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AI ETHICS AND INTEGRITY
INTERNATIONAL ASSOCIATION

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AI HORIZON JOURNAL

#5
EDITION

HAS THE AI ACT BEEN POSTPONED? NOT EXACTLY

WHAT HAS ACTUALLY CHANGED FOR AI COMPLIANCE IN 2026

AI HORIZON CONFERENCE 2026

LISBON, 11 NOVEMBER: THE PROGRAMME, SPEAKERS, SPONSORS AND PARTNERS

AI IN INTELLECTUAL PROPERTY

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AI, DIGITAL TRANSFORMATION AND THE FUTURE OF THE LEGAL PROFESSION

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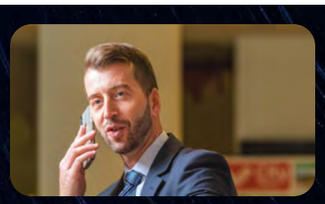

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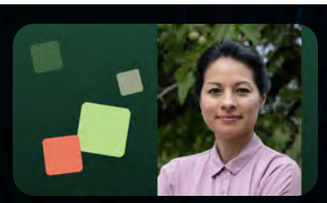

SERGIY BARBASHYN
AIEI President

WELCOME MESSAGE

Welcome to the fifth edition of AI Horizon Journal. Since our July issue, the question on everyone's agenda has shifted. Fewer people ask whether AI will change their work; more ask how to stay in control of it while it does. The articles in this edition answer that question from very different angles, and I am grateful to every author who shared their experience with us.

Much of the conversation this summer was shaped by the AI Omnibus. In this issue's cover story, I look at what has actually changed for AI compliance in 2026 and why the postponement of the high-risk deadlines is not a reason to pause. Associate Professor Valentas Gružauskas, who coordinated two collective reports in the EU AI Board's Standards Sub-group, explains why standards are an operating system for AI governance rather than paperwork added after deployment.

Intellectual property runs as a common thread through this issue. AÏP Genius, Anaqua and Questel, three companies building AI for the IP profession, arrive at the same conclusion from different directions: AI can automate a great deal of the work, but accountability remains human. The same theme now reaches the global stage: AIEI has been granted observer status at the World Intellectual Property Organization, giving the AI ethics community a voice in the international conversation on intellectual property.

We are also honoured to feature an interview with Roman Završek, President of the Council of Bars and Law Societies of Europe (CCBE), the voice of more than one million European lawyers. He explains how AI is already changing legal practice and why competence, confidentiality and human responsibility must come first.

Ines-Kuniko Mogami of Augmented You reminds us that most AI projects fail for human reasons rather than technical ones, and that the people who will work with AI deserve a voice before the investment is made.

Closer to home, preparations for the AI Horizon Conference 2026 are in full swing. On 11 November we will meet at Lumen Hotel in Lisbon for an evening of keynotes, a panel discussion, startup pitches and the AIEI Awards. I would like to thank our sponsors and partners, whose support makes the evening possible, and I hope to see many of you there. Between the articles you will also find our own tools: the free EU AI Act Readiness Assessment and the AI Regulation Monitor, available to our members.

Thank you for reading, and enjoy the issue.

Sergiy Barbashyn
President of the AI Ethics and Integrity International Association

WEDNESDAY, 11 NOVEMBER 2026 · LISBON

AI HORIZON CONFERENCE 2026

Preparations are in full swing. On **11 November**, in the middle of Web Summit week, AIEI brings AI leaders, founders, researchers and policymakers together at **Lumen Hotel** in the heart of Lisbon.

The evening is built around one idea: shaping a future of ethics and integrity in artificial intelligence together. After registration and networking, the AIEI Board opens the conference and shares a few key updates. Invited speakers then take the stage with keynotes on the latest trends and the future direction of AI, ethics and integrity, followed by a panel discussion on the pressing issues and challenges facing the AI industry.

In the startup pitch, early-stage teams get three minutes each on a fast-paced stage where founders meet funders; every pitch is recorded and shared across the AIEI network. The AIEI Awards then celebrate organisations that made a real impact in ethical AI in 2026, and the night closes with music, cocktails, food and time to build new connections.

The venue takes its name from Lisbon's famous light: Lumen is the first hotel in Portugal with an immersive video mapping show, projected across its interiors as an introduction to the city. Attendance is free, but every application is reviewed, and only approved guests working in AI can join.

PROGRAMME

Doors open at 6:00 PM

6:00 PM Registration & networking

7:00 PM Opening words from the AIEI Board

7:15 PM Keynotes from invited speakers

7:45 PM Panel discussion

8:15 PM Startup pitch

8:30 PM AIEI Awards ceremony

8:45 PM Networking & after party

SPEAKERS

More to be announced

Sergiy Barbashyn
President, AIEI

Artemiy Volodin
Vice President, AIEI

Miguel de Castro Neto
Dean, NOVA Information Management School

Hady M. Khawand
Founder & CEO, AÏP Genius

Bacho Barnabishvili
Director & Partner, The Image Agency

Kyrylo Proskurnya
Founder & CEO, BALTUM

Rui Serapicos
President, Portuguese Blockchain Alliance

More speakers
To be announced soon

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The conference is free to attend; every application is reviewed. Scan the QR code or visit ai-ei.org/ai-horizon-conference-2026

General admission · Free
Conference pass, food and drinks, lounge after the awards

Premium admission · €50
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Photo: © WIPO. Source: geneve-int.ch

WORLD INTELLECTUAL PROPERTY ORGANIZATION

AIEI GRANTED OBSERVER STATUS AT WIPO

The AI Ethics & Integrity International Association (AIEI) has been granted observer status at the World Intellectual Property Organization (WIPO), marking a significant step forward in the organization's engagement with global policy on artificial intelligence, ethics and innovation.

WHAT IS WIPO?

Established in 1967, WIPO brings together 193 member states and serves as a global policy forum where governments, intergovernmental organizations, industry groups and civil society come together to address evolving intellectual property issues.

Beyond setting international IP norms, WIPO provides services that enable creators, innovators, and entrepreneurs to protect and promote their intellectual property across borders. It is also a forum for addressing cutting-edge IP issues, and supplies data and information that guide policymakers worldwide. Member states and observers meet regularly across a range of standing committees and working groups. They constantly negotiate the rules needed to keep the international IP system aligned with a changing world, including the rapid rise of artificial intelligence.

