EX:CHANGE

Your profession, your voice, your future

Institute of Translation and Interpreting

www.iti.org.uk

Unity Place • Milton Keynes

#EXCHANGE2026

1-2 July 2026

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Welcome from our Chair, Fiona Gray MITI



Welcome to EX:CHANGE 2026!

I'm absolutely delighted that you're joining us at Unity Place in Milton Keynes as we bring together the ITI community for our flagship event in ITI's 40th anniversary year.

We'll be making the most of this opportunity to celebrate our Institute's important milestone in style and reflecting on happy memories from the past four decades at our special anniversary dinner.

And yet the focus of our conversations throughout the two-day programme will be firmly on the future.

EX:CHANGE 2026 is a conference with a difference. Think of it as a safe space, where you can explore practical solutions to real-world challenges and make meaningful connections with people who genuinely understand the pressures you're facing.

None of us can confidently predict what the future holds. But we can work together in a supportive environment to find potential ways forward through productive discussions, shared ideas and collective problem-solving.

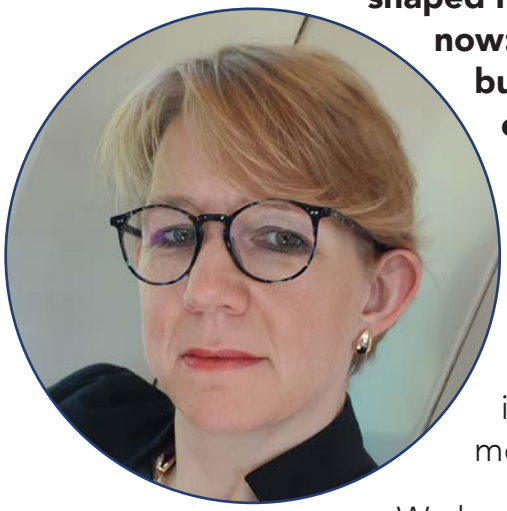
It's my wish that you'll all leave Milton Keynes feeling inspired, energised and optimistic, with a list of actionable next steps up your sleeve and a group of like-minded new friends by your side.

Every aspect of this conference has been carefully planned to help you get the most out of your EX:CHANGE experience. Thank you to everyone who has worked so hard behind the scenes to make it possible – and of course to all of you because your presence and participation are what will truly bring the event to life.

Looking forward to seeing you soon in Milton Keynes!

Fiona Gray MITI
Chair of the Board
Institute of Translation and Interpreting

Welcome from our Chief Executive, Sara Robertson



This conference marks 40 years of the Institute of Translation and Interpreting, but it is not an exercise in looking back. We have shaped it around the questions facing language professionals now: how we engage clients and manage risk, how we build and sustain a business, and how we practise ethically in a changing environment.

You will notice that EX:CHANGE is built differently from many events you may have attended. Much of the programme asks you to take part — to contribute your experience, test ideas with peers, and help shape the conversations as they develop. The final afternoon is deliberately left open, to be guided by what matters most to the people in the room.

We have done this for a reason. We cannot resolve the pressures our sector is under in a couple of days; instead our Conference Advisory Group has chosen to create a space to foster greater collaboration within our community and to find a way forward.

Over the next two days you will hear from speakers within and beyond our field, and your discussions will be guided by panellists with valuable insights to share. Our aim is to offer you practical ideas that you can use, and to encourage you to connect with people working through the same challenges. Above all, this is an opportunity to remind ourselves that this is a profession worth investing in.

Whatever brings you here, I hope you leave with something useful — and with a stronger sense of the community around you.

Sara Robertson
Chief Executive
Institute of Translation and Interpreting

Our sponsors and supporters

As ITI celebrates its 40th Anniversary through EX:CHANGE 2026, we would like to extend our sincere thanks to all of our sponsors and supporters whose generosity and commitment have helped make this conference possible.

Their support enables us to bring together translators, interpreters, language service companies, academics, clients and industry professionals for two days of learning, discussion, collaboration and celebration. Beyond their sponsorship, these organisations represent innovation, expertise and professional excellence across the language services sector and beyond.

We encourage delegates to connect with our sponsors and supporters throughout the conference, explore the products, services and opportunities they offer, and learn more about the important role they play in supporting our profession.

Thank you for helping us celebrate 40 years of ITI and for investing in the future of our community.

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languagecheck.ai/

Contact Marco Baglioni • marco@aqrate.biz

LanguageCheck.ai is a brand of Aqrate, created to help professionals improve language quality with practical, accessible AI support. We combine linguistic expertise, technology, and user feedback to build tools that make revision, terminology, and communication workflows clearer, faster, and more reliable for translators, companies, and multilingual teams working globally today.

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recruitment.raf.mod.uk/

Contact James Fenn
james.fenn@identityglobal.com

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Contact Margaret Sradomska
margaret@websitesfortranslators.co.uk

Lemon Twist

Website lemontwist.ing/
Contact Martina Abagnale
hey@lemontwist.ing

Utility Aid

Website: www.utility-aid.co.uk/
Contact Kimberley Page
kpage@utility-aid.co.uk

Conference fringe events

It's not all work and no play at EX:CHANGE 2026! We are always delighted to have our ITI Networks taking part in our events. Many Networks arrange social events such as informal dinners.

Bletchley Park tour

Date Tuesday 30th June 2026, 12:45pm – 4:15pm

Venue The Mansion, Bletchley Park, Sherwood Drive, Bletchley, Milton Keynes, MK3 6EB

Ticket price: From £26



Explore the fascinating history of Bletchley Park, home to the Allied code-breaking effort.

Bletchley Park was the principal centre of Allied code-breaking during the Second World War. The estate housed the Government Code and Cypher School, which regularly penetrated the secret communications of the Axis powers – most importantly the German Enigma and Lorenz ciphers. The Bletchley Park team, which was 75% female, devised automatic machinery to help with decryption, culminating in the development of Colossus, the world's first programmable digital electronic computer. Codebreaking operations at Bletchley Park ended in 1946 and the site is now the **Bletchley Park museum**.

Tour details

Train depart: Meet at Milton Keynes Central at **12:45** for a train to Bletchley leaving at 13:00, which takes 5 minutes. We'll then walk to Bletchley Park, which takes less than 10 minutes. If you're late, simply grab the next train – there are several per hour.

Train return: We will leave Bletchley Park around **15:50** for a 16:09 train back to Milton Keynes, arriving at 16:15 in time for welcome drinks from 17:00 in Unity Place (opposite Milton Keynes Central). Feel free to leave earlier if you need to.

Train tickets: Please purchase your own train ticket to/from Bletchley. If you want to store any luggage during the visit, there's **this storage facility** opposite MK Central station.

Tour tickets: Please book your entry ticket to Bletchley Park in advance using this link: **https://accessvam.accessacloud.com/BletchleyParkBookings/BookDate.aspx-?eid=1104**. Make sure you select the correct date: **30 June 2026**. An entry time is not required.

