



## JOIN US IN CELEBRATING OUR 25<sup>TH</sup> ANNIVERSARY JUBILEE

### President's Column

#### A great start to 2018!

I am proud to say that the first quarter of 2018 has been very active, as we have continued onwards and upwards. I am pleased to share the news that in early 2018, two of our members, ArbitralWomen co-founder and Board member, **Mirèze Philippe**, and a former Board member **Lucy Greenwood**, were awarded the **CPR 2018 Diversity Award** in recognition of their long-standing commitment to diversity and focus on data and transparency in addressing diversity in ADR.

The International Institute for Conflict Prevention and Resolution (CPR) announced on 15 February 2018 that Mirèze and Lucy are the 2018 recipients of the prestigious CPR Diversity Award for Outstanding Contributions to Diversity in ADR. CPR Diversity Award is the only award to recognise the work of practitioners who have undertaken initiatives towards diversity and achieving equality for all dispute resolution practitioners. This is not the first time our co-founders are recipients of this Award; the initiator of ArbitralWomen and co-founder **Louise Barrington** was awarded the 3<sup>rd</sup> CPR Diversity Award in 2010. It is another great honour that co-founder Mirèze has been awarded the 6<sup>th</sup> CPR Diversity Award.

We have reproduced in this Newsletter further information about this Diversity Award and the inspiring acceptance speech of Mirèze, who declared diversity a human rights issue and dedicated the Award to those fighting for justice and equality who may never receive recognition.

On 8 March 2018, ArbitralWomen honoured and celebrated **International Women's Day 2018 (IWD)** with an event in Geneva generously hosted by Sidley Austin LLP and co-organised with Bär & Karrer, Lalive, and Landolt & Koch, entitled Understanding and Navigating Unconscious Gender Bias in the Legal Sector. On a personal level, I was delighted to be a part of this event and to join in the global celebration and reflection on the extraordinary accomplishments of women. We look forward to honouring IWD annually in the years to come.

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Follow us on Twitter @ArbitralWomen  
and our LinkedIn page: AW 25-Jubilee hashtag #AW25th

*ArbitralWomen thanks all contributors  
for sharing their stories.*

We are pleased to share more details on this event and many others later in this Newsletter.

Like every year for more than a decade, in 2018 ArbitralWomen was thrilled to participate in the **25<sup>th</sup> Willem C. Vis International Commercial Arbitration Moot in Hong Kong and in Vienna**. I am pleased to report that many of our members have coached and arbitrated at various pre-moots organised around the world and at the Moot. This year, on 25 March 2018, **Patrizia Netal** kindly organised and generously hosted at Knoetzel an ArbitralWomen networking breakfast with a panel discussion on careers in international arbitration specifically aimed at the aspiring new generation of female dispute resolution practitioners from all around the globe and attended by men and women of all generations.

Also during the week of the 25th Willem C. Vis International Commercial Arbitration Moot in Vienna, **Dana MacGrath**, member of the Executive Committee of ArbitralWomen Board, delivered remarks at the Vis Moot Announcement Ceremony on 27 March 2018, at the Austrian Convention Centre to an audience of thousands of students, coaches and arbitrators. Dana presented sobering statistics regarding the low representation of women at the equity partner level of law firms and as arbitrators in international arbitrations. She then described the work of ArbitralWomen aimed at changing those numbers and encouraged those committed to promoting diversity in international dispute resolution to join the effort. She cautioned the young people in the audience that women still face significant challenges in the legal profession and that there is much work to be done. Dana explained how ArbitralWomen has been working for 25 years to promote women and diversity in international dispute resolution and has been at the forefront of important diversity initiatives. Fortunately, today the issue of gender parity and diversity is front of mind for many, and now diversity is an important issue for corporations, law firms, organisations, arbitral institutions and academic institutions. While there is much work still to be done, and ArbitralWomen remains at the forefront of that work, there is reason for optimism if we all work together to promote equal representation of women and diversity in international dispute resolution.

ArbitralWomen is also delighted to report that work is progressing well on the creation of ArbitralWomen's newest seminar, the **AW Diversity Toolkit™**. With the generous support of an AAA-ICDR Foundation grant, ArbitralWomen is preparing a one-day interactive workshop to identify the origins and effects of unconscious bias and to provide a strategy for minimising its negative influences on diversity in the field of arbitration. Over the next months in a series of "feeder seminars", ArbitralWomen will develop and refine its strategic plan, along with techniques, reporting tools, a Diversity Journal™, feedback forms and a bibliography. ArbitralWomen will formally launch the AW Diversity Toolkit™ at a conference in New York in November 2018. Thereafter, trained ArbitralWomen presenters will be able to offer the seminar to groups, firms and companies around the world. If you have suggestions or advice to help us in refining the AW Diversity Toolkit™, we welcome your comments,

addressed to Louise Barrington at [awcfc@arbitralwomen.com](mailto:awcfc@arbitralwomen.com).

We look forward to a sensational and eventful second quarter, starting in April with two events during the Paris Arbitration Week and two during ICCA Sydney.



*Asoid García-Márquez, President*

## WOMEN LEADERS IN ARBITRATION: CHERIE BLAIR CBE, QC

**Cherie Blair CBE, QC** is the Founder and Chair of the law firm Omnia Strategy where she focuses on dispute resolution and strategic advisory work on behalf of Governments, corporates and private clients. With 40 years' experience specializing in cross-border dispute resolution, commercial arbitration, mediation and human rights, Cherie has represented over 30 countries as well as dozens of multinationals. Designated to serve on the ICSID panel of arbitrators since 2012 and well-practiced as a trouble-shooter capable of solving the most challenging problems, Cherie's team at Omnia focus on finding elegant solutions relying on a unique multi-disciplinary approach. Aside from her legal work, Cherie is a mother of four, the Founder of the award winning Cherie Blair Foundation for Women, a Non-Executive Director of Renault Group, Honorary Chair of the World Justice Project and an adviser to the B Team. The interview was prepared at the initiative of ArbitralWomen member **Ema Vidak Gojkovic**, with invaluable help of **Sophia Louw** and **Marie-Anais Meudic-Role**, Associates at Omnia Strategy.



*Cherie Blair CBE, QC*

***You are the Founder and Chair of Omnia Strategy LLP (“Omnia Strategy”) which you set up in 2011. What influenced you to leave a successful practice at the Bar and to start Omnia Strategy?***

Over the course of my thirty-six year career as a barrister, I have always been focused on how to deliver legal services in a way that is both modern and in the best interests of my clients. As a result, during my four decades in the law, I have developed something of an entrepreneurial spirit.

When I set up Omnia Strategy, I had already been involved in a chambers split, founded Matrix Chambers, and started the Cherie Blair Foundation for Women. I was ready for the next challenge and excited by the prospect of creating a unique multi-disciplinary dispute resolution practice marrying orthodox legal skills with capabilities in strategic communications, diplomacy and international policy.

By 2011, I was doing more and more arbitration work and I wanted to commit more to this area of practice. Thankfully, I had enjoyed a front row seat on how to run a government for many years, which helped to build my knowledge of international affairs and the relationships between private investors and the public sector. In addition, it had become clear to me that there was a demand for a firm that struck a balance between the infrastructure of large, full-service law firms and the Bar, which only has lawyers with very specific expertise. Few

law firms understood that a State has much wider obligations, different pressures and more constraints than a company. As such, I saw an opportunity to start a firm that would deliver legal services in a way that I thought was new and needed.

***It must have taken a lot of courage to leave an established Bar practice and embrace a new challenge. What were some of the particular obstacles you faced when you founded Omnia Strategy and how did you overcome them?***

The initial challenge was simply getting started. Because we were among the first organisations to apply to set up as one of the newfangled Alternative Business Structures, the Law Society was still trying to grasp how this structure would actually work in reality. It took us at least ten months before we were able to get registered. This meant that we could not practice law during that period but we could spend an inordinate amount of time mulling over branding and logos.

The second challenge was finding the right people to join me on this adventure. I was very lucky that when I started Omnia Strategy, several great women gave me advice on how to run an organisation, since this was one area in which I had little experience. In particular, my two original partners, Julia Yun Hulme and Sofia Blount, both provided me invaluable help to set up the firm and brought in a breadth and wealth of technical knowledge that I did not possess. There is little a small group of dedicated women cannot achieve!

I am very proud of my team at Omnia today. We gathered brilliant lawyers from six countries, who speak more than a dozen languages and are without exception future leaders in the field of international arbitration. There are some names to watch out for.

***How have you seen the field of international arbitration change over the years? Is there any one particular development you think would be worth emphasising?***

The realisation that corporations need to be involved in the global human rights agenda has been a distinct development in international arbitration over the past few years. Through the introduction of the Guiding Principles on Business and Human Rights, and the Global Compact, businesses are becoming more and more aware that they have to be global citizens, and they have a growing concern about their impact. I have been following with interest the recent two business and

human rights arbitrations under the Bangladesh Accord at the Permanent Court of Arbitration (PCA) and look forward to seeing the first draft of formal Arbitration Rules for Business And Human Rights Disputes, which Judge Bruno Simma and his drafting committee are currently preparing.

I very much welcome this development, as I have always had a human rights side to my practice and this is an area that I am very passionate about. Actually, a lot of our work at Omnia Strategy is on the topic of business and human rights. I recently spoke at the PCA on how human rights rules should apply in international arbitration. We also help people and companies navigate this area of the law, and this has moved into our arbitration practice as well.

***What is your most satisfying achievement since you started practicing law?***

I am a great believer in never looking back. It is always wonderful to win good cases that impact your clients' lives and change the law, but it is the next challenge that excites me most.