WHAT OBSERVER STATUS MEANS

Observer status is more than a formal recognition, it grants AIEI a formal presence in the discussions. As an observer, AIEI can:

- attend relevant WIPO Assemblies, Standing Committees, and other meetings
- follow policy discussions firsthand
- contribute expertise
- build relationships with Member States and fellow observers

While observers do not hold voting rights, they can meaningfully shape discussions by bringing practical, informed perspectives to the international IP community and by identifying opportunities for collaboration.

For AIEI, this status opens the door to bringing the voice of the AI ethics community into international conversations on intellectual property, innovation, and emerging technologies – while strengthening AIEI's visibility and credibility as a trusted stakeholder in global policy discussions.

WHY THIS MATTERS AT THE INTERSECTION OF AI AND IP

Artificial intelligence has become a key focus of WIPO's agenda: questions of AI-generated inventions and creative works, authorship and inventorship, data governance, and the fair use of training data are reshaping how intellectual property frameworks are understood and applied. As these debates unfold, the international IP system needs input not only from legal and technical experts, but from organizations focused on the ethical dimensions of AI. AIEI's observer status positions it to contribute exactly that perspective at a moment when it is needed.

LOOKING AHEAD

Looking ahead, AIEI intends to actively participate in relevant WIPO Assemblies, Standing Committees, and related meetings, using its observer status to bring the perspective of the AI ethics community into international discussions on intellectual property, innovation, and emerging technologies. This ongoing engagement offers AIEI a valuable platform to share its expertise while building meaningful relationships with the governments, organizations and stakeholders shaping international policy.

> *Observer status at WIPO is an important recognition of an organization's expertise and commitment. It provides the opportunity to participate in global discussions on intellectual property, contribute informed perspectives, and build meaningful collaborations with governments, international organizations, and other stakeholders. For AIEI, it represents an excellent platform to help shape the much-needed conversations at the intersection of artificial intelligence, ethics, intellectual property, and innovation.*
>
> **Roba Hamam**
> *Partner and Legal Director at AÏP Genius, Deputy Chair of the Legal Committee at AIEI*

AI ETHICS AND INTEGRITY INTERNATIONAL ASSOCIATION

AIEI MEMBERSHIP

LEAD WITH ETHICAL AI TODAY

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Declarative certificate (AIEI AI ethics principles)	✓	✓	✓
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AIEI events and vetted network	✓	✓	Exclusive access and promotional opportunities
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HAS THE AI ACT BEEN POSTPONED? NOT EXACTLY.

WHAT HAS ACTUALLY CHANGED FOR AI COMPLIANCE IN 2026?

Author
Sergiy Barbashyn
President of AIEI

On 27 July 2026, Regulation (EU) 2026/1744[1] – the AI Omnibus – came into force. This had long been awaited by the legal and compliance teams of companies whose activities fall within the scope of the AI Act. One of its key changes is the postponement of the deadlines for the application of certain requirements relating to high-risk AI systems.

For businesses, this has raised a very practical question: does the postponement of the high-risk deadlines mean that active preparations for the AI Act can be deferred until 2027? Such an approach would be mistaken.

The AI Omnibus has postponed the deadlines for a specific high-risk area, but has not suspended the application of the AI Act as a whole. Some of the requirements are already in force, particularly those relating to transparency, GPAI models and AI literacy.

Therefore, for businesses, 2026 is not a pause in compliance, but a period during which they need to determine which requirements are already in force and for which ones they should start preparing in advance.

WHAT THE AI OMNIBUS HAS ACTUALLY CHANGED – AND WHAT IT HAS LEFT UNCHANGED

The main change introduced by the AI Omnibus is the new deadlines for high-risk AI. For high-risk systems in specified sectors – including recruitment, lending, biometrics and critical infrastructure – the relevant requirements will come into force on 2 December 2027. For high-risk AI in regulated products, the deadline is 2 August 2028.

However, this does not mean that the AI Act can be ignored until these dates. Other requirements of the AI Act are already in force.

- **Transparency.** The requirements of Article 50 come into force on 2 August 2026. Depending on how AI is used, users must be informed about their interaction with AI or about content created or modified using AI. For certain generative AI systems that were already on the market prior to this date, a transition period is provided until 2 December 2026.
- **GPAI models.** The rules for providers of general-purpose AI models come into force on 2 August 2025, and from 2 August 2026 the Commission may monitor compliance and apply the measures provided for in the AI Act. For models that were on the market before 2 August 2025, a transition period applies until 2 August 2027.
- **AI literacy.** The requirements regarding AI literacy also continue to apply. Providers and deployers must take measures to ensure that individuals working with AI systems maintain an appropriate level of knowledge and skills, taking into account their experience, technical knowledge and the context in which the AI is used. Following the Omnibus Regulation, this requirement has become more flexible, and companies are no longer required to guarantee a specific level of AI literacy for each individual employee.
- **Prohibited practices.** The main prohibitions under the AI Act come into force on 2 February 2025. The AI Omnibus Act has introduced new prohibitions relating to the creation or manipulation, using AI, of realistic intimate images, videos or audio recordings of a person without their consent, as well as material depicting child sexual abuse. The new prohibitions will come into force on 2 December 2026.

The postponement of the AI Act's deadlines also does not affect other legal regimes. Where AI processes personal data, handles content, is used in relation to employees, or interacts with consumers, the GDPR, intellectual property law, employment law and consumer legislation may apply in parallel.

At the same time, the Commission is gradually setting out in detail how these rules are to be applied in practice. The final Guidelines on transparency obligations under Article 50 have already been published[2], whilst the Guidelines on the classification of high-risk systems as of August 2026 remain in draft form.

In other words, the AI Omnibus has given businesses more time to prepare for the high-risk regime. However, it has not created a period during which AI compliance can simply be put on hold.

WHERE TO START WITH AI COMPLIANCE: UNDERSTANDING WHERE A COMPANY USES AI

The most common scenario we see in practice is this: a company knows that its employees are using ChatGPT, Claude or other AI tools, but does not have a complete picture of exactly where they are being used, for what tasks and with what data.