Contact: Lloyd Bingham - **lloyd@capitalcontent.co.uk**

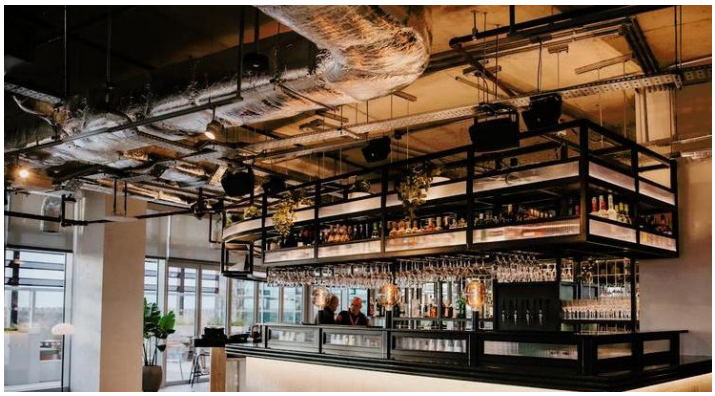
Registration: If you are planning to join the tour, please email your name to Lloyd so that he can keep track of likely numbers. As this is an informal visit, there is no formal registration requirement, and anyone is welcome to join on the day, even without prior notice.

Conference fringe events

Welcome to EX:CHANGE 2026 – Rooftop Networking at the Sky Lounge

Date Tuesday 30 June 2026 , 5:00pm – 7:00pm

Venue: Sky Lounge, Unity Place



We look forward to starting EX:CHANGE 2026 in style at our 'Welcome' networking event at one of the most spectacular venues in Milton Keynes – the Sky Lounge at Unity Place. We will be joined by special guest the Mayor of Milton Keynes, Councillor Paul Trendall.

This informal gathering is the perfect opportunity for delegates who have arrived early to relax, connect with the ITI community and soak up the atmosphere before the main programme begins.

Attendees can enjoy a complimentary cocktail on arrival while taking in the stunning panoramic views and relaxing music in Unity Place's chic wine bar. With sustainably sourced wines, expertly crafted drinks and a vibrant rooftop setting, the Sky Lounge offers a memorable backdrop for networking.

Badminton at the National Badminton Centre

Date Thursday 2 July 2026, 6:00pm – 7:00pm

Venue National Badminton Centre, Bradwell Rd, Loughton Lodge, Great Holm, Milton Keynes MK8 9LA



Join fellow delegates on court for a post-conference badminton session.

Fancy some badminton? As Milton Keynes is home to the England National Badminton Centre, just behind the station, we've booked a court after the conference finishes.

If you fancy playing, please email Lloyd Bingham - **lloyd@capitalcontent.co.uk**.

You can hire a racket at the centre.

See you on court.

Conference fringe events

Celebrate 40 years of ITI at our Anniversary Dinner

Date Wednesday 1 July 2026, 6:30pm – 12:00am

Venue Midsummer Hall at Leonardo Hotel, Midsummer Blvd, Milton Keynes MK9 2HP

Join us on the evening of Wednesday 1 July for a very special celebration marking 40 years of the Institute of Translation and Interpreting.

Taking place in the stunning Midsummer Hall at Leonardo Hotel Milton Keynes, the EX:CHANGE 2026 Anniversary Dinner promises an evening of celebration, reflection, entertainment and networking with colleagues and friends from across the language services profession.

Evening Programme

6.30pm–7.15pm
Welcome drink in the foyer with a glass of fizz (or soft alternative) and the opportunity to catch up with colleagues and fellow delegates before dinner.

7.30pm–Midnight

Guests will move into the beautiful Midsummer Hall to enjoy:

- A delicious three-course meal
- A complimentary drink with dinner
- Reflections from Poet in Residence **Kate Fox**, sharing her unique observations and highlights from the first day of EX:CHANGE 2026
- Announcement of this year's award winners and a few 40th anniversary reflections from **Fiona Gray MITI**, Chair of the Board
- Music and dancing with our resident DJ until midnight

This will be a wonderful opportunity to celebrate ITI's rich history, recognise the individuals who have contributed to its success and enjoy an evening of great company, conversation and entertainment.

Dress code: Smart casual





ATC GOLD

2026 CONFERENCE

21–23 October 2026, Glasgow

ATC 50

Join us to celebrate the ATC's 50th anniversary at the ATC Gold Conference. This conference is about where we go next as the UK's language services industry, and as an inter-connected ecosystem.

Two days packed with insights and inspiration to help chart your next steps, hands-on workshops to support your strategic planning, and lots of opportunities to learn from and connect with peers from the language services community.

Hear from language industry researchers, localisation, growth and sales consultants, client-side localisation managers, and translation companies. Here are just some of our speakers:



Claudia Müller
Head of Language Excellence
Trusted Shops



Sarah Bawa Mason
Commercial Collaborations Lead
ATC



Victoria Nicol
Founder & CEO
My Language Connection



Jamie Brown
Localisation Consultant

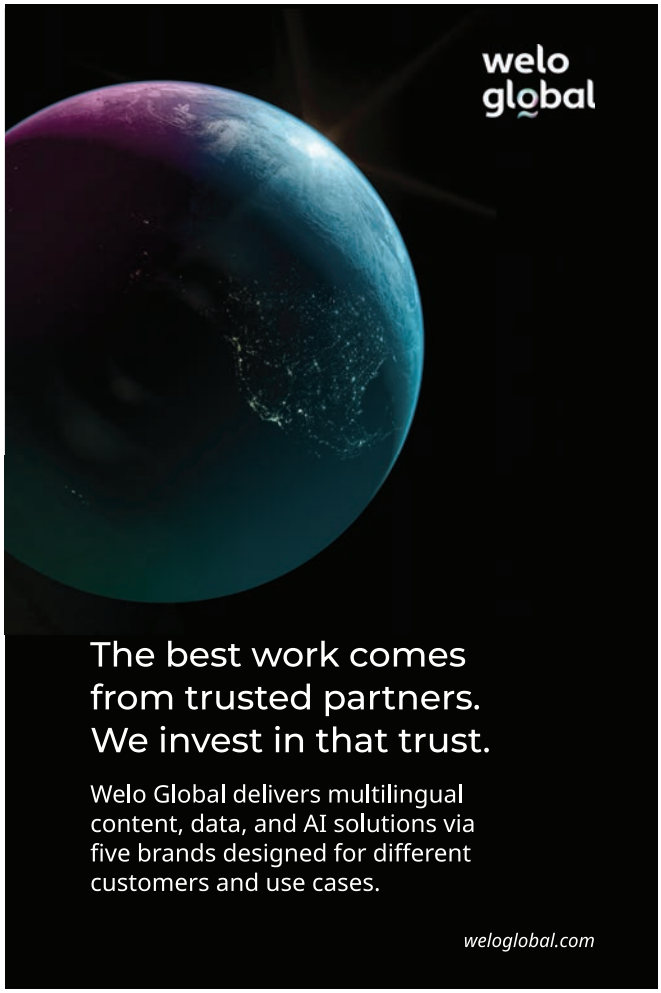


Josef Kubovský
CEO
Nimdzi Insights



Gabriel Karandyšovský
Language Industry Researcher

See the full programme:



Introducing our Poet-in-Residence

Kate Fox



We're delighted to welcome Kate as Poet in Residence for EX:CHANGE 2026. Kate is a poet, comedian and regular broadcaster on Radio 4's spoken word cabaret The Verb, and has also written and presented two comedy series for Radio 4. With her distinctive blend of insight, humour and observation, Kate will bring a unique creative perspective to the conference as she engages with delegates and reflects on the conversations, themes and experiences emerging throughout EX:CHANGE 2026.

