The New Territories of Law

In

What Holds Us Together: Law as a Collective Promise

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National Convention of Lawyers 2026 – Plenary 2
French National Bar Council (Conseil national des barreaux, CNB) – Toulouse, MEETT

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Where it happens: within companies

(even for “non-economic” issues)

- With new interlocutors (“stakeholders”)
- With one overriding concern: the Future – that of systems and of the human beings who live within them



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THE NEW "TERRITORIES FOR LAWYERS": WHERE DECISIONS ARE MADE (WHAT *COMPLIANCE LAW* CAPTURES)



- Governance
- Conformity and Vigilance
- Sustainability
- Data
- Value chains and new contractual engineering
- Reputational risks
- Wherever long-term decisions are made, where responsibilities are allocated, where credible commitments are made

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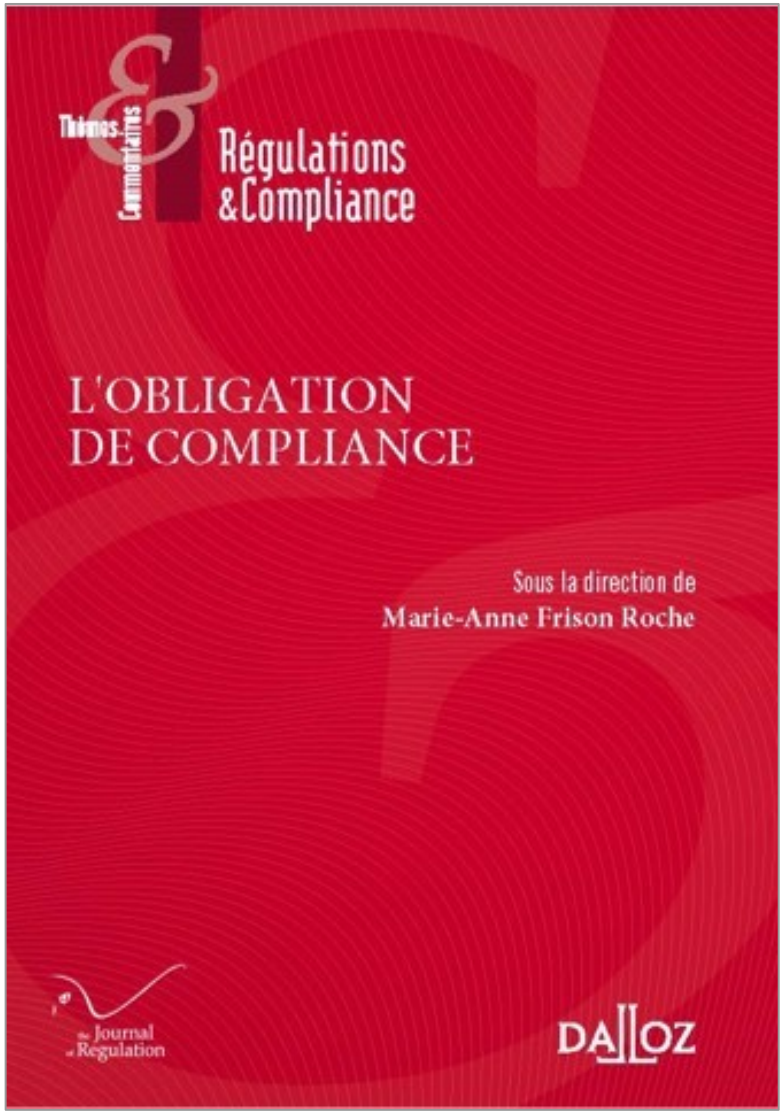
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L'OBLIGATION DE COMPLIANCE
Sous la direction de
Marie-Anne Frison Roche
Journal de Régulation
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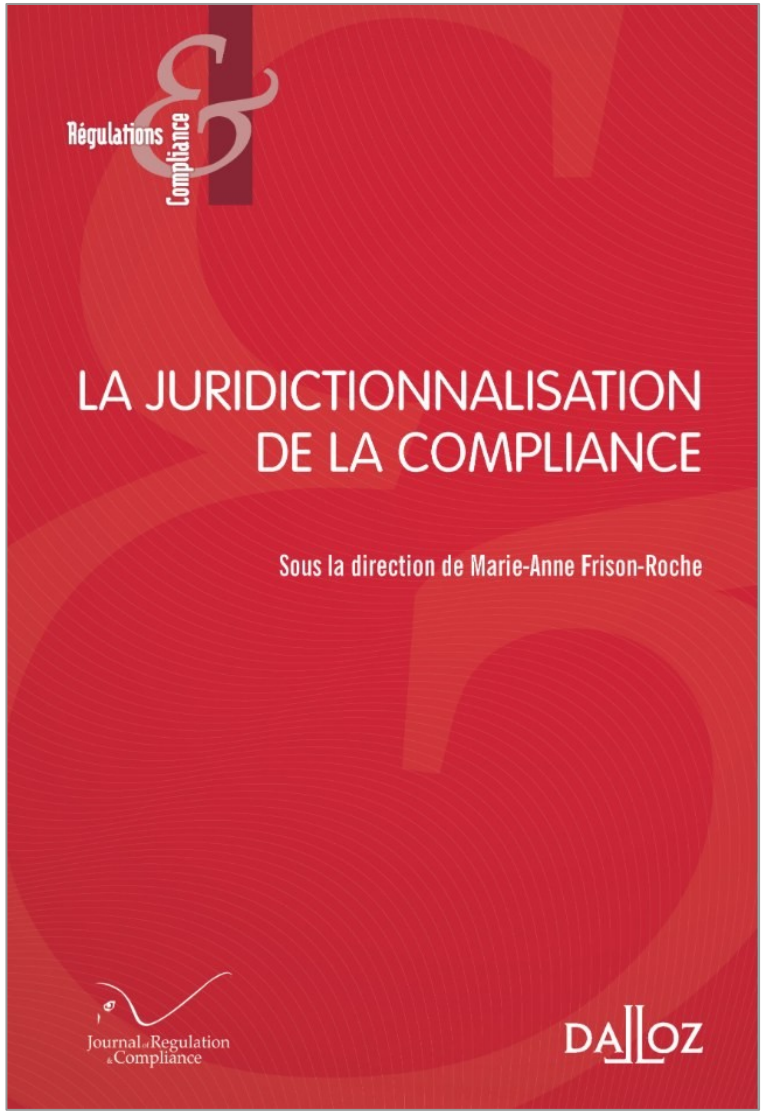
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DE LA JUSTICE
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Égalité
Fraternité