AI is now integrated into far more areas than you might think. A CRM with predictive scoring. An HR platform that ranks candidates. A marketing tool that generates A/B tests. A meeting transcription service that captures client discussions. A proprietary SaaS product that integrates GPAI via an API. All of these may incorporate AI functionality, and each such tool needs to be scrutinised.

The minimum set of information for each AI tool: the tool and its provider; the purpose of use; who in the company uses it; what data is fed into it; and how the results are applied in practice. This is not a bureaucratic requirement – it is what enables you to answer any question from the legal department, auditors, the regulator or a client who enquires about your AI practices as part of due diligence.

An AI inventory or register is a practical governance tool, not a mandatory document for all companies without exception. However, a lack of even a basic understanding of where AI is used already constitutes a risk, regardless of whether the company is a provider or a deployer.

CLASSIFICATION: HIGH-RISK – JUST THE START OF A LEGAL ANALYSIS

The first mistake in approaching AI compliance is to reduce the analysis to a single question: 'Is this high-risk or not?'. A 'no' answer does not mean there are no obligations.

A comprehensive analysis of a specific AI system involves a series of questions. What exactly are we dealing with – an AI system, a GPAI model, or a sys-

KEY AI ACT DATES AFTER THE AI OMNIBUS

● NEW HIGH-RISK DEADLINES

2 Feb 2025	2 Aug 2025	2 Aug 2026	2 Dec 2026	2 Aug 2027	2 Dec 2027	2 Aug 2028
Main prohibitions apply	Rules for providers of GPAI models	Transparency (Article 50); Commission can enforce GPAI rules	New prohibitions; transition ends for certain generative AI	Transition ends for GPAI models on the market before 2 Aug 2025	High-risk AI in specified sectors (Annex III)	High-risk AI in regulated products

SCENARIO 1

Employees use generative AI for day-to-day tasks

The team uploads contracts for analysis, candidates' CVs and client briefs to ChatGPT or another generative AI tool. Questions to ask before deciding whether to allow or prohibit this: what data is being fed into the system? Does it contain personal data or confidential client information? What are the supplier's terms regarding training the model on the input data? Who checks the AI's output before it is used? Without answers to these questions, any AI policy remains nothing more than a declaration.

REFERENCES

1. Regulation (EU) 2026/1744, signed on 8 July 2026, published on 24 July, and which entered into force on 27 July 2026: https://eur-lex.europa.eu/eli/reg/2026/1744/oj/eng
2. Commission Guidelines on Article 50, published on 20 July 2026: https://digital-strategy.ec.europa.eu/en/library/guidelines-transparency-obligations-providers-and-deployers-ai-systems

Sergiy Barbashyn

President of the AI Ethics and Integrity International Association (AIEI); solicitor, managing partner at Barbashyn Law Firm; expert in intellectual property, AI and IT project management

“AI compliance is not just a folder full of documents.

tem built on GPAI? What is the company’s role or roles under the AI Act: provider, deployer, and, where applicable, downstream provider? What is the intended purpose, and does the AI Act apply territorially? Do the transparency requirements under Article 50 apply? And only after that – does the high-risk regime potentially apply?

Other legal regimes may apply in parallel to the AI Act. The GDPR – if the system processes personal data. Copyright and IP – if third-party content is used or new content is generated. Employment law and anti-discrimination legislation – if AI is used in HR. Consumer law – if the system interacts with the end consumer. Cybersecurity – depending on the sector and type of data.

WHAT AI GOVERNANCE LOOKS LIKE WITHIN A COMPANY

AI compliance is not just a folder full of documents. It is the answer to the question: who decides which AI is used, how, and by whom?

In most companies, no such decision exists. There are individuals who independently set up new tools, upload working materials to them and generate results without any verification. This is ‘shadow AI’ – a typical risk for organisations where there is no clear procedure in place.

Basic AI governance comprises several elements. Firstly, rules of use: what is permitted, what is prohibited, and which data may or may not be fed into AI systems. Secondly, the procedure for approving new tools and new use cases. Thirdly, the level of human review depending on the consequences: an AI recommendation for an internal report and an AI decision that affects a customer or employee require different levels of review. Fourthly – the division of responsibilities: who in the company is responsible for AI compliance – the legal/compliance team, the privacy/DPO team, IT, HR or the product team? The answer ‘everyone together’ usually means ‘no one’.

AI literacy is not a one-size-fits-all approach. Article 4 of the AI Act, following the Omnibus Act, requires providers and deployers to ‘take measures to support the development of AI literacy’ – taking into account the technical knowledge, experience and context of specific individuals. For a lawyer using AI to analyse contracts, this is one level. For a product manager integrating GPAI via an API, it is another.

Documentation is a separate issue. Depending on the system and the company’s role, the following may be required: an AI register, an AI Use Policy, classification/risk assessment, vendor due diligence, a transparency notice, a DPIA or FRIA, records of AI literacy, and incident handling procedures. However, not all of these documents are mandatory legal requirements for every AI system. Some are explicitly required by law only in specific cases; others are compliance practices that reduce risk and simplify future audits.

SCENARIO 2

Customer-facing chatbot or SaaS with GPAI via API

A company launches a chatbot for customer service or integrates a third-party GPAI model into its SaaS. From 2 August 2026, Article 50 applies. If the company is a provider of a system for direct interaction with people, the user must be informed that they are interacting with AI, unless this is obvious to a reasonably well-informed, observant and circumspect person. At the same time, questions arise regarding the company’s role, what customer data is fed into the model and under what conditions, and what the supplier’s terms and conditions state regarding training on input data. Each of these questions requires an answer before the launch.

SCENARIO 3

AI in recruitment or human resources management

A company uses AI for the initial screening of CVs, the assessment of candidates or the evaluation of employee performance. Such scenarios are among those that the AI Act potentially classifies as ‘high-risk’. However, not every HR tool incorporating AI is automatically ‘high-risk’ – what matters is the specific purpose for which the system is designed and how it influences decisions regarding a candidate or employee. It is also necessary to take into account employment and anti-discrimination legislation, which applies regardless of the system’s classification under the AI Act.

COMPLIANCE DOES NOT END ONCE THE AI HAS BEEN LAUNCHED

AI compliance should not be viewed as a one-off project. Conducting an audit, preparing documentation and establishing internal rules is not sufficient if the system, the way it is used or regulatory requirements change in the future.