Kate writes,
"As a poet who is also a trained journalist and ethnographer, and a spoken word artist who has a doctorate in Northern English stand-up performance, as well as a neurodivergent woman, I'm always translating between ideas, modes and registers.

As a freelance writer, I am also experiencing the challenging and exciting landscape in which AI and reduced funding mean that I must be open to different ways of collaborating with my peers and the people who employ me, whilst also still being primarily motivated by a love of words and language. It can sometimes feel like all the landscapes I work across are changing too rapidly to track. So, being inspired by existing and new ways to use my long-standing experience and skill is something that deeply resonates with me.

Having performed stand-up comedy and been Poet in Residence for events from the Glastonbury Festival to the Great North Run, I'm also looking forward to bringing the playful seriousness of being "in between" words and worlds to helping document and tone-set at EX:CHANGE 2026."

www.katefoxwriter.wordpress.com

Source2Target

David Stockings MITI and Nicholas Nicou, the team behind Source2Target, will be joining us at EX:CHANGE 2026 and capturing the voices and buzz of the event for a future episode.

Source2Target are the podcast for new and prospective translators! They specialise in support for early career translators – whether you're students, recent graduates or transitioning from another profession – to learn about the profession and what you need to do to succeed in the language industry.

Catch up with the special EX:CHANGE 2026 episodes with

- **Dean Evans**
- **Lena Marg**
- **Lloyd Bingham**

Listen to all other episodes on the podcast website **here**

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03.
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Introducing EX:CHANGE 2026

EX:CHANGE 2026 is a new kind of professional gathering for translators, interpreters and language service providers. Built around participation rather than presentation, the event will create space for active dialogue, shared problem-solving and meaningful professional connection.

Three core strands address **client engagement**, **entrepreneurship and business development**, and **ethical practices**. Through small-group discussions, practitioner showcases and interactive sessions, attendees will explore real-world challenges with colleagues facing similar pressures.

The participative format prioritises your voice and your contribution. Whether you're navigating changing client expectations, developing entrepreneurial skills, or grappling with ethical questions about AI integration, you'll be taking part in collaborative discussion focused on finding practical approaches that work.

You will go away with strategies you can use immediately, meaningful connections with practitioners who understand your challenges, and renewed confidence in shaping your professional future.



Programme overview
Wednesday 1st July

8.30am

Registration and refreshments

Networking opportunity

Opportunity to meet and chat with our exhibitors and sponsors

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9.15am

Welcome to EX:CHANGE from ITI Chair, Fiona Gray MITI

Introducing our conference poet, **Kate Fox** who will open with her first poem of the conference inspired by the opening social event at Unity Place's Sky Lounge.

9.30am

Morning session – Ethical practices

Ethics in translation and interpreting has never been more vital or more complex. Balancing professional standards, economic pressures and seemingly perennial AI disruption call for us as a profession to re-examine our values, responsibilities and future direction. We will open our session with a provocation to grasp the challenge that these uncertain times present.

Our speakers are experts across a range of domains of ethical practice. They will reflect on both the ethical challenges specific to their domains of expertise and their stance in today's challenging professional landscape.

Speakers:

- **James Brown**, Head of Commercial, Comtec
- **Félix Do Carmo**, Senior Lecturer in Translation and Natural Language Processing, University of Surrey
- **JC Penet**, Reader in Translation Industry Studies, Newcastle University
- **David Stockings MITI**, Translator / Lecturer (Teaching), Better Worlds Translation / UCL

10.10am

Collective conversations

We will invite delegates to engage in candid discussions to explore today's key ethical questions: How do we sustain both our values and our livelihoods? How do we balance the competing responsibilities we face? And what of the complex relationship between language professions and technology? In creating a safe space for honest reflection, we will be taking the first step to a shared understanding on what ethical and sustainable practice looks like now and where we go next as a community.

Facilitators:

- **Lindsay Bywood**, Audiovisual Translation Specialist and Project Manager
- **Joseph Lambert**, Senior Lecturer in Translation Studies, Cardiff University
- **Ramon Inglada MITI**, Associate Professor in Spanish and Translation Technologies, Heriot-Watt University

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11.40am

Session reflection

The session leads will highlight key ideas from the discussion groups.

12.00pm – 1.15pm

Lunch

Networking opportunity

Opportunity to meet and chat with our exhibitors and sponsors

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Programme overview
Wednesday 1st July

1.15pm

Afternoon session: Entrepreneurship and business development

Welcome from **Lydia Marquadt AITI**, Freelance translator and qualitative research analyst

1.25pm

Keynote speaker: Dr Sonia Koller
Lecturer in Entrepreneurship/Innovation, King's College London

From uncertainty to opportunity: leading and growing through change

In this inspiring keynote, Sonia will explore how delegates can navigate uncertainty, build resilience, and lead their businesses through change while identifying realistic opportunities for growth. Drawing on her research in the fields of entrepreneurship and business psychology, she will invite delegates to embrace choice and the resources around them as we reimagine the future of our profession and our businesses in this new world.

1.55pm

Panel discussion with Q&A

Chair: Nicki Bone MITI, NB Language Works

Panellists:

- **Oliver Dean**, Managing Director, Syrup
- **Dr Sonia Koller,** Lecturer in Entrepreneurship/Innovation, King's College London
- **Debbie Lewis**, Accelerator Community Manager at NatWest
- **Teemu Purmonen**, Co-founder, Youpret
- **John Conroy**, Founder, Collection Success

Our panellists will draw on their range of experience and business development perspectives to discuss the realities of building success, the support available to you, and the key things to consider as you look to overcome challenges and grow your business.

2.40pm

Refreshment break

3.15pm

Collective conversations

Sparked by the ideas shared in the keynote and panel, delegates will join facilitated conversations to discuss their ideas around entrepreneurship and business development. Everyone will be encouraged to think about tangible steps they can take to address concerns, overcome barriers, and move towards implementing their ideas. Delegates will connect with others who are in the same situation and find support in their peer community.

Facilitators:

- **Nicki Bone MITI**, NB Language Works
- **Alun Gruffydd MITI**, Bla Translation
- **Lydia Marquardt AITI**, Freelance translator and qualitative research analyst

4.05pm

Session reflection

The session leads will highlight key ideas from the discussion groups.