DÉPLOYER LE DROIT DE LA COMPLIANCE POUR RENFORCER LA SOUVERAINETÉ ET ACCROÎTRE L'ATTRACTIVITÉ DE LA FRANCE AVEC L'EUROPE

Rapport au garde des Sceaux, ministre de la Justice

Marie-Anne Frison-Roche

Septembre 2026

MINISTÈRE
DE LA JUSTICE
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DEPLOYING COMPLIANCE LAW TO STRENGTHEN THE SOVEREIGNTY AND INCREASE THE ATTRACTIVENESS OF FRANCE WITH EUROPE

Report

to the garde des Sceaux, French minister of Justice

Marie-Anne Frison-Roche*

September 2026

* This is the English translation of the Report submitted in French to the garde des Sceaux, minister of Justice, under the title *Déployer le Droit de la Compliance pour renforcer la souveraineté et accroître l'attractivité de la France avec l'Europe*.

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EVERYONE TELLS THEMSELVES THAT THERE LIES A NEW TERRITORY, AND NEW MISSIONS: FOR MANAGERS, FOR STAKEHOLDERS, FOR POLICYMAKERS, FOR AUDITORS, FOR JUDGES, FOR LAWYERS… EVEN FOR PROFESSORS…



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YET A SENSE OF BEING OVERWHELMED BY UNMANAGEABLE REGULATIONS



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THE LAWYER MUST BE PRESENT IN THIS *EX ANTE* SPACE

I. BRINGING OUT THE HUMANISM WITHIN THESE BODIES OF COMPLIANCE LAW

NIS2

DORA

FCPA

DSA



Sapin 2

DMA

CSRD

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THE LAWYER MUST BE PRESENT IN THIS *EX ANTE* SPACE

II. HELPING TO BUILD LASTING ALLIANCES SO THAT COMPANIES SUCCEED IN TAKING THEIR SHARE OF COMPLIANCE AMBITIONS



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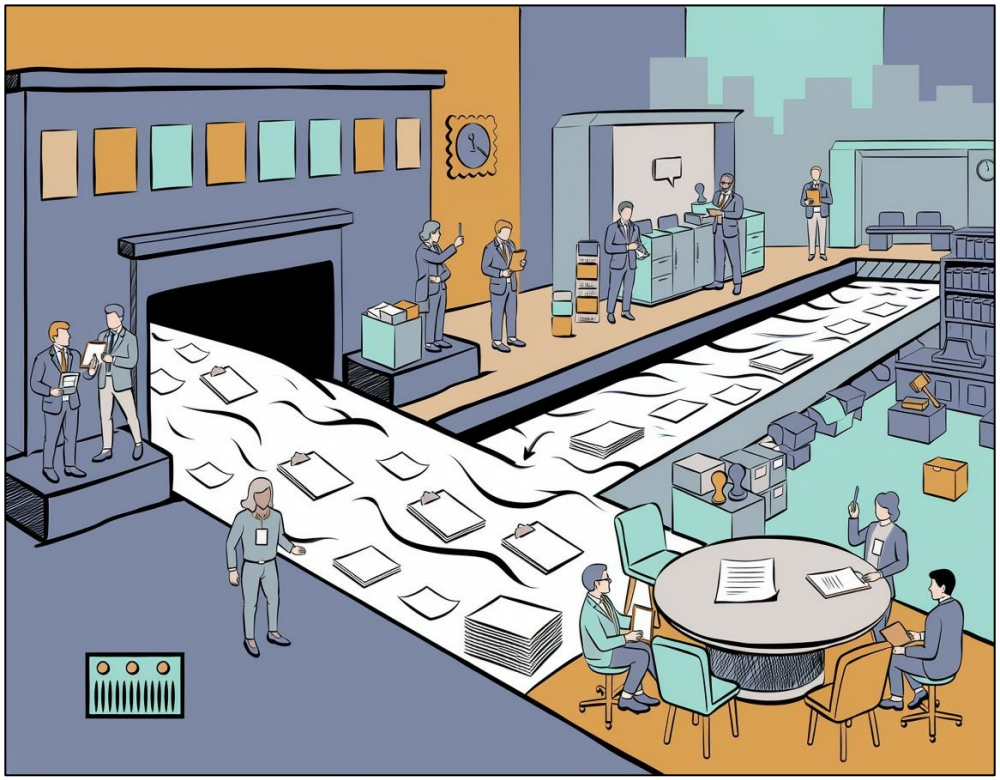
THE LAWYER MUST BE PRESENT IN THIS *EX ANTE* SPACE

III. ORGANISING THE NEW EVIDENTIARY CULTURE OF ALL PARTIES SO THAT THE FLOW OF INFORMATION IS CREDIBLE IN AMICABLE, PRE-LITIGATION AND LITIGATION RELATIONSHIPS