At the moment, an issue which is close to my heart is how we can make international arbitration and, particularly, investor state arbitration, more inclusive. International arbitration needs opening up. It must continue to be seen as a diverse, relevant, internationally aware, and most importantly, an expert platform on which complicated cases can be resolved either by consent or by a decision that is as transparent as it is commercially proper.

To achieve this, the awards and decisions of arbitral tribunals have to be informed by a much wider viewpoint than the black letter law. Nothing is ever without context. Arbitrators need to take into consideration the wider environment in which the respondent and claimant operate. We need arbitrators who are alive to this reality and in touch with issues such as the Global Sustainability Goals, the Guiding Principles on Business and Human Rights, and all the other accountability issues that are currently influencing international law.

***Advancing women is the goal for AW. Does your organisation have a policy on advancing women or a practice to address the issue of increasing the number of women on panels or in programs?***

I started practising law in a male dominated world. Since the 80s, I have used EU law and domestic law to push the

barriers for women's rights in my own country. I am delighted that over the years, the law has become a more feminised profession. What is not so delightful, however, is that there are fewer women at the top of the profession.

At Omnia Strategy, we have more women practitioners than men. We are very conscious to create a welcoming environment for women. At the same time, I am very keen to make sure that we have a balanced group of people. We think of our employees in rounded terms. For example, we have very progressive policies on parental leave. There are certain milestones in family life that our employees want to be a part of and we create an environment where they are able to do that – both women and men– without risking their careers.

Diversity in international arbitration is an important consideration for me as well.

Accordingly, Omnia Strategy is a signatory of the Equal Representation in Arbitration Pledge, and we have a policy on arbitrator appointments that aims at including at least one woman on every list of candidates for arbitral appointment. We also typically ask for a written explanation if the opposing counsel or an institution sends us a men-only list of candidates.

***Do you think there is a responsibility on women in partnership positions to help women in the profession?***

Absolutely. I often quote Madeleine Albright who said: "there is a special place in hell for women who do not help other women". Women in the top of the profession have become, by default due to the mere fact that there are so few of us, role models and therefore mentors to others. Most women who I have met want to play that role to other women. While the "Queen Bee" syndrome certainly exists, I have found other women to be very supportive.

Women in partnership positions should also start toeing the line to include more women in arbitral tribunals, and in their own teams. It is too often that we see women as the backup team to the performers. Teams have to be more balanced, including at the top.

***Which female lawyers do you admire?***

I was lucky to come across many inspirational women in my career. Some of them are:

- **Brenda Hale**, who I have been lucky enough to know for a long time, is a legal pioneer and an inspiration. She



has been part of the Association of Women's Barristers from the start and has remained an active supporter of women from the Bench.

- **Rose Heilbron QC**, the UK's first female QC and judge is a natural role model to me, not least because she is from Liverpool. I am delighted that I was able to appear before her and even more delighted that her daughter Hillary has taken over her legacy.

- **Professor Lucy Reed**, whom I have had the privilege of sitting with as co-arbitrator when I chaired an LCIA India panel. She is so knowledgeable, so supportive of other women, passionate about arbitration, and if I may add, great fun!

We should not just be Anglo-centric. I really hope to see a lot more women not just from UK/EU, but from across the world to take their rightful place as lead counsel and arbitrators.

*How can a woman practitioner use AW to advance her career?*

Women's networks like ArbitralWomen are very important in advancing women in the profession and helping them take the next step.

There are often particular issues that demand discussion in a safe place with people who have had similar experiences and networks offer that. Networks also are about making professional and business connections.

We have to ensure that networks such as ArbitralWomen offer a sympathetic ear to women and also present business support through opening to new contacts and avenues for professional growth. Men do this all the time. We must do better.

## WINNERS OF CPR 2018 DIVERSITY AWARD

**Honourees international arbitrator Lucy Greenwood and ICC's Mirèze Philippe recognised for their long-standing commitment to diversity and focus on data and transparency in addressing diversity in ADR**

The International Institute for Conflict Prevention and Resolution (**CPR**), a global non-profit organisation that advances dispute prevention and resolution practices

and provides high quality solutions, announced on 15 February 2018, that international arbitrator **Lucy Greenwood**, and Special Counsel, Secretariat of the ICC International Court of Arbitration, **Mirèze Philippe**, are the recipients of CPR's 2018 Awards for Outstanding Contributions to Diversity in ADR. Created 10 years ago, the CPR diversity award is the only award to recognise the work of practitioners who have undertaken initiatives towards change and towards achieving equality for all dispute resolution practitioners. The honourees were recognised for their long-standing commitment to diversity and focus on data and transparency in addressing diversity in ADR.



*Mirèze Philippe and Lucy Greenwood*

The winners were selected by a three-person panel consisting of the co-chairs of CPR's Diversity Task Force, **Hon. Shira A. Scheindlin (Ret.)** of Stroock & Stroock & Levan, and **Hon. Timothy K. Lewis (Ret.)** of Schnader Harrison Segal & Lewis, along with CPR President & CEO **Noah J. Hanft**.

Lucy Greenwood, an English national, is dual-qualified in English and Texas law. She has practiced international arbitration for over twenty years, initially as an attorney with Linklaters LLP in London and Paris before joining Norton Rose Fulbright LLP in Houston in 2008. Those nominating her noted her long-standing efforts to gather and analyse extensive data, e.g., on the representation of women on international arbitration tribunals. Nominating parties also cited several seminal articles on diversity published by her. Lucy was also an ArbitralWomen Board member for 3 years.

"I am deeply honoured by this award and especially honoured to share it with Mirèze Philippe, a true trail-blazer who has worked tirelessly for 25 years to raise the profile of women in the field and with whom I have been

privileged to work on the Board of ArbitralWomen and on the Pledge,” said Lucy.

She added, “In recent years real progress has been made in making our community more reflective of wider society but there is still much more to be done. As we look to the future our focus must be to broaden our approach and to address the lack of geographic and ethnic diversity in international arbitration”. She added: “Awards such as this CPR Diversity Award demonstrate the importance that is placed upon efforts to promote a more diverse and more inclusive international dispute resolution community. Receiving this Award reinforces my personal commitment to addressing these issues and I am very grateful for it.”

Mirèze Philippe is Special Counsel and has joined ICC in 1984. In addition to being co-founder of ArbitralWomen and Board member, she is also member of the Steering Committee of the Equal Representation in Arbitration Pledge, member of the Board of Advisors of Arbitrator Intelligence, member of the Editorial Board of International Journal of Online Dispute Resolution, and fellow of the National Centre for Technology and Dispute Resolution (**NCTDR**).

Congratulating Mirèze on her achievement, **Alexis Moure**, President of the ICC Court said: “Mirèze’s personal conviction and tireless determination has been a driving force behind ICC’s strategic efforts to enhance the arbitration process through enhanced gender and cultural diversity. We are delighted her efforts are being recognized through this CPR Award.”

The CPR Award acknowledges Mirèze’s dedicated efforts to bring diversity to the foreground that date back over two decades to an era when debate and awareness around the issue was not commonplace. “Through perseverance, selflessness and a huge amount of work, Mirèze has succeeded not only in raising awareness of the diversity debate, but also in helping to address some of the challenges arising from it,” said ICC Court Secretary General **Alex G. Fessas**. “Through her work with the ICC Court and ArbitralWomen, Mirèze has made a significant contribution to narrow gender, generational and geographical gaps in our global community, sharing the fruits of her labour with anyone who wishes to contribute to the same cause. Congratulations Mirèze.”

The prominent representatives from the dispute resolution community nominating Mirèze noted her decades of work researching and publishing data about

the lack of diversity in arbitrator appointments in international arbitration contributing to greater transparency and understanding around the issues. The data she gathered and disseminated has revealed an unambiguous record of gender disparity. As a result of the publication of this data, Mirèze has led diversity in ADR forward in new directions. Her efforts were truly visionary as she started them almost quarter a century before diversity took centre stage in recent years. Her work is especially laudable in light of the fact that she does not serve as an arbitrator herself. She does not stand to benefit from the important changes with respect to diversity that are a direct result of her decades of investment.

Mirèze expressed gratitude to the reputed dispute resolution practitioners who have nominated her, to the committee who selected her, to her colleagues of ArbitralWomen, her ICC colleagues and to many other colleagues and friends. She also paid tribute to her former colleagues: “This recognition is particularly welcome when I look back and see the change that occurred over the last twenty five years at ICC. The diversity efforts started at the Secretariat of the Court with **Sigvard Jarvin**, then General Counsel, **Benjamin Davis**, then Counsel and **Eric Schwartz** who was the Secretary General at that time. Jarvin has always encouraged female colleagues to get more involved in arbitration, Davis has relentlessly pleaded in favour of promoting female colleagues to higher positions and Schwartz is the person thanks to whom change started. He promoted in 1995 a female deputy counsel to counsel, the first ever, and supported deputy counsel in many ways. I also wish to pay tribute to another colleague at that time, **Louise Barrington** who dared raising her head and asking where are women in dispute resolution. Finally, in the recent years the management of the Court has been very supportive to women which is demonstrated by our statistics and the number of female Court members. Therefore I wish to share this Award with all colleagues who strived for change.”

“CPR has long been committed to utilising its very best efforts to foster diversity in dispute resolution in tangible ways, including putting diverse candidates on slates; reminding decision-makers of the benefits of diversity on the quality of the decision-making process; and, most important, actively encouraging the selection of those candidates,” said Noah J. Hanft. “Through this award, we seek to recognise and honour others who are deeply

committed to achieving tangible gains in diversity in ADR, and have taken great strides towards doing so, and both Lucy and Mirèze squarely fit that bill.”