4.20pm

Kate Fox will share her poem from the first day of ideas and discussions

4.30pm

Closing keynote speakers:

- **Andy Benzo**, President, American Translators Association
- **Fiona Gray MITI**, Chair, Institute of Translation and Interpreting

5.00pm

Day closes

Programme overview
Thursday 2nd July

8.30am

Registration and refreshments

Networking opportunity

Opportunity to meet and chat with our exhibitors and sponsors

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9.15am

Welcome to EX:CHANGE from ITI Chair, Fiona Gray MITI

Introducing our conference poet, **Kate Fox** who will discuss the word swap call back chosen from the words chosen by attendees at the anniversary dinner.

9.30am

Working with clients: Building partnerships for a changing world

Welcome by **Lena Marg**, Language AI consultant and instructor

This session brings clients and professional translators and interpreters together for an honest conversation about what each side needs, and what everybody gains when we collaborate better.

Panel discussion with Q&A

Chair: Lena Marg

Panellists:

- **Jacqui Gratton**, Associate Director, Freedom from Torture
- **Samuel Läubli**, CEO, Supertext
- **Jennifer Vela Valido**, Global Language Quality Program Manager, Spotify
- **Isabel Teodoro**, Head of Localisation, Trustpilot

Delegates will hear directly from our panel of clients from diverse sectors, from global tech to humanitarian organisation, about what they truly need, value, and expect from translators and interpreters they work with. Find out more about the working relationship from the client perspective to help you navigate your own client relationships with confidence and provide a clearer sense of the unique value you bring to every project.

10.45am

Refreshment break

11.25am

Keynote speaker: Dr Christophe Fricker MITI
Associate Professor in German and Translation, University of Bristol

What do we need to do with our clients?

Christophe loves a question, but in his keynote, he will argue that this is not a great one, and that it has skewed both the self-image and the self-presentation of translators for too long. He told us, with a straight face: "I will gently prod the question and see which bits have legs." Any guesses?

12.20pm

Collective conversations

Session lead: David Orrego-Carmona, Reader in Translation Studies, University of Warwick

In facilitated groups, delegates will work through the ideas raised, exploring practical strategies: How do we articulate our value? How do we raise our profile and professional status? How can we take ownership of our roles while working collaboratively with clients? Ideas and key points will be collected on a Padlet for sharing after the session.

Kate Fox will share her poem drawing together the conversations had over the three main themes of EX:CHANGE 2026.

Programme overview
Thursday 2nd July

1.35pm

Lunch
Networking opportunity

Opportunity to meet and chat with our exhibitors and sponsors

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2.50pm

Afternoon session: Consolidation and reflection
Keynote speaker : Joachim Lépine, President, Lion Translation Academy
The Three-E Advantage: A framework for ethical, entrepreneurial and engagement-driven success

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3.20pm

Communication. Collaboration. Community: Where do we go from here?
As EX:CHANGE 2026 draws to a close, our final session invites delegates to reflect on the conversations, insights and experiences shared across the previous two days and consider what they mean for the future of our profession.

Led by ITI CEO **Sara Robertson**, this concluding session will bring together the key themes, discussions and reflections emerging from EX:CHANGE 2026. It will provide an opportunity to consider not only what we have learned, but how those insights can help shape the future of ITI, its members, partners and the wider language services sector.

4.00pm

Final flourish
Sit back and enjoy our last poem created by our poet-in-resident, **Kate Fox**.

4.30pm

Closing words
ITI Chair, **Fiona Gray MITI** will draw together the conference themes and look forward to the challenges ahead.

4.45pm

Conference closes



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Introducing our keynote speakers

We are thrilled to be joined by a host of inspiring keynote speakers drawn from across the interpreting and translation sector and beyond.



Dr Sonia Koller

Lecturer in Entrepreneurship, King's College London

Dr Sonia Koller is a Lecturer in Entrepreneurship/Innovation at King's Business School (King's College London). Sonia teaches and researches the Psychology of Entrepreneurship, with a focus on understanding the cognitive processes, emotions and affect that drive the creation of new ventures, as well as entrepreneurs' well-being. Her research sits at the intersection between the cognitive sciences, psychology, and entrepreneurship. Sonia's research has attracted funding from the UK Government's Industrial Strategy Fund. She has previously helped companies such as HireVue, RedBull, and UCL develop innovative,technology-based psychometric assessments to assess human potential.

Website: www.kcl.ac.uk/people/sonia-koller

LinkedIn: https://linkedin.com/in/sonia-koller-34528690/



Dr Christophe Fricker MITI

Associate Professor in German and Translation, University of Bristol

Christophe Fricker has a decade of experience as executive of a research and consultancy firm, and has been teaching at leading universities in the UK and North America for more than twenty years. At the University of Bristol, he serves as Director of the MA in Translation.

Christophe is anaward-winning translator, author and editor of thirty books. He engages regularly with diverse audiences as an event speaker and media contributor in both Britain and Germany. Christophe holds a doctorate in German literature from Oxford University. He is a Senior Fellow of the Higher Education Academy.

Website: www.christophe-fricker.com

LinkedIn: https://linkedin.com/in/christophe-fricker/



Andy Benzo

President, American Translators Association

Andy Benzo is an international legal translator, lawyer, and speaker with over 35 years of experience inEnglish–Spanish translation. She holds degrees in Law and Translation from Argentina and is an ATA-certified translator and current President of the American Translators Association (ATA).

A recognized leader in the profession, she has chaired key ATA committees and contributes to language standardsthrough ASTM and ISO. Andy writes and speaks globally on AI, ethics, language, and law. Through her work, she advances responsible, human-centered communication. Her expertise lies in legal translation, terminology, and the intersection of language, technology, and professional practice.

Website: www.atanet.org/

LinkedIn: https://linkedin.com/in/andybenzo/

Introducing our keynote speakers



Fiona Gray MITI

Translator and Chair of the ITI Board

Fiona Gray MITI is the Chair of the Institute of Translation and Interpreting (ITI), having served on the ITI board of directors since 2022.

She helps brands and businesses based in Germany, Austria, Switzerland and Luxembourg to find their voice in English through creative copy and compelling content that makes their German words travel. She has over a decade of experience in the translation industry and has been running her own business since 2016.

Fiona won the ITI Mentor of the Year Award in 2023 and was named Linguist of the Year at the ATC Language Industry Awards 2024.

LinkedIn: https://www.linkedin.com/in/fiona-gray/



Joachim Lépine

Trainer and translator, LION Translation Academy

Joachim Lépine, M. Ed., C. Tr. is a trainer and translator with more than 10 years of experience teaching translation and related topics to university students and working professionals. Some of his training clients have included OTTIAQ, Editors Canada, Magistrad, the Translation Bureau, and Training for Translators.

He is also the founder of the Regroupement des langagiers de l'Estrie and the owner Traductions LION, which offers French-to-English translation services as well as language, productivity, and communication workshops. He was Coordinator of the Continuing Education Committee for OTTIAQ, Canada's largest organisation of language professionals, from 2013 to 2020.