A reassessment may be required, in particular, if the purpose of the AI system or its use case changes, or if the underlying model or provider changes, new functionality or integration is added, or data flows or the level of human review change. Specific triggers for a review include incidents, complaints, data breaches, changes to the supplier’s terms and conditions, or new regulatory requirements.

To facilitate the practical application of the AI Act, the Commission has already launched several support tools. The AI Act Service Desk provides information and guidance on the application of the AI Act, the Single Information Platform brings together official materials in one place, and the EU AI Act Compliance Checker helps users carry out an initial assessment of the applicable requirements. As of August 2026, Compliance Checker is operating in beta, and its results are for information purposes only and do not constitute an official assessment of a specific AI system.

Alongside official tools, professional approaches to AI governance and auditing are also developing. In particular, the AIEI (AI Ethics and Integrity International Association) is developing principles, assessment tools and AI audit methodologies that can complement companies’ internal compliance processes where regulatory requirements have not yet been specified in detail.

AI governance therefore requires not only the initial classification and preparation of documents, but also a regular review of how AI is actually used within the company and what requirements apply to it.

WHAT TO DO IN 2026–2027: A PRACTICAL ROADMAP

Below are a few practical steps businesses can take to start preparing right away.

01 **Conduct an AI inventory:** identify which AI systems and AI functions are actually in use within the company – including AI embedded in SaaS, CRM and HR tools, not just the obvious generative AI applications.

02 **Determine the company’s role in relation to each system:** whether it acts as a provider or a deployer, and, where applicable, as a downstream provider, and carry out an initial classification under the AI Act.

03 Verify compliance with requirements that are already in force: in particular, transparency obligations, rules on personal data and privacy, intellectual property, and the terms of contracts with AI suppliers.

04 **Establish internal policies:** who approves new AI tools, what data can be fed into the AI, and what level of human review is required, depending on how the system is used and the potential consequences.

05 **Allocate responsibilities:** define specific roles for legal/compliance, privacy, IT and business, depending on the company’s structure.

06 For potential high-risk systems, begin preparations in advance: determine which requirements will apply to the specific system and the company’s role, carry out a gap assessment, and plan the necessary changes to processes and documentation. For high-risk systems listed in Annex III, the relevant requirements will come into force on 2 December 2027.

07 **Plan for regular reviews:** revisit the assessment of AI systems if their purpose, functionality, model, supplier, data flows or regulatory requirements change.

The biggest mistake following the AI Omnibus is to interpret the postponement of high-risk deadlines as permission to do nothing until 2027. This is not the case. Some of the requirements are already in force. Others require preparation, for which there is less than a year and four months remaining.

AI compliance is not simply a matter of ticking a box on a ‘high-risk/not high-risk’ checklist. It is a system whereby a company knows what AI it is using, who is responsible for it, and what rules apply – and can provide evidence of this. It is much easier to put such a system in place now than to do so under pressure from the regulator.

To start the free EU AI Act Readiness Assessment by AIEI, scan this QR code or visit assessment.ai-ei.org

INTERVIEW

ROMAN ZAVRŠEK, PRESIDENT OF THE CCBE

AI, digital transformation and the future of the legal profession

1. Could you remind our readers of CCBE's role and mission?

The CCBE is the voice of the European legal profession. We bring together the Bars and Law Societies of 46 countries and represent, through them, more than one million European lawyers. Our core mission is to defend the rule of law, human rights, access to justice and the independence of the legal profession.

The CCBE also acts as a bridge between the profession and European institutions. We bring the experience of practising lawyers into debates ranging from professional secrecy and procedural rights to digitalisation and artificial intelligence.

For me, the underlying principle is simple: we should not resist change, but we do have a responsibility to shape it.

2. We understand you took over as CCBE President at the start of this year, after leading the Slovenian Bar Association for three terms. Could you briefly share what first drew you to the field of AI and digital transformation?

My interest really came from practice. I have remained a practising lawyer throughout my involvement in the organised profession. I could see that technology was changing not only how we organise our offices, but how we actually practise law.

AI can now assist with research, document review, translation and drafting. We are therefore beyond asking whether it will become part of legal practice. It already is.

The real question is what comes next: how can we benefit from these capabilities without losing independence, confidentiality, professional judgment and responsibility?

I am optimistic, but the more powerful the technology becomes, the more important it is to understand its limits. AI is therefore not only a technological issue. It is also a question of professional ethics, fundamental rights and the rule of law.

3. Can you point to a specific area of legal work, such as due diligence, contract review, or legal research, where AI has already changed how the work is done, rather than simply making it faster?

Legal research is probably the clearest example. Traditionally, a lawyer would search legislation, judgments and documents and gradually build the legal picture. AI changes that starting point.

It can analyse much larger volumes of material, identify connections and structure the relevant issues. The lawyer can move sooner from finding information to evaluating what it actually means for the client.

There is also a danger: AI can produce an answer that sounds convincing and is nevertheless wrong. The more convincing the machine becomes, the more disciplined the lawyer must be in verifying it.

That changes what professional competence means. It is no longer enough to know how to obtain an answer. We must also know whether that answer deserves to be trusted.

4. As AI becomes increasingly embedded in legal practice, how do you see European AI regulation affecting lawyers and law firms? Do you think the current regulatory framework provides the right balance between innovation, professional responsibility, and client protection?

Europe is right to insist that innovation and the protection of fundamental rights develop together. The EU AI Act supports that approach through rules on risk, transparency, human oversight, accuracy and cybersecurity.

For lawyers, however, legislation is only part of the answer. Our professional obligations exist regardless of which technology we use.

If I use an AI tool, I must still ask: What happens to my client's information? Do I understand the system's limitations? Can I verify its output? Am I prepared to take responsibility for what I send to a client or submit to a court?

For me, three principles capture the right approach: competence before use, confidentiality by design, and human responsibility at all times.

I am strongly in favour of innovation. But regulatory compliance alone can never replace the professional judgment and responsibility of a lawyer.

5. Junior lawyers traditionally learn the profession by handling routine tasks that AI can now perform faster. What does this mean for the traditional training pipeline, and what skills will the next generation of lawyers actually need?

This is one of the consequences of AI that we need to take very seriously.

Like generations before me, I learned partly through less glamorous work: reading files, researching judgments, checking documents, preparing first drafts and discovering that a first conclusion could be wrong.