[The press-releases were published on 15 February 2018 by CPR here](#) and by ICC here <https://iccwbo.org/media-wall/news-speeches/icc-special-counsel-named-recipient-prestigious-diversity-award/>.

## MIRÈZE PHILIPPE’S ACCEPTANCE SPEECH

**ArbitralWomen Co-Founder Mirèze Philippe, Recipient of CPR’s 2018 Diversity Award, Delivers Inspiring Acceptance Speech, Declares Diversity a Human Rights Issue and Dedicates Award to Those Fighting for Justice and Equality Who May Never Receive Recognition**

At the CPR Annual Meeting in Atlanta on 8-10 March 2018, the CPR Institute formally honoured ArbitralWomen co-founder **Mirèze Philippe** and ArbitralWomen member and former board member **Lucy Greenwood** as recipients of the CPR’s 2018 Diversity Award on International Women’s Day, 8 March 2018.

Lucy was not able to attend in person as she was arbitrating at Vis East in Hong Kong. Mirèze attended the CPR Diversity Luncheon and Award Ceremony, at which she received the award in person from **Judge Tim Lewis** (Ret.). Upon receiving the 2018 CPR Diversity Award, Mirèze delivered an inspiring acceptance speech. Her speech is hereafter reproduced.

“Receiving the prestigious CPR Diversity Award is one of the highlights of my professional life. I am honoured and humbled by the recognition of my peers from the dispute resolution community. I wish to thank the members of the committee who selected me, and also Lucy Greenwood, as winners of the CPR’s 2018 Diversity Award for Outstanding Contributions to Diversity in ADR: Judge **Shira A. Scheindlin** (Ret.), Judge **Timothy K. Lewis** (Ret.), and CPR President & CEO **Noah J. Hanft**.

I am grateful to all the renowned practitioners who nominated me and considered that I deserve this Award. Special thanks go to **Michael McIlwrath**, the coordinator for the nomination process, who has done so much for diversity and who is a great role model. Michael was ArbitralWomen’s champion for change in 2017. I emailed him one night asking him to nominate ArbitralWomen for the CPR Award. He immediately called me, at midnight, to confess that he had already committed to another nomination: myself. I was flabbergasted!

The CPR Diversity Award means a great deal for me and I consider it to be a triple honour.

First, it is the only diversity award recognising the work of practitioners who have undertaken initiatives towards change and towards achieving equality for all dispute resolution practitioners. CPR is probably the only organisation which has put in place a Diversity Pledge. CPR has now also added to their new rules the young lawyer rule and a provision for cybersecurity. CPR innovations are inspiring and will hopefully continue to improve the support we all owe to under-represented groups among whom much talent may be wasted if we do not act or react. Thanks to my long-time friend **Olivier André**, Vice President, CPR, with whom I often discuss diversity and other dispute resolution issues, I discovered the CPR Diversity Pledge a while ago and promoted it on AW website.

Second, I find it remarkable to be among the very few who have so far deserved this prestigious Award since it was created ten years ago. **Marvin Johnson** received the 2008 Award, **Laurel Pyke** Mason the 2009 Award, **Louise Barrington** my friend with whom I founded ArbitralWomen and who received the 2010 Award, PD Villarreal the 2011 Award, and **Barry Leon**, also a friend, who received the 2013 Award.

Third, even though I have invested time, energy and efforts in the last twenty five years to promote women in dispute resolution, I never thought I would be rewarded for this work.

I wish to share this Award first with my husband for his endless support and his patience seeing me behind my computer day and night, my daughter and my wonderful family.

I also wish to share it with Louise Barrington, with whom I founded ArbitralWomen. We built AW brick by brick as we strongly believed in this worthy cause, and we are delighted that AW has contributed to raising awareness of the dearth of women in dispute resolution and has contributed to change. We were lucky to have many wonderful practitioners rally around us and contribute to the success of ArbitralWomen.

I thank all former and current AW Board members for their commitment and invaluable contributions on the Board. One of them, present with us today, **Dana MacGrath**, is chair of the CPR Institute non-administered arbitration rules revision committee. These new rules are being launched at this conference.

I also wish to thank all my colleagues from AW, my very dear colleagues from ICC, and many other colleagues and friends from the dispute resolution community.



*Mirèze Philippe with the CPR Diversity Award Jury: L to R, Noah Hanft, President and CEO of CPR Institute, Judge Shira Scheindlin (Ret.), Mirèze Philippe and Judge Tim Lews (Ret.)*

Most importantly, I dedicate this Award to all those who fight for justice and equality discreetly and who may never receive any recognition.

Diversity and inclusiveness are human rights issues, and so is equal access to justice, for which I also militate by promoting access to justice online, because only a significantly small number of people have access to justice, which I consider equates to denial of justice. We are unfortunately very far from giving access to justice online, but perseverance will pay. Perseverance always pays.

We lawyers are very well placed to contribute to change and to use all means available to us to achieve fairness and justice.

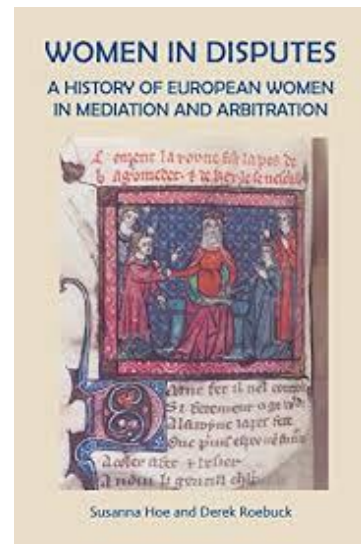
Last month, a friend, **Mohamed Abdel Wahab**, received the Swiss Arbitration Association Award for advocacy in international arbitration. On receiving the award he said "It is what we do together that makes the difference." I echo his statement, because together we achieve better results, and faster.

I will conclude with these words and I share my Award with all those who work for just causes. We cannot change the world but we can certainly start in our environment and in our communities.

Thank you for the honour of this award!"

## BOOK ON WOMEN IN DISPUTES

*Women in disputes: a history of European women in mediation and arbitration*



Susanna Hoe & Derek Roebuck, 2018, 288 pages  
Available from HOLO Books, Oxford,  
[www.holobooks.co.uk](http://www.holobooks.co.uk), at £18 (\$25), or from Gaunt Inc.  
Law Books, Florida, [info@gaunt.com](mailto:info@gaunt.com)

One of the major obstacles in the way of women's progress in arbitration is the lack of role models. With women now occupying over 50% of all the seats in law school classrooms around the world for about a decade



now, more women are vying for litigation and dispute resolution roles. Nevertheless, many give up after years of frustration; others don't try as they hesitate to wade into the sea of gray suits in the arbitration theatre. Yes, there are some notable women at the very top of the precarious pyramid, but they are scarce enough to be remarkable and thus the exceptions to the norm. Role models are an important factor in persuading women that they are capable of succeeding in a field that continues to be dominated primarily by older, white men.

In this brand-new work Susanna Hoe, author of several books about the history of Hong Kong, is joined by her husband Derek Roebuck, until recently the editor of Arbitration International. Their collaboration provides fascinating insights and information about women resolving disputes throughout the ages, in history, literature and legend. Not all of them role models for today's age perhaps, but a fascinating opportunity to see women literally "out of the box" and in roles we might not have imagined, weaving peace into the fabric of society.

The authors guide us from the ancient world of Greek and Roman gods, biblical heroines, through Anglo-Saxon England, and on down through 4000 years of European history, pausing in the 18th century, after which, according to the authors, the sources became too unwieldy.

From Homer's Arete to Jane Austen's Lady Catherine de Bourgh, the authors show us that women have routinely been involved in resolving disputes, despite prohibitions such as the AD 534 edict of Emperor Justinian forbidding women to act as arbitrators and ordering them to remember their modesty and keep away from every judicial contest. Justinian's ban remained in force in European nations until the late 19th or early 20th century, despite occasional protests from writers such as the 16th-century occultist Heinrich Agrippa, who maintained that women were not incapable and indeed had been allowed in ancient ages to manage the most arduous and difficult affairs, until the tyranny of men, unjust laws foolish customs retrenched their liberties.

It was fascinating to read the "real" story of the "rape of the Sabine women". The myth tells that Romulus, after founding Rome, proposed to increase the population by marrying his Roman men to the daughters of his conquered enemies. With amusements and festivities

he invited the women from the surrounding area, and those who attended were carried off and married to the Roman men. When their fathers attacked Rome they pleaded with them and with their husbands not to shed blood but to unite the two communities into one in which they all lived in peace.

The seventh century abbess, Saint Hilda was a noblewoman who managed both nuns and monks in the Benedictine monastery in Yorkshire. She became known as Hilda the Peacemaker and a prayer in her honour records her gifts of justice, prudence and strength to rule as a wise mother over her household, as a trusted and reconciling friend to leaders of the Church. Not only ordinary people but also kings and princes sought her counsel in resolving their disputes.

Throughout the book, as it weaves its way from England to the Continent and back, we read original documents – letters, poems and public records – attesting to the talents and reputations of scores of women. Whether mediating between their husbands and rebellious sons, or fighting for power during the regency of the 3-year-old young king of Germany, women used their peacemaking skills, although occasionally resorting to threats of violence.