Joachim holds a bachelor's in fine arts from Concordia University, a bachelor's in translation from Université de Sherbrooke, and a master's in education from Plymouth State University.

LinkedIn: https://linkedin.com/in/joachim-lepine-translation-coach



Introducing our Ethical Practices theme

Ethics in translation and interpreting has never been more vital or more complex. Balancing professional standards, economic pressures and seemingly perennial AI disruption call for us as a profession to re-examine our values, responsibilities and future direction. We will open our session with a provocation to grasp the challenge that these uncertain times present.

Our speakers are experts across a range of domains of ethical practice. They will reflect on both the ethical challenges specific to their domains of expertise and their stance in today's challenging professional landscape.

Ethics in our professional world *(Article first published in ITI Insight)*

At the seventh ITI conference in Nottingham in 1994, a motion was raised concerning whether translators and interpreters have an ethical responsibility for the subject matter they translate or interpret, over and above their responsibility to provide an accurate rendering. While on the one side, impassioned accounts called for translators to refuse "to translate anything contrary to human rights", on the other it was argued that it is not a translator's place to be an 'intellectual policeman', that it is "not up to the translator to make moral judgements", and that "they could speak their minds in private" but "translators should avoid becoming representatives of 'political correctness'". The motion was rejected.

Thirty-two years later, it's far less controversial for ethics to occupy a more central position in our professional lives. Those familiar (and undeniably important) guidelines calling for us to carry out our work with accuracy and impartiality still hold, often largely unchanged, but we've greatly expanded our focus beyond the narrower text-based ethics that was so divisive in the 1990s. The same questions of responsibility loom large, but they now cover a multitude of new contexts and forms, while responses have become even more polarised.

Indeed, these are unquestionably challenging times for many in the language professions. Surveys and academic research have long pointed to wide-ranging issues relating to pay, working conditions, status, wellbeing, data ownership and more, not to mention the global context beyond our professional realm. We all agree that ethics matters, but is ethical purity only possible for those with economic security? How do we reconcile what we stand for with pressing deadlines, disruptive technologies, client pressure and bills to pay? Do we have an ethical duty to care for our collective wellbeing, or is that another burden pushed onto individual practitioners? To make matters more complicated, where does the responsibility lie for these issues? What can we do to address the situations where these issues are most pressing? Or is it the responsibility of politicians, regulators, tech companies, LSPs, academics or maybe even associations to take this on?

And what of the relationship between ethics and technology, and particularly AI, which continues to loom large after years of seemingly unending hype and hyperbole? Is it a revolutionary panacea that will liberate us all from unwanted labour? Is it just another tool to call upon in certain situations, boosting productivity and reshaping workflows for a section of the profession in a similar way to the many waves of technological disruption that translators have faced over the last 70 years? Or, is it a moral abomination, burning up the planet and giving short-sighted corporations the opportunity to cut costs using systems built on the back of mass data theft, meaning that resistance is our only option? And, if so, are we complicit in data theft by using these very tools, or irresponsible if we refuse to adapt?

Finally, and perhaps most uncomfortably, where are we going as a professional group? Where do we want to head, and do we have the agency to control our destination? How can we safeguard the present and the future? This intense questioning is deliberate, and ethics inevitably leads us into these challenging spaces: wide-ranging discussions, shades of grey, contrasting, conflicting perspectives and no easy answers. Returning to the anecdote at the start of this piece, no matter where you stand on this issue, or any of the others, it offers a neat illustration of the thought-provoking, divisive conversations that ethics invites, and also points to ITI's long history in creating spaces to address the key questions of the day via respectful, collective debate.

Ethical Practices

The Ethical Practices session was developed by the following Conference Advisory Group members:

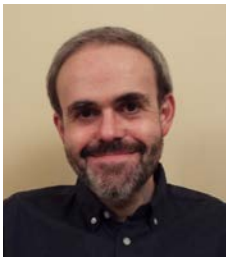


Lindsay Bywood

Audiovisual translation specialist and project manager

Lindsay is a trained translator and subtitler and worked for many years in the audiovisual translation industry in a variety of roles from subtitler to senior manager via operations and business development. She has a PhD in subtitling, and worked for many years as a Translation Studies academic, predominantly at the University of Westminster. She is currently working at VocalEyes, a London-based charity working to increase access to arts and heritage for blind and visually impaired people. She manages a large National Lottery Heritage Fund project called Describing Heritage, which is bringing co-created audio description to museums throughout England.

LinkedIn: https://www.linkedin.com/in/lindsay-bywood-ab7899101/



Ramon Inglada MITI

Associate Professor in Spanish and Translation Technologies, Heriot-Watt University

Ramon began his career as a professional translator in 2002 after completing his studies in Translation and Interpreting in Spain, England and Scotland. Following four years as an in-house technical translator in Ireland, he became a freelance translator in 2006. He joined Heriot-Watt University in Edinburgh in 2012, where he currently holds the post of Associate Professor in Spanish and Translation Technologies. He is also the Head of Learning and Teaching in the Languages and Intercultural Studies department at HWU. In December 2022, Ramon was appointed as Convenor of the Institute of Translation and Interpreting Scottish Network (ScotNet).

LinkedIn: https://www.linkedin.com/in/ramoninglada/



Joseph Lambert

Senior Lecturer, Translation Studies and Director, MA Translation Studies, Cardiff University

Joseph's research focuses primarily on question of ethics and sustainability in the translation industry, and he has published widely on issues such as pay, status, and translation codes of ethics. He is the author of *Translation Ethics* and co-editor of the *Routledge Handbook of the Translation Industry*. He is currently Vice-President of APTIS and regularly collaborates with professional translation associations in the UK.

LinkedIn: https://www.linkedin.com/in/josephalambert/

Ethical Practices

We will be joined by the following speakers for the Ethical Practices session:



James Brown

Head of Commercial, Comtec and Vice Chair, Association of Translation Companies

Having begun his career in languages back in 2012, James has worked in multiple senior leadership roles at Comtec, both as Head of Operations and currently leading on business development and marketing. Alongside this, he actively leads on the company's B Corp initiatives, focussing on their linguists, community, and team culture.

Within his role at the ATC, James leads on ethical business and sustainability initiatives, as well as organising their events and co-hosting their monthly podcast, Loc Lessons.

LinkedIn: https://linkedin.com/in/jamesmatthewbrown



Félix do Carmo

Senior Lecturer in Translation and Natural Language Processing, University of Surrey

Félix teaches and researches the application of technologies to translation work processes, with a focus on their ethical and professional implications. He is a Fellow of the Surrey Institute for People-Centred AI, and an expert member of the Surrey Future of Work Research Centre. He worked for more than 20 years in Porto, Portugal, as a translator, translation company owner and university lecturer, and he was awarded a post-doctoral fellowship to work at Dublin City University.