Those tasks could be repetitive, but they were also part of learning how to think like a lawyer.

We should not preserve inefficient work simply because we have always done it. But if AI performs these tasks, we must replace the learning experience, not just the task.

Future lawyers will need excellent legal knowledge, critical thinking, AI literacy, source verification, cybersecurity awareness and ethical judgment. Above all, they must question technological outputs rather than accept a confidently presented answer.

And this is not only about young lawyers. Digital competence and continuing education in ethics and emerging technologies are becoming increasingly important for the profession as a whole.

6. What role do bar associations play in promoting the ethical and responsible use of AI in the legal profession?

Bars have a central responsibility. They understand what professional secrecy means in practice and where technology can create risks for clients.

Their role should therefore be practical: to provide clear ethical guidance, offer training and help lawyers understand both the opportunities and the risks of AI.

We should also be present when technologies and the rules governing them are developed. The CCBE has addressed the legal, ethical and professional implications of AI for several years, including guidance for lawyers.

We should engage directly with developers, legislators, courts and regulators. If lawyers enter only after a system has been designed, professional secrecy and independence may be seen as obstacles. They are not. They are safeguards that make justice trustworthy.

I do not believe Bars should stand in the way of innovation. Quite the opposite. We should help lawyers make use of innovation confidently, competently and responsibly.

AI can assist us, but it cannot take responsibility for us. Technology may change how we practise law, but not why our profession exists: to provide independent advice, protect rights and ensure that a human being remains responsible for the legal judgment made.

In conversation with
Roman Završek
President of the Council of Bars and Law Societies of Europe (CCBE)

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The Council of Bars and Law Societies of Europe brings together the Bars and Law Societies of 46 countries and, through them, more than one million European lawyers.

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AI-NATIVE INTELLECTUAL PROPERTY

FROM ASSISTANCE TO EXECUTION

Author
Roba Hamam
Partner & Legal Director, AÏP Genius

AI is already making a practical impact across information-intensive and repetitive IP processes: facilitating access to IP knowledge, trademark search and clearance, portfolio administration and prosecution support. It can reduce administrative burden and allow professionals to focus more on strategy and judgment.

The real frontier lies in complex multi-jurisdictional judgment and, more importantly, reliable end-to-end execution. Moving from supporting individual tasks to coordinating complete IP workflows requires not only greater AI capability, but also stronger safeguards, accountability and human oversight.

The next transformation is already underway: the shift from assistance to execution through agentic AI. At AÏP Genius, we have begun implementing agentic capabilities that can coordinate workflows and execute defined tasks within established boundaries.

Territoriality adds another challenge: AI is borderless; IP rights are not. Rules and practices vary by jurisdiction. This is why Ask AÏP facilitates access to curated, jurisdiction-specific IP knowledge and practitioner insights, with escalation where human expertise is required. This grounding provides a foundation for moving responsibly from assistance toward execution.

REALIZING AN INTEGRATED VISION

AÏP Genius was conceived from the outset as an integrated, AI-native IP ecosystem. The vision was never to build disconnected tools, but to connect IP knowledge, search, prosecution support and portfolio management within one environment.

Over the past year, we have expanded Ask AÏP and our network of local IP professionals, advanced Search AÏP for AI-powered trademark search and clearance and Nexus for multi-jurisdictional filing and prosecution workflows.

The launch of AMS, our AI-native IP management system, marks another major step, connecting portfolio management with intelligent workflows and agentic capabilities, while bringing internal and external stakeholders into the same ecosystem. What has changed is not our direction, but our ability to realize it.

BUILDING RESPONSIBLE AUTONOMY

Looking ahead, our vision remains consistent while the depth of our AI capabilities, autonomy, geographic reach and operational capabilities expand. We see IP systems becoming increasingly conversational, with AI coordinating and executing defined workflows while professionals focus on supervision, validation, complex analysis and strategic decision-making.

Greater autonomy must bring greater responsibility. Our approach is to move from free-form generation toward grounded, guardrailed responses and actions, with human authority defining what AI may execute, what requires approval and when it must escalate.

Responsibility also includes AI's economic and environmental cost. Not every task requires maximum computation. Applying the appropriate intelligence to each task can balance performance with cost, accessibility and environmental impact.

The objective is not maximum automation, but responsible autonomy: the right intelligence, with the right human authority, for the right task, at the right cost.

AÏP Genius has always been built around one integrated vision: connecting intelligence, portfolio management and execution across the IP lifecycle and across jurisdictions. Our ambition is to establish the AI-native operational infrastructure for global IP, redefining how IP rights are managed, executed and maintained within one intelligent ecosystem.

ABOUT THE AUTHOR

Roba Hamam is Partner & Legal Director at AÏP Genius, where she contributes to the development of responsible, AI-driven solutions for intellectual property management, combining legal expertise with emerging technology.

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Author
Toni Nijm
Chief Product Officer, Anaqua

ANAQUA

Navigating AI in intellectual property

Automate the work, not the accountability

The integration of artificial intelligence (AI) into legal work is already an operational reality. The intellectual property (IP) discipline is defined by precision and high-stakes strategy.

So, can AI replace legal functions in the patent field?

The short answer is Yes. AI can automate many parts of the legal function, and likely more than many practitioners expect. AI can handle high-volume tasks such as data intake, classification, prior-art screening, summarization, first-draft preparation, document comparison and portfolio analysis, among many other functions. Over time, entire workflows will become substantially automated.

Distinguishing between automating work and automating accountability. That is the distinction every business and legal leader must plan for and take.

AI can identify patterns and propose conclusions, but it cannot own the legal, commercial or ethical consequences of those conclusions. Decisions on claim scope, prosecution tactics, litigation, portfolio abandonment and capital investment require professional judgement, institutional context and a responsible human. As a rule: the greater the potential consequence, the more oversight is required.

DRIVING PRACTICAL ADOPTION IN ESTABLISHED ORGANIZATIONS

Successful adoption in an established enterprise rarely begins with deploying AI. It begins with a concrete operational bottleneck. Which tasks are purely repetitive? Where are highly paid professionals spending low-value time? Where is organizational knowledge fragmented? Where are decisions being made on incomplete data?

