

CONFERENCE

# *AFME's European Compliance and Legal Conference 2026*

21 September 2026 / The Pullman, Montparnasse, Paris

## *Day 1 - Monday, 21 September 2026*

08:45 / Welcome Registration

09:20 / Opening Remarks

09:40 / Welcome Remarks

09:45 / Keynote Address

10:15 / Panel discussion  
What keeps global Heads of Compliance awake at night?

### OVERVIEW

- / Current trends and emerging risks
- / Evolution of the Compliance function
- / What keeps Heads of Compliance awake at night?

### SPEAKER



Christopher Singh

Group Head of CWR Compliance, Barclays

11:00 / Networking Break

11:30 / Keynote address

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12:00 / Panel discussion  
**The Evolving Regulatory Landscape**

## OVERVIEW

- / Managing global regulatory change
- / Key priorities for firms operating on a global scale
- / Understanding the influence of global politics

## SPEAKER



**Claudia Gonzalez Cabanillas**

Head of EMEA Regulatory Affairs, JP Morgan

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12:45 / **Networking Lunch**

13:45 / Panel discussion  
**The Role of Data in Effective Surveillance**

Track A

## OVERVIEW

- / Identifying data owners
  - / Establishing effective data governance
  - / Enhanced surveillance efficiency
  - / Regulatory and third-party challenges
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# Day 1 - Monday, 21 September 2026

13:45 / Panel discussion  
**Digital Assets - Compliance and Legal Issues**

Track B

## OVERVIEW

- / Demonstrating MiCA Compliance
- / Authorisation notification frameworks
- / Regulatory developments

14:25 / Panel discussion  
**AI - Compliance and Legal Challenges**

Track B

## OVERVIEW

- / Regulatory challenges – the EU AI Act
- / Getting governance and accountability right
- / Deploying and managing AI agents

14:25 / Panel discussion  
**Surveillance Continued**

Track A

## OVERVIEW

- / Trade surveillance
- / Comms surveillance
- / Lessons from enforcement activity
- / Supervisory expectations

# Day 1 - Monday, 21 September 2026

Panel discussion

15:05 / **Data: The role of Legal and Compliance functions**

Track A

## OVERVIEW

- / Risks and governance
- / Data quality and operational challenges
- / Regulatory expectations and enforcement
- / Key trends and areas of focus
- / Compliance and Legal considerations

Panel discussion

15:05 / **DORA and Operational Resilience – what Compliance & Legal Need to Know**

Track B

## OVERVIEW

- / Demonstrating DORA compliance
- / Leveraging DORA in UK operational resilience

15:45 / **Networking break**

Panel discussion

16:05 / **2LoD Alignment – Legal, Compliance & Risk**

## OVERVIEW

- / How are roles and expectations changing?
- / Compliance and Risk – challenges and opportunities
- / The role of in-house legal

# Day 1 - Monday, 21 September 2026

Panel discussion

16:40 / Navigating the Impact of Geopolitical events

## OVERVIEW

- / Understanding the drivers and key challenges
  - / Responding to increased global regulatory divergence
  - / Reacting to emerging geostrategic events
  - / The role of compliance (and other) functions
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17:10 / Closing remarks

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17:30 / 10th Anniversary Drinks reception

08:30 / Welcome Registration

08:30 / Welcome Registration

09:00 / Opening remarks

09:05 / Welcome Remarks

09:15 / [Panel discussion](#)  
General Counsels Discussion

## OVERVIEW

- / Key legal and regulatory challenges facing banks in the EU and UK
- / Coordination and collaboration: across the business and with external law firms
- / Priorities for 2027 and beyond
- / How the legal function is changing from a skills, risk and technology perspective

## SPEAKERS



**Matthias Bock**

Managing Director and General Counsel, Goldman Sachs



**William de Vreede**

Global Head of Legal Capital Markets team, ING

10:00 / Keynote Address: Natasha Cazenave Executive Director, ESMA

## SPEAKER



Natasha Cazenave

Executive Director, ESMA

10:30 / Networking Break

11:00 / Panel discussion  
**Governance & Accountability**

Track A

## OVERVIEW

- / SMCR Review – assessing the impact of the changes
- / Lessons from SEAR, 3 years on
- / EU expectations on governance and suitability

## SPEAKER



Djamel Bouzemarene

Team Leader Regulation, European Banking Authority

11:00 / Panel discussion  
**Global Trends in Enforcement**

Track B

## OVERVIEW

- / What can we learn from recent regulatory actions
- / Key trends
- / What to expect from Enforcement in 2027

# Day 2 - Tuesday, 22 September 2026

11:00 / Future Leaders Round Table

Track C

11:45 / Panel discussion  
**MiFID Conduct**

Track A

## OVERVIEW

- / EU RIS
- / UK Client Categorisation
- / Conflicts of Interest
- / Regulatory Developments

11:45 / **Handling Internal and Regulatory Investigations**

Track B

## OVERVIEW

- / Best practices for conducting internal reviews, enforcement inquiries and remediation efforts
- / Maintaining independence while satisfying regulator expectations
- / Challenges when representing the company and employees

Kindly sponsored by Latham & Watkins  
12:20 / **Women in Compliance  
Networking Lunch**

12:20 / **Networking Lunch**

13:40 / Fireside Chat

# Day 2 - Tuesday, 22 September 2026

14:00 / **Panel discussion**  
**Simplification and Competitiveness**

## OVERVIEW

- / Challenges with divergent regimes
- / Assessing the cost for markets
- / Opportunities for reform and better outcomes for market participants
- / Views from regulators

## SPEAKER



**Edwin Schooling Latter**

Managing Director Head of Compliance, Mizuho

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14:50 / **Panel discussion**  
**Conduct and Behavioural Change in Financial Services**

## OVERVIEW

- / Where the industry stands today
  - / What should be the next focus to deliver better outcomes
  - / Leadership responsibility for behaviour and culture
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15:15 / **Closing Remarks**

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