A teenage queen successfully persuaded her 15-year-old husband Richard II to pardon the surviving participants in the 1381 Peasants' Revolt, thereby earning the title "the good Queen Anne." In 1210, Countess Blanche of Navarre, settled a dispute between two orders of monks about the division of two areas of Woodland: "I, as arbiter of this matter, order the sites present that the division be firmly held by both sides." According to Hoe and Roebuck, contemporary documents showed that many women of rank acted as formal or informal arbitrators and mediators between parties as well as interceding between warring factions or states, either by, or even by marrying a ruler of the opposition to link the warring. Women also frequently ruled as regents during the minority of their sons or absence of their husbands. Dispute resolution was part of their role. Matilda of Flanders governed Normandy during the absences of her husband William, while he was off conquering England at the battle of Hastings. Matilda is recorded as her husband's deputy mediator and judge, as his regent, and as the mediator between him and his son Robert in a political dispute.

In contrast, Eleanor of Aquitaine was another such regent and frequently acted as judge in her husband's absence; however her high-handed treatment of the citizens of London made her extremely unpopular. When she and her husband Henry were imprisoned in the Tower of London she attempted unsuccessfully to escape. Apprehended, she was subjected to cries of "drown the witch!" and pelted with mud, stones, rotten eggs and sheep bones.

Speaking of witches, Joan of Arc makes her appearance in 1429, to procure the coronation of the nine month old Charles VII as King of France. She is given credit for ending the Hundred Years War, although shortly afterward she was burned at the stake.

Women were not themselves above getting involved in disputes. The fabulously wealthy Isabella de Forz enjoyed prestige and power during the late 13th century, but was a tyrannical neighbour and serial litigator involved in disputes with everyone from the king to her daughter Amicia. She was nevertheless, capable of settling disputes among others, including one controversy regarding the boundaries between several local parishes.

Joan FitzAlan, widowed at 25, was left with most of the County of Essex as her property, and chose not to remarry, thus re-obtaining her independence. She and her brother, the Archbishop of Canterbury are recorded as having arbitrated a number of disputes. Women have acted as sheriff (or sherifess) and foresters on numerous occasions and were able to act on behalf of their husbands or their estates in court from the 11th to 17th century, despite the fact that from about 1200 both ecclesiastical and Roman law in force in England prohibited them from public office.

Among the lower classes, silk-women and brewers traded in their own right, and some became involved in legal action with their suppliers, customers and competitors. Mediation was regularly used not only for family disputes but also for commercial relationships. Disputing parties could also ask friends to act as intermediaries in valuing disputed property. Hoe and Roebuck cite many examples of women's involvement in Elizabethan England in all kinds of disputes before the Privy Counsel and the court of Chancery, where women appeared as petitioners in disputes over their own property - a right guaranteed by the Queen herself. In 1577 a group of women, aggrieved that the owner had prevented them from praying there, occupied a local

chapel. Queen Elizabeth herself intervened to ensure that their punishment was only nominal.

In the 16th century, arbitration was used frequently to resolve disputes between parents and children, between siblings, and among members of extended families.

Women through the ages have used both traditional and ingenious strategies to reconcile disputes, whether between family members or warring states. Isabella of Aragon at the age of 52 positioned herself seated on a mule between two armies in order to obtain peace. Other queens interceded, conciliated, reconciled and if necessary knelt before their husbands to entreat them to make peace.

Whether you are reading this book as a researcher or for general pleasure, it is not a book to devour at one sitting. It is a collection of delightful, informative and well documented histories along a common theme. Pick it up and open at random, to savour and appreciate it, story by story. Whether it's the biblical warrior-prophet Deborah who brought peace to Israel and then continued as a judge afterward, or Lady Anne Clifford resisting a mediated settlement that would have robbed her of her land, or Jane Musgrove who mediated in the creation of the American colony of Georgia, women have never been far from the fray. As the authors write in their preface, their hope is that Women in Disputes will encourage a better understanding and appreciation of the role that women have played, and of the contribution they still make today.

*Submitted by Louise Barrington, ArbitralWomen Founding Co-President, Director, Aculex Transnational Inc, Hong Kong*

## REPORT ON WOMEN IN INTERNATIONAL ARBITRATION

About two years ago I found myself in a predominantly old, white and male world. I was one of the many females at my university, but one of the few in the arbitration field. This reality is not exclusively Brazilian, which was only reinforced and confirmed during my Willem C. Vis Moot experience. It was also a reality that I could not understand. Why do women have a significantly higher presence at university law studies but

not in the professional field? What are the factors interfering with the success of women? What can we do to change this reality?

As my LL.B. thesis, I then decided to study two possible factors that explain this trend: religion, especially in countries that apply Sharia law, and unconscious bias. Commercial arbitration is the focus area of this research, but since the numbers regarding participation of women in arbitral tribunals are not sizable – which is gladly changing, particularly after The Pledge – the statics provided by investment arbitration institutions also form a basis to the study.

Firstly, the study addresses the basics of the arbitral procedure and analyzes the role of arbitrators in depth. Secondly, it elaborates on women's rights as human rights, their evolution, the influence of social movements and their link to feminism, as well as the role of international organizations within the women's rights movement. Finally, it analyzes both lines of study together: what is the situation of women in international arbitration nowadays?

A simple analysis of the numbers shows that, in the best-case scenario, women achieve a representation of less than 37%<sup>1</sup> of the appointed arbitrators. This number is even lower when we consider the amount of the different male arbitrators appointed by the parties to the proceedings and the amount of women that are appointed. In ICSID cases, for example, while each male arbitrator represents around 5% of the total of male arbitrators appointed, only two women represent 75% of the total amount of female arbitrators appointed.

Moving to the possible influence of the Sharia, it becomes evident that in countries applying such law there is a bigger resistance to the inclusion of female arbitrators. This is so because, in an extreme interpretation of the law, women are not allowed to be judges. Therefore, neither can they take up the role of arbitrator. If an award is subsequently rendered by a tribunal comprising at least one female arbitrator, it may be set aside or considered to be non-enforceable.<sup>2</sup> As an

example, this is the case of Iran.<sup>3</sup> Gladly this interpretation is not the exclusive understanding of Sharia law. Other interpretations are being given to the law, promisingly allowing the participation of female arbitrators in those countries. Following this trend, Saudi Arabia appointed its first female arbitrator in 2016.<sup>4</sup>

Regarding unconscious bias, obstacles exist in all five types of bias considered: affinity, perception, confirmative bias, the halo effect and the group effect. Firstly, affinity bias is directly related to the lack of women in decision-making positions in the field of law. Women are underrepresented not only in arbitral tribunals, but also as partners of law firms and as executives in corporations. The affinity of decision-makers when considering arbitrators to appoint is therefore towards their own group: male decision-makers. Secondly, perception bias is highly connected to the history of women's rights and the late access to education and jobs for women. For many centuries, the female image was connected to an incapacity of intellectual thinking and professional ability. The image of women as purportedly being sentimental and weak, affects the perception of others towards them even until now. Thirdly, confirmative bias, on the other hand, is related to the need to confirm choices. This is also related to, fourthly, the halo effect, which refers to the overvaluation of male qualities and the undervaluation of female performance. Finally, the group effect only helps to perpetuate inequality. It tends to maintain a pattern already existing, which in the case of arbitration is a pattern predominated by an old, white and male group.

The awareness of these biases – which is the first step to overcome it – is however improving. More and more women and men alike are discussing the issue and looking for ways to change this reality. The role of international organizations is furthermore very important on the matter. ArbitralWomen, for example, has become not only known globally, but active; promoting seminars all over the world to discuss the matter, initiating a mentoring program for its young

<sup>1</sup> According to information provided by the Center for Arbitration and Mediation of the Chamber of Commerce Brazil-Canada (CAM-CCBC) to the author, in June 2017, 36.6% of the arbitrators acting in the 169 ongoing arbitral proceedings with a tribunal of three arbitrators were women. At the end of that year, this number declined to 23%.

<sup>2</sup> El Ahdab, Abdul Hamid and El-Ahdab, Jalal. *Arbitration with the Arab Countries*. Kluwer Law International, 2011, p. 38.

<sup>3</sup> Haddadi, Mahdi. *The Representation of Women in Arbitration in Iranian Legal System*. International J. Soc. Sci. & Education, 2014, vol. 5, Issue 1, p. 88-94.

<sup>4</sup> Almulhim, Mulhim Hamad. *The First Female Arbitrator in Saudi Arabia*. Kluwer Arbitration Blog, 2016, available at: <http://arbitrationblog.kluwerarbitration.com/2016/08/29/the-first-female-arbitrator-in-saudi-arabia/>.

members, developing a data base of female practitioners and taking many other measures.

Some progress has already been made. Participation of women as arbitrators went from 1.5% in 1997<sup>5</sup> to 20.6% in 2016<sup>6</sup> at the London Court of International Arbitration. At the Center for Arbitration and Mediation of the Chamber of Commerce Brazil-Canada (CAM-CCBC) this increased 130% in three years, from 10% in 2015 to 23% in 2017<sup>7</sup>. In 2017, also, the Vienna International Arbitration Centre formed its first all-woman tribunal, composed of **Jurgita Petkute**, **Lucia Raimanova** and **Andrea Meier**<sup>8</sup>. Furthermore, companies, law firms, arbitral institutions and international organizations are taking active measures. The American Arbitration Association, for example, instituted a Consulting Committee on Diversity in 2006 and Freshfields Bruckhaus Deringer created a data base compiling information about female arbitrators to be consulted by its lawyers when composing the list of possible arbitrators to be appointed by its clients. These are all viable measures.

However, we still have a long way to go to guarantee balance and diversity in international arbitration. After all, in general, as above mentioned, women still barely represent 25% of all the arbitrators appointed.

*Submitted by Lina Santiago Bahia, ArbitralWomen Member, Mundie e Advogados*

## EVENTS

There have been a number of events over the last few months. Our members have provided a few highlights from these events to share with you.