The right strategy is to embed AI into existing workflows rather than forcing users to abandon established software and processes. Start narrowly, use trusted data, measure the outcome and let users inspect, correct and improve the result. Adoption grows when people experience practical value, not when management announces an AI strategy. It also changes the professional role. People move from executing every task to directing the work and judging its outcome, so organizations must help them develop that skill. Additionally, they must plan that structure in the beginning and build that capability. It should not be an afterthought.

MITIGATING THE RISK OF LOST NUANCE

Patent law is built on technical, legal and commercial nuance. A polished, plausible AI summary can omit a single factual detail that changes a legal conclusion. Additionally, high-quality natural-language output can manufacture false confidence, which can make a result appear more reliable than it actually is.

A solid approach is built around human accountability, traceability, proportionality and continuous validation. AI outputs should be grounded in authoritative information, show their sources, preserve an audit trail and make uncertainty visible. High-risk or irreversible actions should not occur without qualified human review. Models and workflows must be tested continuously, because responsible AI is not a policy document produced once, it is an ongoing operating discipline.

WINNING OVER A CONSERVATIVE LEGAL AUDIENCE

Do not ask lawyers to trust AI. Give them the tools to verify it.

Trust builds incrementally. Launch an AI automated workflow on lower-risk use cases, benchmark AI output against the work of experienced professionals, expose all supporting evidence and keep the human user in control. The objective is not to claim infallibility – professionals make errors too. It is to design a system where errors are easier to catch, decisions are better informed and responsibility remains unmistakably clear.

The way forward is not to lower legal standards to accommodate AI. It is to design platforms that operate within those standards, while empowering IP professionals to meet them with greater consistency, speed and precision.

ABOUT THE AUTHOR

Toni Nijm is Chief Product Officer at Anaqua and former CEO of RightHub. A serial entrepreneur and IP expert, he previously held senior roles at CPA Global and co-founded Ipendo. With a background in law, physics, and engineering, Toni brings deep expertise in intellectual property and innovation strategy.

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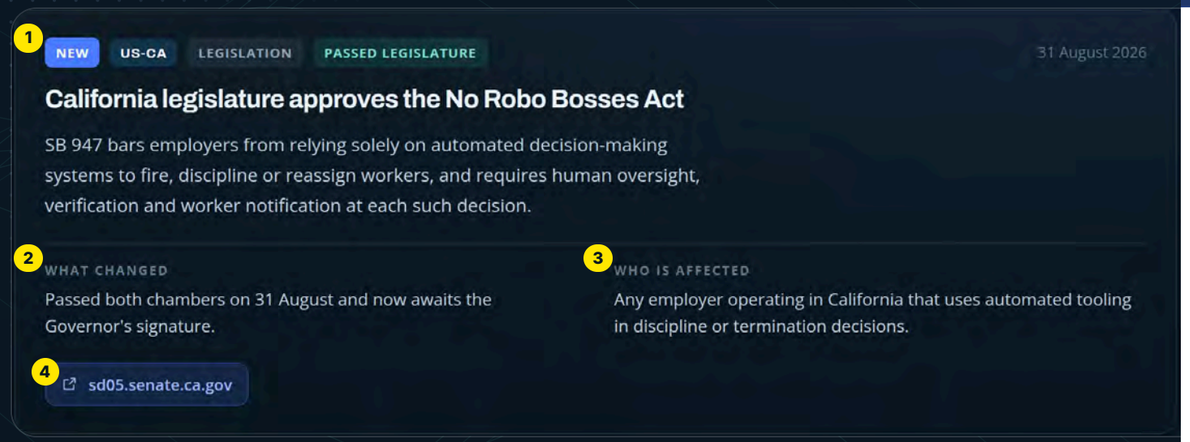

1. **Type and status** Jurisdiction, kind of measure and its stage
2. **What changed** The step taken, in plain words
3. **Who is affected** The organisations the rule reaches
4. **Official source** A direct link to the document

AI regulation now moves faster than most compliance teams can read. The AI Regulation Monitor brings it onto one page, so AIEI members can follow new rules as they appear instead of checking dozens of official websites.

Every day the Monitor reads legislatures, regulators and standards bodies in fourteen jurisdictions, from the European Union to China, India, Canada and Brazil. Each new act, bill, consultation or guidance note is summarised the same way: what changed, who is affected, the date and a link to the official text.

A calendar collects upcoming compliance milestones, and a profile for each jurisdiction explains how its approach to AI fits together. When a source cannot be read automatically, the entry still appears with a direct link to the document rather than a summary that could not be verified. Updates can also arrive by email.

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Questel

AI, trust and accountability

The future of intellectual property

Author
Elena Galletti
Client Architecture Solutions, Trademark Division, Questel

As a technology company focused on intellectual property, Questel works closely with law firms and corporate legal departments to understand how AI is transforming IP operations. From trademark and patent searches to document drafting and portfolio management, AI is becoming an increasingly important tool, but its role must be viewed realistically.

THE FUTURE ROLE OF AI IN IP

Not all IP activities are equally suitable for automation. For repetitive and standardized tasks, such as preliminary searches or drafting trademark specifications based on existing templates, AI can already deliver highly accurate results. In many cases, technology may contribute 90–95% of the work, with professionals validating accuracy, relevance, and business context.

More complex activities, such as oppositions, disputes, enforcement strategy, and legal analysis, require significantly greater human involvement. These matters involve risk assessment, jurisdictional nuances, and strategic considerations that cannot be delegated to technology. AI can support professionals, but human judgment remains essential throughout the process.

TRUST, CONFIDENTIALITY AND GOVERNANCE

One of the most important factors influencing AI adoption in IP is trust. IP professionals manage some of a company's most valuable assets, making confidentiality a fundamental requirement. At Questel, client data is never used to train AI systems.

However, confidentiality alone is not enough. Professionals also expect explainability. They want to understand how an AI-generated recommendation was produced, which sources were used, and how conclusions were reached. Increasingly, organizations recognize that successful AI adoption depends as much on governance and policies as on technology itself.

MARKET ADOPTION IS ACCELERATING

AI adoption is growing rapidly across the IP industry. While large organizations initially led the way through structured pilot programs and governance initiatives, smaller firms often began with general-purpose AI tools. Over time, many discovered the limitations of generic solutions for specialized IP work and started moving toward dedicated AI platforms.

