it their utmost dedication.

Sustainability

Success only matters if it can be shared with those with whom we are most connected, and in our case our strongest connections are with every member of our community. As such, we have the active concern for affording all of our employees with equal career opportunities and with conditions to enhance their work-life balance.

FIRM FOR TOMORROW

MORAIS LEITÃO

GALVÃO TELES, SOARES DA SILVA
& ASSOCIADOS

—
Head Office
LISBON

mlgts.pt

—
PORTUGAL
ANGOLA
MOZAMBIQUE
CAPE VERDE
SINGAPORE
TIMOR-LESTE

M
|
L



Building the future together

Now is the time for audacity,
innovation and ambition.
Let's build a better future
and a better world.

www.plmj.pt

Transformative Legal Experts

PL
MJ

Unlocking legal innovation

Knowledge-based work defines our culture as we seek collaborative solutions.

Setting the standard in expertise that ignites Portugal and Lusophone Africa's boldest business models.

We are the future in progress.

Thinking about tomorrow?
Let's talk today.

abreuadvogados.com

Lisbon | Oporto | Funchal
Angola | Brazil | Cape Verde | China | Mozambique | East Timor

Empowering women lawyers: in our teams, in our community, in our profession.

Cuatrecasas welcomes the IBA World Women Lawyers' Conference to Lisbon — a gathering we are proud to host and sponsor in a city we are proud to call home.

Our commitment and achievements at a glance:

- 13 years of continuously evolving gender equality plans.
- 42 specific measures in our current strategic plan covering bias-free recruitment, equitable promotion, leadership development, and zero-tolerance anti-harassment policies.
- 52% of all professionals hired in 2025 were women — with priority given to underrepresented areas.
- 10 years of a Women in Business program, including “WiB Cuatrecasas” anual conferences for women leaders focused on business trends, and “WiB Next-Gen” events that sponsor the next generation of lawyers and businesswomen.

In 2026 we are going further: launching dedicated female leadership programs, implementing automatic gender-equality KPIs, and increasing the visibility of women across our firm.

We believe equality is built in everyday decisions about who we invite to the table, who we promote, and how we empower women to lead — within our firm and far beyond it!