LinkedIn: https://www.linkedin.com/in/f%C3%A9lix-do-carmo-bb171122/



JC Penet

Reader in Translation Industry Studies, Newcastle University

JC is the author of Working as a Professional Translator (London: Routledge, 2024). I am also a practising Level 7 Personal and Executive Coach (PG Dip, University of Warwick). My research explores how artificial intelligence (AI) and automation are reshaping the translation industry, especially in terms of freelance translators' perceptions of their work and their wellbeing (see the 'Research' tab for more). This directly informs my work on how translator education and professional development must evolve to prepare practitioners for the demands of an ever-changing industry. By promoting more sustainable and psychologically informed approaches to both training and professional practice, my research aims to contribute to the UN Sustainable Development Goals concerning decent work and mental wellbeing (SDGs 3 and 8).

LinkedIn: https://linkedin.com/in/jcpenet/



David Stockings MITI

Translator/Lecturer (Teaching)

David has been a fulltime freelance French and German to English translator since completing his MA in Specialised Translation in 2019. His background is in accounting and finance, but he now specialises in various areas of sustainability. Within ITI, he is the Deputy Coordinator of the ITI East Anglia Network and sits on the ITI Membership Committee. He also teaches on the masters programmes offered at UCL's Centre for Translation Studies and produces a podcast for new and prospective translators called Source2Target.

LinkedIn: https://linkedin.com/in/dstockings/

Introducing the Entrepreneurship theme

The liminal space *(Article first published in ITI Insight)*

What does it mean to be a translator or interpreter today? Are we even still translators and interpreters or just cogs in a machine-centred process? How deep is this crisis of identity? Or is it, rather, an opportunity for reinvention? But how do we meet the 'new reality' of doing business in an industry that is re-defining the value of human contribution? And let's make no mistake: we are doing business.

The questions we are facing are not simple. In professional terms, they may be the hardest ones we have come across, yet. And they require more than simple, cookie-cutter answers. How-to scripts and blueprints for success are unlikely to hold the kind of wisdom needed to respond to this big challenge with the nuance that preserves our values and the meaning in the work we do, and that is the bedrock of our profession.

The uncertainty many of us are feeling right now is very real. We are leaving behind the safety and familiarity of identities and established business models that have served us well for years and were never judged as insufficient. This is difficult. There is grief to be processed, and righteous anger. None of us asked artificial intelligence to disrupt our industry and our businesses. At the same time, we are attempting to move forward not truly knowing where we are headed or whether our new idea or business model will succeed. And we are doing all this while facing the reality of needing work right now and watching our resources dwindle. There is a name for this kind of situation. Liminality. The moment when something has ended but the new path is not yet clear or not fully formed. It is gradual, emerging slowly. Feeling unsure about what to do at this point is only human. This new space is uncharted territory; nobody truly knows how the impact of artificial intelligence will unfold and how it will ultimately shape not only our industry, but the entire world of work. The uncertainty so many of us experience right now is a natural consequence of that, not a sign of failure. It is deeply uncomfortable – but part of the process.

If we can accept that, the first step is already made. Because it means that we are moving from the discomfort of struggling with not knowing what it all means for us and our businesses toward the tentative curiosity of working out what we would like it to mean. This shift is profound and essential. It turns frustration into agency and pain into growth. We are not helpless and we are not defeated. We did not choose this disruption to our careers and our industry, but we can choose how to respond.

What if the most important questions we really need to ask are: what do you choose to do? In this space between the past and the future of your career and your business, what do you choose to embrace? What vision are you building for the next year, the next three years, the next five years? Yes, most of us never asked to be entrepreneurs or to develop new business models or think about our ideal clients. There is an understandable fear of being dragged into corporate-style thinking, marketing and business positioning. But for all the discomfort of uncertainty that liminality brings, it also holds the opportunity to reimagine the shape of our careers, our profession and our businesses. For all the lack of tried-and-tested models in this liminal space, there are also no prescriptive rules. We can choose to make this space of uncertainty a place to test out ideas, be courageous, dust-off projects we have left in the attic of our minds for 'one of these days'. We can look for inspiration and reassurance from those within and outside of our industry who navigate the business world successfully, without having to follow their exact steps. We make it our own while remembering an important message: we are not alone. The community around us is our most powerful resource. Our proud professionalism, our shared knowledge, our collaborative creativity.

This is why our entrepreneurship and business development session at EX:CHANGE 2026 will focus on creating safe shared spaces to do what we do best: communicate. We have a keynote speaker with an actionable psychological focus, a multi-disciplinary panel discussion showcasing real-life examples of overcoming the challenges of entrepreneurship, and hands-on group discussions.

Entrepreneurship and Business Development

The Entrepreneurship and Business Development session was developed by the following Conference Advisory Group members:

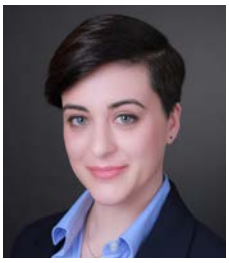


Nicki Bone MITI

Translator and past-Chair of the ITI Board

Nicki graduated with an Honours Degree in Modern Languages from Coventry Polytechnic (now University) and then spent over 20 years working in international sales and marketing before becoming a freelance translator in 2013. She is a Qualified Member of ITI (FR>EN, DE>EN) and Chair of the ITI Board. Nicki provides translation, proofreading and commercial language services from French, Spanish, German and Italian into English. With her extensive commercial experience and knowledge, she is a firm believer in enhancing the professional aspects and perceived commercial value of the translation industry.

LinkedIn: https://www.linkedin.com/in/nickibone/



Lara Fasoli AITI

Conference, business and diplomatic interpreter

Lara is a London-based Italian conference interpreter with nearly a decade of experience. Working across diplomatic, corporate, sports and manufacturing settings, she covers simultaneous and consecutive interpreting and coordinates interpreting teams for multilingual events. She is passionate about supporting newcomers to the profession and building communities for fellow linguists – she routinely organises events and initiatives to bring people together and strengthen connections across the profession.

LinkedIn: https://www.linkedin.com/in/larafasoli/



Alun Gruffydd MITI

Director, Bla Translation Ltd

Alun, based in Anglesey, has gone from sole trader to a company with 10 employees within six years. Bla Translation recently won a prestigious Best Business in North Wales award. His early career was in archaeology, museums and the heritage sector but qualified as a translator during that time. This dabbling in translation led to a leap into the profession full-time in 2013 when the urge to run his own business became too powerful.

LinkedIn: https://www.linkedin.com/in/alun-gruffydd-a8a601284/



Lydia Marquardt AITI

Freelance translator and researcher

Lydia is an award-winning freelance translator with over 15 years of experience, working with English and German. She has a background in translation as well as psychology with a particular interest in the psychology of building and running freelance businesses. As well as being an active member in the ITI community and networks, she is undertaking PhD research into understanding how freelancers experience the current disruptions and uncertainties in their industries.

LinkedIn: https://www.linkedin.com/in/lydia-marquardt/

Entrepreneurship and Business Development

We will be joined by the following speakers for the Entrepreneurship and Business Development session:



Oliver Dean

Managing Director, Syrup – Creative and Media Agency

Oliver is founder and group managing director of a communications business that includes Syrup, a creative and media agency working with leading UK food and drink brands, and Listen To This, a full-service podcast production agency. While he wears multiple hats across the group, his core focus is leading sales and new business, finding the right clients, building relationships, and turning conversations into commercial opportunities.