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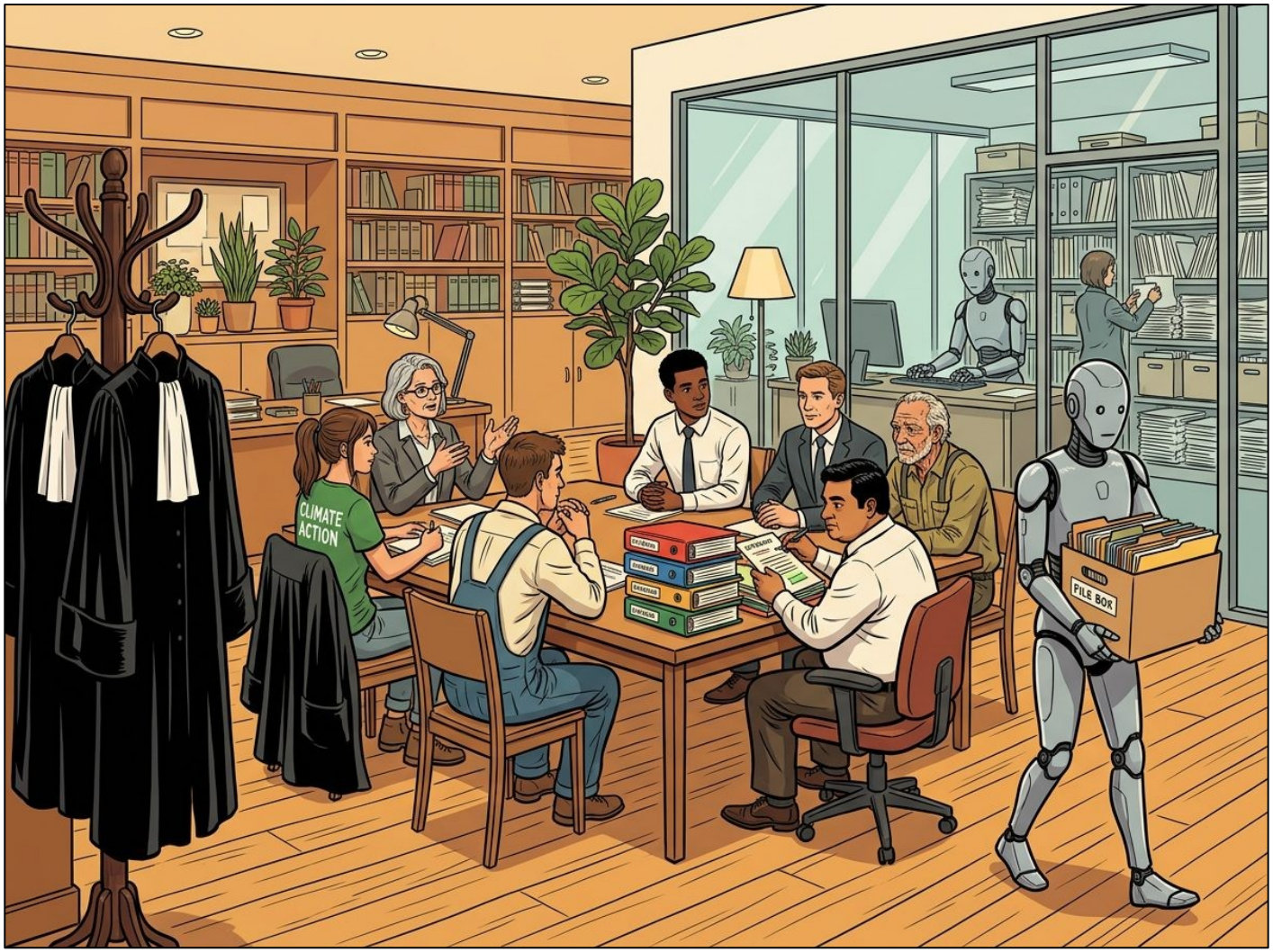
THE QUALITIES REQUIRED OF THE LAWYER WHO ENTERS THIS NEW TERRITORY