### Dealing with Unconscious Bias in Arbitration and Planning Past: Unconscious Bias, Toronto, 5 December 2017 and 5 February 2018

*This article is adapted from the blog post "[Modeling Inclusive Leadership](#)" where it first appeared on the Delee Fromm Consulting Inc. website.*

On 5 December 2017 and 5 February 2018, ArbitralWomen held two events on the topic of unconscious bias. **Louise Barrington**, an international arbitrator, brought together a diverse panel to create the events, which included arbitral counsel and diversity experts.

The ultimate goal of the events was to increase the diversity of arbitrators – both in terms of availability and selection. The more immediate goal, especially for the second event, was to create a practical toolkit that could be used globally to promote and create increased diversity.

Interestingly, but not surprisingly, these events and those attending clearly demonstrated all six signature traits of highly inclusive leaders. Here is how.

1. Cognizance of Bias. *Inclusive leaders are aware of their own, organizational and other's blind spots, and are vigilant to ensure fair play.* Both events started with information about implicit bias. Essentially the message was – "If you have a brain, you have bias". A slide presentation, based on Understanding Gender at Work, showed how bias arises from associations created through fast processing in childhood; associations such as women and family, men and work. Studies of the Implicit Association Test show that everyone is biased, with 75% of men and 80% of women showing these unconscious associations.
2. Commitment. *Highly inclusive leaders are committed to diversity and inclusion because these objectives align with their personal values, and because they believe in the strong business case for diversity.* Everyone, upon registration, received questions that included: "I confront others who uses terms that

<sup>5</sup> Barrington, Louise. *A Study of Women in International Commercial Arbitration*. Netherlands: G.M. Beresford Hartwell, 1997.

<sup>6</sup> LCIA Facts and Figures – 2016: A Robust Caseload, available at: <http://www.lcia.org/News/lcia-facts-and-figures-2016-a-robust-caseload.aspx>.

<sup>7</sup> According to information provided by the Center for Arbitration and Mediation of the Chamber of Commerce Brazil-Canada (CAM-CCBC) to the author on 23 March 2018.

<sup>8</sup> *VIAC releases case data and announces first all-woman tribunal*. Global Arbitration Review. March 22, 2018, available at <https://globalarbitrationreview.com/article/1166753/viac-releases-case-data-and-announces-first-all-woman-tribunal>.



demean or diminish others” “I support those who challenge stereotypes” and “I speak up if I observe bias or stereotypical assumptions at work.” The questions allowed for self-reflection on individual commitment. By attending the events, participants clearly showed their commitment to inclusion and diversity.

3. Cultural Intelligence. *Highly inclusive leaders are confident and effective in cross-cultural interactions.* This trait involves being knowledgeable about other cultures, as well as understanding how one’s own culture can impact personal worldviews. There were people from all over the world who attended the seminar, and the respectful but effective discussions clearly showed this group’s cultural intelligence.
4. Courage. *Highly inclusive leaders speak up and challenge the status quo.* The majority of arbitrators are white, older males. Louise Barrington is a role model for inclusive leadership as she has challenged for decades the lack of women arbitrators and continues to advocate for greater diversity.
5. Curiosity. *Highly inclusive leaders have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity.* This trait was shown over and over by the audience through their questions for the panel. They were very keen to learn more about how to deal with and move past unconscious bias. And given the equal number of men and women attending, this curiosity combined with motivation to solve this issue was very encouraging.
6. Collaboration. *Highly inclusive leaders empower individuals as well as create and leverage the thinking of diverse groups.* Small group discussions and brainstorming formed a large part of the second event. Ideas for increasing diversity and inclusion were solicited from participants in different roles (as arbitrators, arbitral counsel, and members of arbitral institutions).
7. These two events included a wide mix of individuals, and their participation and perspectives wonderfully enlarged and enriched the discussion. For me, it was the collaborative piece that was the most memorable. I learned many new things in our small group discussion, this discussion was carried into the larger group. The frankness and honesty of the

members of my group demonstrated the courage and commitment that is needed for change.

These events reinforced for me that we can only achieve greater inclusion and diversity through talking and listening and acting. We need to start the conversation, listen to others and then act. The moment for change is now and inclusive leadership is the key.

*Submitted by Delee Fromm, lawyer, psychologist and author, Delee Fromm Consulting Inc.*

### Seminar & Discussion on the Need for Revisions of the Finnish Arbitration Act, Helsinki, 25 January 2018

On 25 January 2018, the Arbitration Institute of the Finland Chamber of Commerce (FAI) held a morning seminar and discussion on the “*Need for Revisions of the Finnish Arbitration Act*”. The Finnish Arbitration Act (the “Act”) has been in force almost unchanged for over 25 years, since 1992. It is considered outdated and in need of reform, as it deviates in important aspects from today’s international best standards reflected in the UNCITRAL Model Law on International Commercial Arbitration (UNCITRAL Model Law).

The FAI and the Finland Chamber of Commerce have proposed to the Ministry of Justice of Finland that the Act be updated and made fully consistent with the UNCITRAL Model Law; something that would further increase Finland’s attractiveness as a venue for international arbitrations. To support this initiative, the FAI held this well-attended seminar with distinguished speakers.

**Mika Savola**, Chair of the FAI Board, focused in his presentation on the key problems with the existing provisions in the Act and outlined some of its missing components. He concluded that a major reform is needed and proposed that the best and easiest solution would be that Finland adopts the UNCITRAL Model Law without any meaningful derogations from it.

**Christopher R. Seppälä**, Partner Of Counsel at White & Case’s Paris Office and former FAI Board Member, put forward his arguments on ‘*Why Finland should adopt the UNCITRAL Model Law on International Commercial Arbitration*’. Seppälä explained, among other things, that adoption of the UNCITRAL Model Law would promote the image of Finland as an advanced and neutral country that respects the rule of law and supports international

commerce by the international arbitration of business disputes. He also highlighted the diverse benefits of becoming a popular seat for international arbitration.

**Klaus Peter Berger**, Professor at the University of Cologne, and Board Member and Past President of the German Institution of Arbitration (DIS), gave a presentation on the *'Experiences of Adopting the UNCITRAL Model Law on International Commercial Arbitration in Germany'*. In his presentation, Prof. Berger arrived to the conclusion that the lesson to be learnt from Germany's experience is that Finland needs a *'Magic Marketing Mix'*, i.e., a good statute (Model Law), good courts and institutions (like the FAI) and a good marketing campaign to achieve its goals and get the best benefits from revising the Act.



L to R: Klaus Peter Berger, Corinne Montineri, Sigvard Jarvin, Tuula Linna, Mika Savola, Heidi Merikalla-Teir, Christopher R. Seppälä

**Sigvard Jarvin**, Avocat and arbitrator (formerly General Counsel of the ICC International Court of Arbitration), held a presentation with the topic *'The Swedish example does not necessarily apply to Finland in order for Finland to become an attractive place for international arbitrations; economic importance of a future service sector'*. Jarvin concluded his presentation by arguing that Finland would gain a lot, and not lose much, if it adopted the UNCITRAL Model Law which is an internationally known arbitral system giving immediate confidence to foreign parties.

**Corinne Montineri**, UNCITRAL Legal Officer, discussed the topic *'Finnish Arbitration Act in Light of the Model Law'*. Montineri stated that, in general, Finland has all

the possibilities to become a Model Law jurisdiction when looking at Finland's high rates in education, well-functioning jurisdiction and the criteria used by foreign countries when deciding the suitable country for arbitrations. Montineri asserted that most importantly modernisation in Finland needs to be made also in the light of the UNCITRAL Model Law in order to succeed in the field of international arbitration.

**Tuula Linna**, Professor at the University of Helsinki, concluded the seminar with her presentation on the topic *'The Importance of Reforming the Finnish Arbitration Act and the Next Steps'*. Linna concurred with previous speakers that the Finnish Arbitration Act needs to be reformed to make Finland a popular place for international commercial arbitration in the future.

After the seminar in March 2018, the representatives of the Finland Chamber of Commerce met with the Minister of Justice of Finland to discuss about the possibility of revising the Finnish Arbitration Act. The Ministry of Justice promised to revert soon on this matter.

See the full report of the seminar and the speakers' presentations [here](#).

Submitted by Heidi Merikalla-Teir, ArbitralWomen member, Secretary General, Finland Arbitration Institute

## AFA, Cross Examination Workshop, Paris, 29 January 2018

On 29 January 2018, the Association Française d'Arbitrage (AFA) organised a cross-examination of experts workshop at La Maison du Barreau in Paris. All participants had prepared this mock cross-examination of experts very seriously and a number of volunteers acted as counsels to cross-examine the experts (role played by **Juliette Fortin** and **Matthias Cazier-Darmois** from FTI consulting). The tribunal, composed of AFA board members **Caroline Duclercq**, **Marie Danis**, **Peter Rosher** and **Pierre Duprey**, then provided feedback, and dos and don'ts to make sure the cross examination was efficient. It was a very intense 3 hour workshop and participants were grateful of this opportunity to practice!

Submitted by Juliette Fortin, ArbitralWomen Board Member, FTI Consulting, Paris

## ICC International Arbitration conference - Construction contracts, Algiers, 5 February 2018

On 5 February 2018, the World Trade Center Algiers in partnership with ICC organised the International Conference on Arbitration on “construction contracts: form execution to assessment of damages”. This conference gathered international arbitration practitioners and was aimed at generating awareness on the importance of certain contract clauses, allowing better control of dispute settlement provisions, and understanding the mechanisms of evaluation of damages. **Juliette Fortin** presented the role of experts in assessing damages in international arbitration cases. It was followed by a gala dinner.