LinkedIn: https://www.linkedin.com/in/oliver-dean-a4643687/



John Conroy

Founder, Success Collective

John is a business owner first and foremost. He has 25 years of founding, running and growing small businesses, and for the past three years, he has run his other businesses from a distance to focus that experience on coaching others through the realities of entrepreneurship — winning the right clients, pricing with confidence, and making sustainable decisions.

He is the founder and owner of Success Collective, where he runs 1:1 and group coaching programmes designed to help business owners build better businesses. His results-driven approach has won him Coach of the Year runner-up in 2025.

LinkedIn: https://www.linkedin.com/in/john-conroy-coach/



Debbie Lewis

Community Manager, NatWest Accelerator (East Midlands and East of England)

Debbie plays a pivotal role in building and nurturing strategic relationships with regional stakeholders. Her focus is on creating engagement opportunities that support local SMEs at all stages; whether starting, scaling, or preparing to exit their businesses. She provides support to founders through a blend of 1:1 coaching, group sessions, and programme delivery. Her expertise is in sales, funding, and leadership; helping ambitious, sector-agnostic growth and scale-up business owners to maximise their potential. For more information on the NatWest Accelerator programme, which is completely free of charge and open to non-customers: qrfy.io/p/TvjWH8fPOe

LinkedIn: https://www.linkedin.com/in/mrsdlewis/



Teemu Purmonen

Co-Founder and Chair of the Board, Youpret Oy

Teemu is a co-founder of the first B Corp certified language service company in the Nordics, specializing in public interpreting and translation services as well as language technology. Through its extensive interpreter network and proprietary technology, Youpret helps more than a thousand people every day to access essential public services smoothly. The company has succeeded in lowering the threshold to employment and making it easier to hire workers with an immigrant background. Youpret has also been listed on Deloitte's Technology Fast 50 list in Finland for two consecutive years.

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Introducing our Engaging with Clients theme

Client engagement and risk management *(Article first published in ITI Insight)*

A project manager you've worked with for years goes quiet. When you ask why, they explain that their Language Services Company (LSC) has moved online and automated their processes. In a new post-editing project, the brief directs you not to change anything unless clearly wrong; in other words, don't do your best. You do the work. You don't hear from her again. You're not sorry to lose the work, though you miss the relationship.

A direct client offers interesting work at a rate you'd normally charge for review. You offer to use a customised machine translation engine and explain that their intellectual property will be secure. The client doesn't care what tools you use, provided the final translation is yours and that the platform is secure. It's the start of a productive relationship.

An LSC contact calls about a request for an established client that follows new processes: they explain that this is new territory for everyone, and they are looking for a trusted linguist to help them and the end client shape the best process to achieve reliable quality, assessing different AI solutions, and tweaking prompts to achieve high-quality output. You agree on an hourly rate. This is only a pilot; it is unclear if it will become regular, but you're excited to be part of something new. Same profession. Same skills. Three different relationships.

Our profession is undergoing radical disruption. The same is true for many of our clients. For all of us, new technology, specifically AI, is creating new pressures, new workflows and a need to explore, but it's also leaving many unanswered questions. Budgets are getting tighter, timelines are shrinking. The role and positioning of professionals in the translation production loop are being redefined. Many old doors are closing. New opportunities are opening.

As translators and interpreters, we often feel that we're at the bottom of a long chain, and that the other links – and the pressures on them – are invisible to us. But don't we need to understand what's happening to our clients so we can position ourselves to help them as the world changes?

As with reading, literacy gives us power. Being AI-literate equips you with the language and insight needed to shape client conversations and support your clients. It gives you confidence.There will always be a place for purely human translation and interpreting, as with creative writing and handmade art and craft. If that's where you want to be, what do you need to do to get there and stay there? And if not, how do we keep up with the changes in technology and how it is used, to make the most of it in our work, and to have properly informed conversations with our clients?

Do you understand what pressures your clients face when they commission language services? Can you articulate where AI tools help them, and where those tools create risks they haven't considered? Do you have an informed opinion about what your clients need?

When a procurement team treats translation as a commodity, do you have the vocabulary to explain why it isn't, in terms that make sense to someone who sees language as a cost centre? How do we promote the value of the human in an increasingly AI world? We're bringing clients and professionals together to explore this uncomfortable territory. We want to create a sharing space to understand the pressures we are all navigating and to ask honestly whether we understand our own value well enough to articulate it.

Christophe Fricker will challenge us to reconsider what we even mean by 'our industry'. A panel of clients from radically different sectors – an LSC CEO, a streaming platform localisation manager, a psychologist and director of a humanitarian charity – will share the pressures they are facing, the changes they are making and how they see the relationships with their linguists. Together, we will discuss and try to answer the difficult questions we all face. The answers may be uncomfortable. But we'll leave better informed. And so more powerful. We're asking you to arrive ready to reflect and EX:CHANGE.

Engaging with Clients

The Engaging with Clients session was developed by the following Conference Advisory Group members:



Jo Durning MITI

Translator, and Chair of the ITI Professional Development Committee

Jo's role on the Advisory Group is to ensure that the conference works with the grain of ITI's development offer to its members and others. She has worked as a translator for 13 years, specialising in legal and social science texts. She draws on a long career in the UK civil service, working in Whitehall, Paris and Brussels.

LinkedIn: https://www.linkedin.com/in/jo-durning-25354333/



Lena Marg

Language AI consultant and instructor

Lena has specialised for over 20 years in the deployment, evaluation and post-editing of machine translation for the localisation industry, supporting medium to Enterprise companies in their use of language AI. She is passionate about encouraging exchange between different stakeholders and mindsets - translators, engineers, research and implementation. Lena is joining the ITI Board as an affiliate member in May 2026.

LinkedIn: https://www.linkedin.com/in/lenamarg/



David Orrego-Carmona

Reader in Translation Studies, University of Warwick

David leads the MA in Translation and Cultures. His research focuses on translation technology, audiovisual translation and user experience. He brings an academic perspective on how universities can support the profession in navigating technological change.

LinkedIn: https://www.linkedin.com/in/davidorregocarmona/



Engaging with Clients

We will be joined by the following speakers for the Engaging with Clients session:



Dr Jacqui Gratton

Associate Director of Clinical Services and Consultant Clinical Psychologist

Jacqui is a consultant clinical psychologist with over 20 years of experience in trauma and mental health across the NHS and NGO sectors. She is an associate director at an award winning charity, co designing and co delivering services for individuals from over 40 countries. Throughout her career, Jacqui has worked collaboratively with highly skilled interpreters and cultural consultants. She is the lead applicant on a Wellcome Trust Accelerator programme researching the safe, ethical, and lived experience co designed use of generative AI in mental health. This work places global linguistic and cultural diversity at the centre of AI ethics and innovation.