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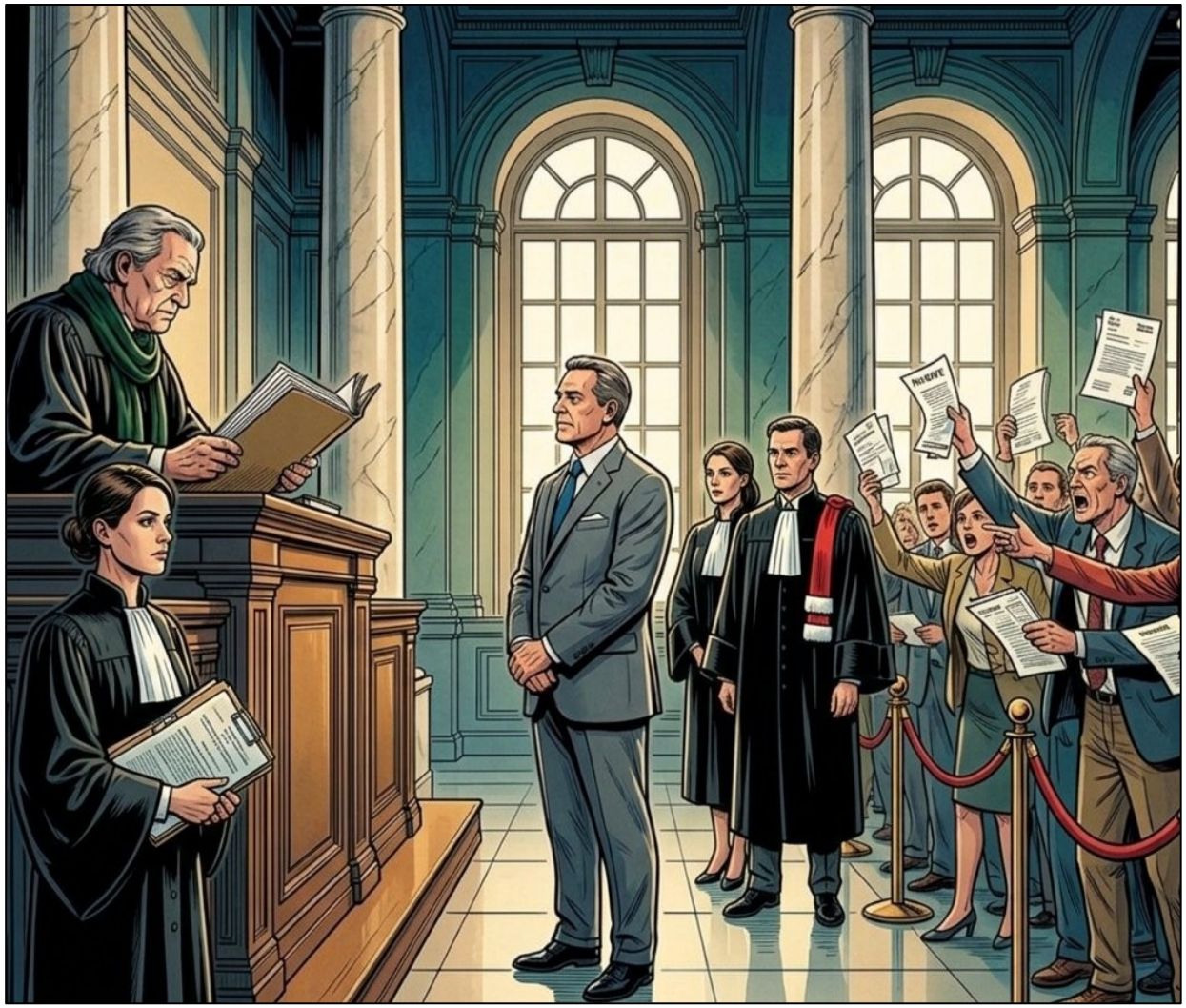
THE LAWYER, FROM *EX ANTE* TOWARDS A NEW KIND OF LITIGATION



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Law as alliance, the lawyer as the one who creates the bond so that the European ambition of Law as the cement of systems holds firm

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