*Submitted by Juliette Fortin, ArbitralWomen Board Member, FTI Consulting, Paris*

## Bucharest International Arbitration Court (BIAC) International Arbitration Conference, Fifth Romanian BIAC Pre-Moot, Bucharest, 23 February 2018

On 23 February 2018, the Bucharest University Law School hosted the Bucharest International Court of Arbitration (BIAC) conference on international arbitration. The conference prefaced the Fifth Romanian BIAC Pre-moot, in the preparation for the International Arbitration Competition Willem C. Vis, and featured Romanian and foreign speakers. After **Dean Flavius Baias**’s welcome remarks, **Dan Vişoiu**, Secretary General of BIAC gave the introductory talk and passed the floor to the first panel. Moderated by **Ileana Smeureanu**, ArbitralWomen Board member, the panel analysed various facets of ethics in international arbitration. **Lucia Raimanova**, another ArbitralWomen member, presented the challenges related to party representation. Her speech was followed by a presentation on the role of self-regulation by **João Pedro Biazzi**. **Peter A. Barna** then spoke about liability of arbitrators, and the panel ended with the insightful thoughts about third party funding of **Cristina Florescu**, a third ArbitralWomen member on the panel. The second part of the conference dealt with hot topics in investor-State arbitration. **Ileana Smeureanu** took the floor to introduce the subject of corruption in investment proceedings. **Lucian Ilie** followed with a presentation of the unresolved issue of the nationality of foreign investors. The next speaker, **András Dániel**

**László** examined the interplay of local and international law and the role of local counsel in international investment arbitration, while **Vicu Buzac** closed the conference with an interesting presentation on the factors that influence on damage quantification.

The conference was followed by a networking dinner where the audience, local practitioners and students participating at the Bucharest Pre-moot, interacted with the speakers.

The Pre-Moot took place over the two following days and proved truly beneficial for the participating universities. In Vienna, the Bucharest Law School obtained the third place as a team and the forth place for individual oralists.

*Submitted by Ileana Smeureanu, ArbitralWomen Board member, Jones Day*

## Debating Careers: Gender Diversity in Arbitration and Capital Markets, Rio de Janeiro, 5 March 2018

A morning of career debate moderated by **Vanessa Winkler** took place at the Law Faculty of Fundação Getulio Vargas, Rio de Janeiro. The former Brazilian Securities and Exchange Director **Ana Novaes** shared her experience as member of the public sector and as acting as a member of a number of boards of directors of publicly held companies. The lawyer **Gabriela Codorniz** brought ideas and the necessity of thinking and rethinking the role of women in law firms. **Fabiano Robalinho** gave an overview of how arbitration and the gender questions are surpassing each other and shared his law firms own experience with the issue and the need to improve. **Professor Ligia Fabris** closed the presentations, bringing from her background, key situations that are faced by women in their workplace.

*Submitted by Ana Carolina Weber, ArbitralWomen Board Member, Ezirik Advogados, Sao Paulo*

## Arbitration: a Noun of non-identified Gender, Rio de Janeiro, 6 March 2018

One of the female leaders in Corporate Law, **Maria Lucia Cantidiano**, Cantidiano Advogados, and a rising star from the private sector, **Katherine Spyrides**, Vale S.A., shared their experience with women and men who attended this conference kindly hosted by Souto Correa. Leaving the law firm to raise children, having the opportunity to



come back years later, changing the field from law firm to lead litigation in a large Brazilian publicly held company were points debated.

*Submitted by Ana Carolina Weber, ArbitralWomen Board Member, Ezirik Advogados, Sao Paulo*

## International Arbitration and the Law of the Second Circuit – International Perspectives, New York, 6 March 2018

On 6 March 2018, **Dana MacGrath**, ArbitralWomen Board Member, moderated a panel discussion in New York on “International Arbitration and Second Circuit Law: International Perspectives,” which was hosted and co-organized by Sidley Austin LLP along with the New York International Arbitration Center (NYIAC) and the Columbia Center for International Commercial and Investment Arbitration (CICIA). Panelists included **Professor George Bermann**, Columbia Law School, **Jennifer Clark**, Sidley Austin, **Joseph Neuhaus**, Sullivan & Cromwell and **Professor Luca Radicati**, Catholic University of Milan. Approximately 80 in-house counsel, outside counsel, arbitrators and academics attended the event. **Benno Kimmelman**, Sidley Austin, delivered welcoming remarks.



*L to R: Luca Radicati, Joe Neuhaus, Dana MacGrath, Jennifer Clark, George Bermann*

Panelists addressed four separate topics. First, the speakers discussed personal jurisdiction and enforcement of international arbitration awards in New York (led by Joe Neuhaus and George Bermann). Speakers considered the impact of the 2014 U.S. Supreme Court decision of *Daimler AG v. Bauman* and recent New York cases including *Sonera Holdings* (2d Cir. 2014) and *AlbanieaBEG Ambient v. Enel S.p.A.* (N.Y. App.

Div. Feb. 8, 2018). Second, panelists discussed enforcement of ICSID awards in New York (led by George Bermann and Jennifer Clark). Speakers addressed the recent New York cases of *Mobil Cerro Negro v. Venezuela* (2d Cir. 2017) and *Micula v. Romania* (2d Cir. Oct 23, 2017). Third, speakers discussed enforcing arbitration awards against non-signatories in New York (led by Jennifer Clark and Luca Radicati). Panelists analyzed the recent New York case of *CBF Industria de Gusa* (2d Cir. 2017) as well as the earlier case of *In re Arbitration between Monegasque de Reassurances v. Nak Naftogaz of Ukraine* (2d Cir. 2002). Fourth, speakers discussed enforcing arbitration awards that have been set aside at the seat of arbitration under Article V(1)(e) of the New York Convention (led by Luca Radicati and Joe Neuhaus). Speakers addressed recent New York cases including *Corporacion Mexicana de Mantenimiento Integral v. Pemex-Exploracion Y Produccion* (2d Cir. 2016) and *Thai Lao Lignite Co. v. Gov't of Lao People's Democratic Republic* (2d Cir. 2017).

Panelists and attendees enjoyed a networking reception following the panel discussion.

*Submitted by Dana MacGrath, ArbitralWomen Board Member, Sidley Austin LLP, New York*

## Atlanta Arbitration Week, Atlanta, 3-10 March 2018

A full week of arbitration events was held in Atlanta from 3 to 10 March 2018 orchestrated by **Shelby Grubbs**, partner, Miller & Martin. The week started with pre-moot hearings in anticipation of the Vienna Vis Moot competitions. The competing teams were from American University, Florida State, Georgia State and the University of Georgia. Grubbs has hosted the pre-moot for the third year.

After the pre-moot, a bouquet of events was organised throughout the week, which gathered between 80 to 200 participants depending on the event.

“When ICC Met Atlanta” was ICC first major training conducted in Atlanta on 5 March 2018, featuring presentations and interactive discussions along with mock scenarios designed to give attendees an in-depth understanding of how to conduct an international arbitration with specific instruction on best practices under the ICC Rules ([click here for the details of the programme](#)).



The second major event which followed on 6 March 2018 was GAR Live Atlanta co-chaired by Shelby Grubbs and **Carita Wallgren-Lindholm** ([click here for the details of the programme](#)). It was the first of these events to occur in North America outside of New York. The Atlanta Law Arbitration Society (AtIAS) hosted this event at Georgia State University College of Law, with speakers from Geneva, Helsinki, Hong Kong, Kiev, Los Angeles, New York, Paris, Stockholm, and, of course, Atlanta, including in-house counsel from Cox Communications, Coca-Cola, Eco Lab, and Wartsila.

Immediately after GAR Live, AtIAS presented the third annual AtIAS lecture in honour of Glenn Hendrix, founder of AtIAS, hosted by the Atlanta Center for International Arbitration and Mediation and the Georgia State University College of Law. In his lecture, **Alexis Moure**, president of the ICC Court of Arbitration presented an overview of the innovations by the major arbitration centres around the world. He called for contribution among the centres ([click here to read GAR press-release of 9 March 2018](#)).

The third major event was the CPR Annual Meeting, held from 8 to 10 March 2018, which gathered nearly 200 participants. It featured fascinating discussions about resolving current conflicts, prevention of conflicts, mediation, solutions and tools ([click here for the details of the programme](#)). Hereafter are some brief and non-exhaustive notes.

The first panel of the conference was a mock mediation related to the Stone Mountain and the Confederate Monuments debate. This mediation session tackled the highly-controversial and sensitive subject about whether the monument should be demolished, preserved, or contextualized because it can educate future generations and remind that mutual respect is essential. It was pointed out that there is nowhere in the world where people do not live by anger, but that conflicts may be resolved through mediation with dignity.

Another panel addressed the importance of the prevention of disputes and the methodologies aimed to prevent them before they arise. It was indicated among others that where mediation was attempted and failed, this does not mean that parties cannot try to mediate again.

A few other hot topics were addressed by other panels. One concerned ADR in the Wake of the #MeToo Movement and what is the future of mandatory

arbitration clauses in employment contracts. Leading representatives of corporate defense, plaintiff's bar and government agencies discussed the consequences of new federal legislation, the danger of voided clauses and agreements and how corporate actors may be getting in front of these risks with voluntary waivers. It was noted that more women are standing up and corporations are taking notice, the attitude towards harassment has shifted.