LinkedIn: https://www.linkedin.com/in/dr-jacqui-gratton-18779044/



Samuel Läubli

CEO, Supertext

Sam graduated with an MSc in Artificial Intelligence from the University of Edinburgh and a PhD in Computational Linguistics from the University of Zurich, with a dissertation titled Machine Translation for Professional Translators. Following tenures at US tech companies Autodesk and Lilt, he co-founded Textshuttle, an AI translation company focussed on data security. Sam currently leads a team of 100 Language AI experts in Zurich and Berlin.

LinkedIn: https://linkedin.com/in/laeubli/



Isabel Teodoro

Head of Localization, Trustpilot

Isabel leads Trustpilot's global localization strategy and oversees multilingual customer experiences across product, marketing and customer experience. She began her career as a translator and has spent more than 20 years helping international organisations connect with customers across languages and cultures, with leadership roles at Trustpilot, StockX, DAZN and Canon. Her work focuses on localization strategy, language technology and the practical application of AI in global content and customer communications. Isabel is passionate about the evolving relationship between language professionals, technology and AI.

LinkedIn: https://linkedin.com/in/isabelteodoro



Jennifer Vela-Valido

Global Language Quality Program Manager, Spotify

Jennifer is a Localization Strategist with over ten years of experience in Localization Program Management and end-to-end language quality solutions. In her role at Spotify, she leads multilingual AI evaluation, quality frameworks, and global-scale localization initiatives.

Jennifer holds a PhD in Localization Quality Management and is an active researcher and speaker focused on localization strategy, linguistic quality governance, and applied AI evaluation methods. A long-standing advocate for ethical and effective technology in language services, she has presented at GALA, TAUS, and LocWorld, and serves as Program Director for WeShape AI at Women in Localization.

LinkedIn: https://linkedin.com/in/jennifervela/

Communication, collaboration, community
Where do we go from here?

As EX:CHANGE 2026 draws to a close, our final session invites delegates to reflect on the conversations, insights and experiences shared across the previous two days and consider what they mean for the future of our profession.

Throughout the conference, we have explored the opportunities and challenges facing translators, interpreters and language professionals through our three core themes:

- **Ethical Practice**
- **Entrepreneurship and Business Development**
- **Client Engagement and Risk Management**

We have heard from keynote speakers, panellists, sponsors, exhibitors and, most importantly, each other. Together, we have shared knowledge, challenged assumptions, explored new ideas and learned from the diverse experiences that make our profession so vibrant.

Led by ITI CEO Sara Robertson, this concluding session will bring together the key themes, discussions and reflections emerging from EX:CHANGE 2026. It will provide an opportunity to consider not only what we have learned, but how those insights can help shape the future of ITI, its members, partners and the wider language services sector.

Importantly, this session recognises that the success of EX:CHANGE 2026 has been built on participation. Every question asked, every experience shared, every challenge explored and every conversation held has contributed to the collective knowledge and understanding developed throughout the conference. Without your engagement, openness and willingness to contribute, this final reflection would not be possible.

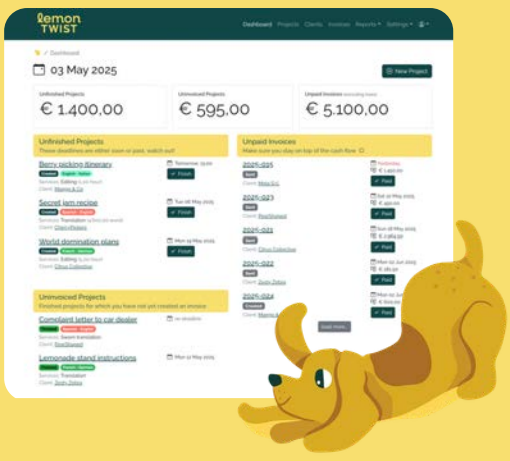
As we celebrate 40 years of ITI, this session also looks forward. How can we continue to strengthen our profession? How do we build upon the communication, collaboration and community that have underpinned EX:CHANGE 2026? And where do we go from here?

Join us as we bring our time together in Milton Keynes to a close, celebrate the collective achievements of our community, and look ahead to the next chapter for translators, interpreters and language professionals.



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Looking forward

As ITI celebrates its 40th anniversary, we leave Milton Keynes with more than notes and memories. New ideas, fresh perspectives, stronger connections and a clearer understanding of what our members, partners and the wider language services community need from us moving forward.

Over the coming months, ITI will reflect on the insights, discussions and recommendations generated throughout EX:CHANGE 2026 and consider how these can inform the future direction of the organisation. We want to ensure that the collective knowledge shared here translates into practical action and positive benefits for our members.

That means continuing to develop the support, resources, training and advocacy that you need to thrive in an increasingly complex and rapidly evolving professional environment. It means strengthening our role as a trusted voice for the profession. It means identifying opportunities for innovation while remaining grounded in the values and standards that define professional translation and interpreting.

We will build upon the partnerships and relationships that help make our sector stronger. Throughout EX:CHANGE 2026 we have heard repeatedly that many of the challenges facing our profession cannot be solved in isolation. They require collaboration between professional bodies, language service companies, academic institutions, technology providers, clients and practitioners. We are already fostering greater collaboration between universities and between academics and ITI through our recently launched ITI Academy Connect initiative. We will also be taking part in ATC's upcoming ATC 50 Conference in Glasgow, which will present an exciting opportunity to continue the important conversations from EX:CHANGE 2026 and work together on solutions that benefit the wider profession.

If you have further reflections or ideas that we should consider, please share them via our post conference evaluation survey.

Sara Robertson
Chief Executive, ITI

Fiona Gray MITI
Chair of the Board, ITI

Thanks

We would like to thank everyone who has made EX:CHANGE 2026 possible.

Our sponsors and supporters

LanguageCheck.ai
RAF
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Lemon Twist
Utility Aid

Source2Target podcast

David Stockings
Nicholas Nicou

Conference poet

Kate Fox

All of our Conference Advisory Group members

Nicki Bone MITI
Lindsay Bywood
Jo Durning MITI
Lara Fasoli AITI
Alun Gruffydd MITI
Ramon Inglada MITI
Joseph Lambert
Lydia Marquardt AITI
David Orrego-Carmona

All of our speakers and panellists

Andy Benzo
James Brown
Félix do Carmo
John Conroy
Oliver Dean
Dr Christophe Fricker
Dr Jacqui Gratton
Dr Sonia Koller
Dr Samuel Läubli
Joachim Lépine
Debbie Lewis
JC Penet
Teemu Purmonen
David Stockings MITI
Isabel Teodoro
Jennifer Vela-Valido

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The teams at Unity Place and Leonardo Hotel

ROYAL AIR FORCE
REGULAR & RESERVE

The Royal Air Force polices the skies, protecting the UK from threats at home while peacekeeping abroad. Our full and spare-time roles offer skills for life, and a chance to play a part in operations around the world – from providing humanitarian aid to preventing a civil war.