Today, the discussion is no longer whether AI will be adopted, but how to implement it responsibly and effectively. Clients increasingly expect technological efficiency, while younger professionals seek to focus on strategic work rather than repetitive administrative tasks. As a result, AI is becoming both a productivity driver and a talent retention tool.

RESPONSIBILITY REMAINS HUMAN

The most debated question is accountability. My view is simple: the professional making the decision remains responsible for the outcome. This principle already applies to other technologies, from search engines to IP management platforms. AI can assist with research, drafting, classification, and analysis, but it cannot replace professional accountability.

At the same time, responsibility is shared. Technology providers must deliver secure and transparent systems, organizations must establish governance frameworks, and professionals must validate outputs before acting. Human oversight is particularly important to avoid automation bias, where users place excessive trust in AI-generated recommendations.

Ultimately, AI will not replace IP professionals. It will enable them to spend less time on routine processes and more time on strategy, judgment, negotiation, risk management, and client counseling. The future of IP is therefore not human versus AI, but human expertise enhanced by AI, with trust and accountability remaining firmly in human hands.

Questel

ABOUT THE AUTHOR

After years of experience as General Counsel in a fashion company, Elena moved to Brandstock to combine a legal background with her ability to communicate and manage creative activities. She specializes in IP law, digital marketing and brand identity. She joined Brandstock in 2015 and became quickly the worldwide VP Marketing. Since 2020 she has been managing the Client Architecture Solutions in Trademark Division at Questel Group. She is part of AI Committees dedicated to Legal & Consulting activities, moderator at INTA table topics, creator of contents and podcasts about IP and legal technology, with a particular focus on brand protection tools and strategy topics.

THE AI ACT'S REAL BUSINESS TEST: CAN YOU PROVE CONTROL?

Two AI Board reports show why standards are an operating system for AI governance – not paperwork added after deployment.

Author
Assoc. Prof. Dr Valentas Gružauskas
Head of the AI Methods Lab, Vilnius University

An AI system can be accurate on Monday and different on Friday. A supplier updates its model. A data source changes. An agent receives access to a new tool. The interface still looks the same, but the chain behind a decision has moved.

When that decision is challenged, the question is rarely whether the dashboard was green. It is whether the organisation can reconstruct what happened: which data and model version were used, which controls were active, what was tested, where a human could intervene and who accepted the remaining risk.

This is the practical value of standards under the EU AI Act. They are often discussed as an additional compliance layer. For business, their more useful role is to preserve evidence of control while technology, suppliers and use cases keep changing.

ACCURACY IS NOT EVIDENCE

The AI Act defines what high-risk systems and their providers must achieve: risk management, data governance, logging, transparency, human oversight, accuracy, robustness, cybersecurity, quality management and conformity assessment. Legislation cannot prescribe every test method, record or operational workflow.

Harmonised European standards are intended to bridge that gap. Once cited in the Official Journal of the European Union, a standard can create a presumption of conformity for the requirements it covers. It is not a magic certificate or the only route: before citation, organisations can use recognised standards, state-of-the-art methods and structured technical evidence.

In 2025, I coordinated work in the EU AI Board's Standards Sub-group on two collective reports. The first maps ten requested areas to nine European standards projects across the high-risk AI lifecycle. Its message for managers is simple: do not wait for final standards before building the controls.

High-risk requirements have since moved to 2 December 2027 for systems in Annex III and 2 August 2028 for AI embedded in regulated products under Annex I. The extra runway is useful, but it does not remove present-day exposure to customers, employees, auditors or sector regulators. A deadline can move; a disputed decision cannot be made traceable retrospectively.

STANDARDS AS ORGANISATIONAL MEMORY

The first report recommends maintaining a requirements-to-controls map: each legal obligation linked to the organisation's current policy, test, record and accountable owner. When a harmonised standard becomes available, references and methods can be updated without redesigning the governance system from zero.

That approach turns documentation into organisational memory. It allows a company to explain not only how a system works today, but how it changed. Strict version control matters for models, datasets, prompts, evaluation scripts, thresholds and referenced standards. Without it, a successful test may prove only that an earlier configuration once worked.

This is also why standards can reduce rather than increase bureaucracy. The alternative is that every supplier invents its own evidence package, every buyer asks different questions and every auditor interprets "adequate control" differently. A shared structure makes evidence reusable across procurement, product assurance, internal audit and regulatory review.

THE SYSTEM HAS MOVED BEYOND ONE MODEL

The second AI Board report looks beyond the initial high-risk portfolio. National delegations identified practical gaps around general-purpose AI, multi-agent orchestration, sector-specific applications and systems that combine a general-purpose model with a high-risk use case.

Consider a financial workflow in which one agent checks customer information, another assesses risk, a third drafts the explanation and a fourth updates the account. Testing each model separately is not enough. The organisation must know which component shaped the result, what permissions it held and where the transaction can be stopped or rolled back.

The report points towards shared methods for agent identity, traceability, safe orchestration boundaries, human intervention and system-level testing. These are business controls as much as technical safeguards. They determine whether a company can replace a model or add an agent without losing accountability for the service.

> **Real competitive advantage is changing AI without losing the evidence of control.**

ENERGY USE IS ALSO A GOVERNANCE SIGNAL

The same report treats resource and energy efficiency as a lifecycle performance issue. Training is only one part of the footprint; fine-tuning, inference, updates and retirement also matter. Common metrics are needed, but efficiency cannot be optimised at the expense of accuracy, robustness or safety.

For companies, this is not merely an environmental disclosure question. It is cloud expenditure and product margin. Routing a routine task to a smaller model, while reserving a more capable system for higher-risk work, can reduce cost. It also forces a useful governance question: is the resource intensity proportionate to the value and risk of the task?

BUILD THE EVIDENCE CHAIN NOW

Four actions create a practical starting point:

1. **Map the decision chain, not only the AI inventory.** Record models, data sources, tools, agents, suppliers and the hand-offs between them.
2. **Define the evidence package before deployment.** Decide which tests, logs, approvals, human-review records and incident data must be retained.
3. **Contract for change visibility.** Require suppliers to disclose material model updates, data handling, available logs and the support they provide for compliance evidence.
4. **Test the whole system over time.** Evaluate interactions, failure escalation and rollback – not only model accuracy – and monitor resource performance alongside safety.

European standardisation is not fast. The reports acknowledge limited expert capacity, multi-year development cycles and the need to keep implementation feasible for SMEs. That makes evidence from real deployments essential.