Cybersecurity was one of the other hot topics. ADR is not immune to the menace of cyber threats. Panelists discussed how to stay ahead of this fast-changing and challenging game. Anyone can be the weakest link, especially the staff of a company despite the security measures put in place by the company; the individual conduct is where the problem lies. Also, individual arbitrators are the most vulnerable cause as no resource is available to them.

Another interesting panel at the CPR Annual Meeting was on "Effective Dispute Resolutions Clauses – Perspectives on Drafting Do's and Don'ts", which was co-sponsored by YAWP and co-moderated by ArbitralWomen Board Member **Dana MacGrath** and ArbitralWomen Member **Natalie Reid**. Speakers included in-house counsel from ConocoPhillips and Cox Enterprises, Inc. as well as ArbitralWomen member **Vanessa Alarcon-Duvanel**.

Ambassador **Andrew Young** (Ret.), who worked closely with Dr. Martin Luther King, Jr. during the 1960s U.S. Civil Rights Movement and served both as Mayor of Atlanta and as Ambassador during President Carter's administration, gave an inspirational speech about settling conflicts peacefully, and how discrimination and segregation can be dismantled slowly but surely and without violence. The Ambassador mentioned that the keys to successfully resolve conflicts are among others to listen, to respect the adversary and to move slowly. For example, strikes are about communication and not about money he said, employers can prevent strikes by listening to employees and establishing a dialogue. Also, listening helps to avoid escalations of problems and feelings of frustration.

A series of panels during the Atlanta Arbitration Week discussed the hot topic of diversity. "Spotlight on Diversity" was the first of the series, hosted around a breakfast at Miller & Martin on 7 March 2018 and gathered over 70 participants. The AtIAS Young

Practitioners Group and the Miller & Martin Women's Network headed by **Eileen Rumfelt**, hosted a panel focusing on how young lawyers can build an ADR practice and current international arbitration community efforts to involve more diverse attorneys and arbitrators. The panel was moderated by **Laura Ashby**, partner, Miller & Martin, **Brent Clinkscale**, partner, Womble Bond Dickinson, **Adwoa Ghartey-Tagoe Seymour**, assistant general counsel, Cox Enterprises, **Mirèze Philippe**, special counsel, ICC International Court of Arbitration, and **Carita Wallgren-Lindholm**, partner, Wallgren Lindholm, shared their experiences (see report on this event in this newsletter).

A CPR Diversity Task Force Luncheon was the second panel on diversity and was held on 8 March 2018. The panel on "The Time Is Now: Change Won't Happen Unless We Make It Happen" was moderated by **John Kiernan**, President of the New York City Bar Association and former Chairman of the Board of CPR. He interviewed the co-chairs of the CPR Diversity Task Force, **Judge Tim Lewis (Ret.)** and **Judge Shira Scheindlin (Ret.)**. The latter discussed the current standing of minorities and women in ADR, how to achieve target goals for increasing their participation in ADR, implicit bias and what can be done to counteract and eliminate these biases, and the role and responsibility of clients and their counsel in selecting neutrals.

Finally, the third panel on diversity took place on 10 March 2018 and featured **Robert Grey**, president of the Leadership Council on Legal Diversity, who shared his views about "Shaping the future of diversity in dispute resolution", and how to make a difference. He mentioned that if diversity does not get measured, it does not get managed. Where there is a will, there is a way he said. He insisted on the fact that diversity is not a one-off project but a project for the ages.

Another highlight of this week was the CPR Awards Ceremony. The first ceremony was the CPR's 2018 Diversity Award for outstanding contributions to diversity in ADR. The co-winners were **Lucy Greenwood** and **Mirèze Philippe**. The award was remitted to Mirèze on 8 March 2018, the very day of the international women's day (the ceremony and acceptance speech are reported in this newsletter). Lucy could not join the ceremony as she was at the Vis East Moot in Hong Kong.

Other awards included the CPR Academic Awards, one of which was won by ArbitralWomen member **Stephanie**

**Cohen** together with **Mark Morril** for their outstanding professional article on "A call to cyberarms: the international arbitrator's duty to avoid digital intrusion".

ArbitralWomen speakers during the Atlanta Arbitration Week were **Vanessa Alarcon Duvanel**, **Chiann Bao**, **Stephanie Cohen**, **Hagit Muriel Elul**, **Samaa Haridi**, **Dana MacGrath**, **Mirèze Philippe**, **Natalie Reid**, **Claudia Salomon**, **Joan Stearns Johnsen**, **Edna Sussman**, and **Carita Wallgren-Lindholm**.

The above are very succinct notes about the huge success of the Atlanta Arbitration Week. Kudos to all organizers!

*Submitted by Mirèze Philippe, ArbitralWomen Co-Founder and Board member, Special Counsel at the Secretariat of ICC International Court of Arbitration*

## Spotlight on Diversity, Atlanta, 7 March 2018

Miller & Martin's Women's Network, along with the Atlanta International Arbitration Society Young Practitioners Group and ArbitralWomen, hosted a panel discussion on 7 March 2018, entitled "Spotlight on Diversity: Professional Perspectives on Building an ADR Practice", an engaging and informative panel on ADR. The discussion brought together international and domestic law firms, and corporate perspectives on the changing landscape of alternative dispute resolution. The panel discussion focused on how younger lawyers can build an ADR practice, as well as current efforts being made in the international arbitration community to involve more diverse attorneys and arbitrators.

The panel consisted of **Brent Clinkscale**, partner at Womble Bond Dickinson, **Mirèze Philippe**, ICC Special Counsel, **Adwoa Ghartey-Tagoe Seymour**, Assistant General Counsel at Cox Enterprises, Inc., and **Carita Wallgren-Lindholm**, partner at Lindholm Wallgren. The panelists discussed their individual paths to a career in ADR. Each advocated for being deliberate in developing and seeking out opportunities for an ADR practice. As stated by Mirèze: "The most important message is perseverance." The panelists also encouraged young practitioners to take advantage of every opportunity presented to them and keep their eyes open for new and less obvious paths to success. A satisfactory career is "not necessarily a goal, it's a journey," according to Brent.



*L to R: Laura Ashby, Brent Clinkscale, Mirèze Philippe, Adwoa Ghartey-Tagoe Seymour, Carita Wallgren-Lindholm, Eileen Rumfelt*

The panelists discussed how young practitioners can capitalize on their unique voices and use diversity as an advantage in an ADR practices. Carita reminded the audience that “authority has many faces” and practitioners should embrace their innate strengths. Mirèze provided insight on the efforts of ArbitralWomen to promote female practitioners (both in counsel and arbitrator roles) in international dispute resolution. In particular, she described the Equal Representation in Arbitration Pledge and advocated that everyone in the room take the Pledge ([www.arbitrationpledge.com](http://www.arbitrationpledge.com)). Adwoa aptly addressed the roles that in-house attorneys can play in the changing face of arbitration, urging practitioners to reach out directly to in-house counsel to introduce themselves and their areas of expertise.

There was a lively discussion about how unconscious or implicit bias can affect diversity in arbitration, and Mirèze commented that “it’s fine to think about hiring, but if we don’t take action, we’ll never get anywhere.” On that point, panelists were encouraged by recent statistics showing a change in the age, gender, and race of ADR practitioners. The panelists’ personal experience provided a model for young practitioners on how to develop an ADR practice. Their sage advice left the audience of approximately 65 attendees with tangible methods for achieving success.

*Submitted by Laura Ashby and Eileen Rumfelt, Miller & Martin, PLLC, Atlanta*

## Prevention is the New Resolution – Next Generation Practices – Solutions and Tools, Atlanta, 8 March 2018

It was an honor to observe **Mirèze Philippe** one of the two founders of ArbitralWomen and someone who for twenty five years has been a driving force for diversity in international arbitration receive the Diversity Award at the CPR Annual Meeting in Atlanta on 8-10 March 2018. The honour was well deserved and Mirèze’s remarks were gracious and inspiring for all.

At the CPR Annual Meeting there were a number of presentations. Because the membership of CPR is largely comprised of corporate in house counsel and general counsel, the focus of this meeting is on the corporate user of alternative dispute resolution processes as well as on the issues of neutrals and of outside counsel. CPR functions not only as an administrator of mediation and arbitration, but it also is a think tank exploring innovative ways to resolve and prevent disputes.

Most recently, CPR’s Transaction Committee has been focusing on dispute prevention initiatives. One of the first panels at the CPR Annual Meeting was focused on innovative, creative, and successful processes for managing commercial relationships as a means of preventing conflict regardless of whether these relationships were business to business, business to supplier, or business to customer, a proactive approach can be successful at preventing conflict thereby preventing litigation. These processes while intuitive are not necessarily always utilized. The panelists spoke from experience as to their successes with these processes.

The panel was moderated by **Noah Hanft**, President and CEO of CPR. The panelists were **James Masterson**, Senior Vice President, Head of Global Litigation, Mastercard, **Peter H. Rosenbaum**, Partner, Jenner and Block, **Scott S. Partridge**, Vice President, Global Strategy, Monsanto, and **Joan Stearns Johnsen**, University of Florida Levin College of Law. Scott Partridge spoke about the success at Monsanto at avoiding litigation by maintaining relationships between the business people among its competitors. Monsanto has found that early intervention between business people who have good relationships had almost eliminated any need for litigation among what had previously been a source of litigation. Additionally, the panel discussed the use of a third party facilitator to assist with the negotiation of a deal at its



inception. This neutral would remain involved either as a standing neutral or as a stand by neutral to intervene in disagreements and to help avoid litigation in a manner borrowing from dispute review boards in the construction industry. There was interest among the attendees for ways in which corporate counsel could change the way in which it conducted its interactions with competitors, suppliers, and customers in order to prevent conflict from arising. This represents a shift in focus from conflict resolution to conflict prevention which offers much promise.