The competitive advantage is not adopting AI first. It is being able to change AI without losing the evidence of control. Companies that build that discipline now will be better positioned to scale, switch suppliers and respond to scrutiny. Those that postpone it may discover that what looked like technical innovation has quietly become governance debt.

ABOUT THE AUTHOR

Assoc. Prof. Dr Valentas Gružauskas is Head of the Artificial Intelligence Methods Lab (AIML) at the Faculty of Mathematics and Informatics, Vilnius University, and CEO of AI Conformity & Research Consulting. He is a PECB-certified ISO/IEC 42001 Lead Implementer, a Lithuanian representative in the EU AI Board's Standards Sub-group and a CEN-CENELEC JTC 21 expert. In 2025, he coordinated the preparation of two collective AI Board reports on AI standardisation.

Sources. AI Board reports: *Harmonised Standards for High-Risk AI Systems under the EU AI Act: Progress and Availability* and *Report on the Possible Elements of Forthcoming Additional Standardisation Requests* (March 2026).

HUMAN-CENTRED AI IMPLEMENTATION DESIGN

The importance of reflecting and re-imagining the process before acting

Author
Ines-Kuniko Mogami
Founder of Augmented You

As Daugherty and Wilson argue in their book Human + Machine (2018), we live in an era where organizations that can unleash the next stage of human potential can achieve competitive advantage. As they put it, organizations should focus on putting 'people in symbiotic relationships with machines'.

Despite the enthusiasm around the potential of artificial intelligence (AI) augmenting humans, according to RAND's 2024 study, more than 80% of artificial projects fail. In the same study, it was even found that 84 percent of AI practitioners cited leadership driven decisions, not technical limitations, as the leading cause of AI project failure.

These results are in line with what the founder of Augmented You AY, Ines Kuniko Mogami encounters in her daily conversations with people across organizations. "The higher management is telling us to use more artificial intelligence, but I don't know why exactly and how to use it in such a way that it is beneficial for us", one employee explained. "Sometimes", she added, "using artificial intelligence adds even more burden to my work than relief". Another person shared: "The organization offers training on using artificial intelligence, but I do not have time to do this on top of my daily work that is already busy."

A top-down approach, combined with a lack of understanding of the actual benefits of using artificial intelligence, can have a negative effect on adopting AI in the work environment. This is often reinforced by a failure to identify where human input is crucial, and by not understanding the needs, motivations, and drivers of employees. As a result, the AI strategy often does not align with the reality of the work environment. Strategic decisions are not enough if they remain confined to the boardroom; they must be practically translated to the day-to-day operations. Leaders and decision-makers therefore play a crucial role in making strategic decisions and the necessary alignment with their employees when introducing artificial intelligence into their organizations.

WHAT CAN ORGANIZATIONS DO TO PREVENT THESE HUMAN-CAUSED PITFALLS OF AI ADOPTION?

One such approach is to reflect on and understand what an organization and its employees actually need before making major investments. Augmented You (AY) supports organizations early in their AI strategy, before major investments of time and resources are made using human-centered, creative and participatory methods. For Magellan Food Ingredients BV, the CEO wanted to get a better understanding of what the actual benefits of AI are and where in their organization AI could add value. Through sessions built around co-creation, human-centred design, and other creative-thinking methods, they reimagined and broke down the workflow process and realized where in the process humans are of crucial value in order to differentiate themselves from competitors.

While automation of communication with customers has been handed over to AI by many organizations, for the CEO of Magellan Food Ingredients BV this was something they did not want to give up. Customers appreciate their personal approach and the fact that they know they are talking to a real person. A person who cares and can be flexible makes them different from other food ingredients companies. As the CEO put it: "For a SME, customer relationships and making a human connection is what makes customers choose us instead of the large companies who are using AI agents, are purely online, or are difficult to reach. On the other hand, we also need to use AI to stay agile and competitive in the market, so understanding what is available and how it can benefit our organisation will make the difference in the long term in adopting the right AI tools for us."

> *"The technology's greater power is in complementing and augmenting human capabilities*
>
> *Paul R. Daugherty & H. James Wilson, Human + Machine, Harvard Business Review Press, 2018, p. 8*

Another outcome of the different sessions was a platform that gave them insight into what various AI tools could offer and best practices that could be exchanged with other organizations in the same industry. They realized that the context they operate in as well as alignment with their company values, is important, and therefore concluded they should not (yet) invest in an AI tool that automates customer communication, for example.

FROM PRINCIPLE TO PRACTICE: HUMAN-CENTERED FRAMEWORKS IN ACTION

The existence of legal frameworks like the EU AI Act is promising, and its human-centric principle is significant. As the AI Act states: "As a prerequisite, AI should be a human-centric technology. It should serve as a tool for people, with the ultimate aim of increasing human well-being." However, the Act doesn't specify how wellbeing should be supported in practice. It establishes the principle, but the practical "where and how" remains undefined.

DRIVERS OF MOTIVATION AND WELL BEING

Augmented You AY addresses this gap by focusing on how organizations engage employees throughout AI adoption including their well-being. According to Daniel Pink, extrinsic motivation alone is insufficient. Intrinsic motivation driven by autonomy, mastery and purpose is what sustains engagement. This principle underlies AY's approach, when employees' needs are understood and they are involved in co-creating adoption strategy, engagement tends to follow which in turn support more successful AI implementation.

Ines-Kuniko Mogami emphasizes that including employee voices and lived experiences is essential to this process. While legal frameworks establish overarching ethical principles, she argues that this employee centred focus is what operationalizes them supporting the ethical dimension of AI, including well being. It also gives organizations practical guidance for contextualizing legal principles to their own specific circumstances.

To bridge the gap between ethical legal instruments and their practical implementation, several scientifically researched and evidence-based frameworks have been developed. These human-centered adoption frameworks support organizations in adopting AI ethically, while keeping the process and the technology human-centred. At Augmented You AY, these frameworks are applied and adjusted as needed, depending on the context and specific challenges of the organizations supported. Yet, according to Ines-Kuniko Mogami further research is needed to understand their effectiveness and determine which works best in which context. As AI adoption accelerates, so does the responsibility for organizations to lead not just with compliance, but with the understanding that humans, and not the technology, must decide which human capabilities AI is meant to augment.

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