*Submitted by Joan Stearns Johnsen, ArbitralWomen member, Levin College of Law, University of Florida*

## ArbitralWomen and CCBC International Women Day's Celebration, Sao Paulo, 8 March 2018

Initiated by a round table in which law firms and in house lawyers shared their own experience and their work developments regarding gender equality, men and women profited by a very interesting afternoon. After the presentation by **Ana Benetti**, **Monica Costa**, ArbitralWomen member, and the other panelists, the keynote speech of **Patricia Moraes**, former head of investment banking JP Morgan, responded to the tricky and interesting questions posed by **Eleonora Coelho**, Eleonora Coelho Advogados, and the audience. At the end, CAM-CCBC invited all the attendees to a cocktail reception.

## Understanding and Navigating Unconscious Gender Bias in the Legal Sector, Geneva, 8 March 2018

In celebration of International Women's Day on 8 March 2018, ArbitralWomen explored the issue of unconscious gender bias in the legal sector and potential tools and techniques to overcome bias. The Geneva (Switzerland) event was hosted and co-sponsored by Sidley Austin LLP, together with Lalive, and co-organized by Bär & Karrer and Landolt & Koch. Over 60 professionals from law firms, academia and private companies attended.

The event involved an interactive panel discussion where the panelists framed the issue of unconscious gender bias from a theoretical perspective and discussed the impact of unconscious bias on the advancement of women in their legal careers. ArbitralWomen President **Asoid García Márquez** was the moderator. Panelists included **Andrew de Lotbinière McDougall**, Partner at

White & Case, **Nathalie Hagenbüchle**, Legal Director, Global Supply Chain at Japan Tobacco International, and **Simone Stebler**, Consultant, Leader of the Legal & Compliance Professionals Practice at Egon Zehnder.



*L to R: Asoid García Márquez, Andrew de Lotbinière McDougall, Nathalie Hagenbüchle, Simone Stebler*

In her opening remarks, **Tanya Landon**, Partner at Sidley Austin LLP, noted the substantial progress made by ArbitralWomen in improving gender parity in international arbitration over recent decades and stressed the importance of raising awareness on unconscious gender bias in a professional setting.

**Noradèle Radjai**, Partner at Lalive, discussed the different kinds of biases with which we are all confronted. She referred to a study by Susan D. Franck, which showed that 80 percent of sampled arbitrators, including senior arbitrators, made incorrect decisions based on their intuitive biases and were required to set aside their intuition when deciding their cases.

**Laurence Burger**, Partner at Landolt & Koch, gave some practical examples of unconscious bias, and used the Harvard University Implicit Association Test as the basis for a "pop quiz" to test the audience's own implicit gender biases.

After the interactive pop quiz, García Márquez launched the panel discussion, addressing questions to the panelists based on three broad themes: the theory behind unconscious bias and why it matters; how legal organisations can address and combat gender bias; and the role that unconscious bias plays in international arbitration.



With respect to the business case for diversity within legal organisations, the panelists highlighted the importance of diversity and inclusion in providing a wider range of perspectives and skills and, for multinational corporations, a way to be closer to, and better target, its diverse customers. However, unconscious gender bias pervades through various facets of the legal sector and frequently operates with respect to recruitment and promotion.

In terms of practical steps to combat unconscious gender bias, Stebler spoke about the importance of robust recruiting methods that do not simply look at candidates' perceived "fit" with the legal organisation. She also spoke about programmes such as "Leaders and Daughters", which bring together highly accomplished leaders and their daughters and mentees to address the gender divide and the opportunity gap facing the next generation of women leaders. McDougall proposed various initiatives for law firms, including raising the number of female partners in law firms, running a women's mentoring programme to train women for leadership, flexible or reduced hours arrangements, and appointment of a Chief Happiness Officer. Hagenbüchle stressed the importance of maternity plans, crèche facilities and other incentives to prevent the attrition of working mothers.

With regards to the impact of unconscious gender bias on international arbitration, the panelists noted that recent statistics show that only 17% of arbitrators in ICC cases are women, with similar ratios in other institutions. The panelists stressed the importance of taking the Pledge to improve the profile and representation of women in arbitration, as well as to appoint women as arbitrators on an equal opportunity basis.

After the panel discussion, a lively Q&A session followed, with participants enthusiastically sharing their experiences and perspectives on unconscious bias and diversity issues. One interesting issue raised was the utility and efficacy of introducing quotas and formal benchmarks for women in arbitration, and in the legal sector more broadly.

The panel ended with closing remarks from **Alexandra Johnson**, Partner at Bär & Karrer, and a lively cocktail reception.

*Submitted by Michelle Chan, ArbitralWomen member, Associate, Sidley Austin LLP, Geneva*

## International Women's Day, Dubai, 8 March 2018

International Women's Day is a worldwide campaign taking place annually on 8 March, celebrating the social, economic, cultural and political achievement of women as well as promoting tangible progress towards gender parity. The day has been celebrated around the world for over a century.

This year, to mark the global celebration of International Women's Day and in celebration and promotion of Women in Arbitration, the UAE Branch of the Chartered Institute of Arbitrators (CI Arb) held an exclusive Women in Arbitration Event on 8 March 2018, at the Four Seasons Jumeirah in Dubai. The Branch was overwhelmed with the volume and quality of participants, with over 40 women practitioners in attendance, including highly respected arbitrators, representatives of many arbitral institutions, ArbitralWomen, Women in Arab Arbitration (WiAR) and many others; all of whom joined the celebration!



*In the center Nayla Comair-Obeid, on her right Iryna Akulenska, on her left Leonora Riesenburger*

The Branch was exceptionally pleased to have **Professor Dr. Nayla Comair-Obeid**, CI Arb President 2017, give an inspirational keynote speech on what International Women's Day means to her and her career in arbitration as well as her experience as being one of the first women pioneers of arbitration in the Arab region. The event also proved a wonderful opportunity to meet old friends and develop new friendships in an informal and relaxed setting.

Organised by UAE Branch Chair, **Leonora Riesenburger**, and Branch Committee Member and ArbitralWomen Member, **Iryna Akulenska**, the event was a resounding

success, drawing compliments both from the local and international arbitral community. The Branch looks forward to collaborating with ArbitralWomen and WiAR for future events.

CIArb has long promoted Women in Arbitration as well as movements such #PressForProgress. In case you have not already seen this, the CIArb sat down with just a few of our fantastic female members: Leonora Riesenburt (UAE), **Olivia Matovu** (Uganda) and **Noor Kadhim** (France) from locations across the globe to find out what life is like for a woman working in ADR in 2018; <http://www.ciarb.org/news/ciarb-news/news-detail/news/2018/03/08/ciarb-celebrates-international-women's-day-2018>.

Onwards and upwards. #PressForProgress

*Submitted by Iryna Akulenko, Consultant, HKA*

## Diversity in International Arbitration, Hong Kong, 13 March 2018

On 13 March 2018 ArbitralWomen, Ladies in Litigation and Arbitration (**LILA**), Women in Law Hong Kong (**WILHK**) and SidleyWomen hosted an evening panel discussion on "Diversity in International Arbitration" held at the Hong Kong office of Sidley Austin. The discussion was moderated by Yan Zhang, Partner, Sidley Austin.

The panel comprised of leading international arbitration practitioners from Hong Kong: **Chiann Bao**, Counsel, Skadden, Arps, Slate, Meagher & Flom LLP and former secretary-general of the HKIAC, **Kellie Yi**, Registered Foreign Lawyer, Allen & Overy LLP, and **Kathryn Sanger**, Partner, Herbert Smith Freehills and current chair of the HKIAC appointments committee.

The event kicked off with networking drinks followed by welcoming remarks from **Desmond Ang**, Partner, Sidley Austin. Yan Zhang then led the panel in discussing gender diversity in international arbitral tribunals, unconscious bias, what diversity means in Asia and moving from diversity to inclusion to empowerment. The panel shared statistics on the number of females appointed as arbitrators in the region highlighting the minor improvements in the low numbers appointed over the past few years, their experience as to the reasons behind the low number of women as arbitrators and finally gave some insight on the actions that can be taken to remedy these low numbers.



*L to R seated: Chiann Bao, Kellie Li, Kathryn Sanger  
L to R standing: Louise Barrington and Yan Zhang*

The panellists noted that the issue of diversity, including gender diversity, has gone from simply conducting surveys and holding discussions to more action being taken as a result of all industries being under scrutiny. It was agreed by the panellists that it is important to grow junior arbitrators from all backgrounds and diversities. This includes increasing the number of female arbitrators, a trend which has been happening in recent years. The panellists agreed that publishing statistics has helped this trend but there is still a long way to go. Unconscious bias, upbringing and social norms are all contributing to the current low number of women on arbitral tribunals. In the experience of the panellists the parties to the arbitration have the most power in ensuring female arbitrators are appointed and because of their biases often reject women arbitrators from appointment lists.

The panellists agreed there are actions which can assist with increasing the number of women as arbitrators, including ensuring where possible women arbitrators are included on appointment lists and fostering junior arbitrators through feedback programmes and implementing tribunal secretary programmes to increase junior arbitrator's exposure.

Following the main panel presentation, **Louise Barrington** reflected on developments in the twenty-five years since the concept of ArbitralWomen was born. An additional networking opportunity followed. The event was a tremendous success and provided a great forum

for networking and discussion amongst international arbitration practitioners.

*Submitted by Dana MacGrath, ArbitralWomen Board Member, Sidley Austin, New York*

## Male, Female or simply Expert: what does it take to be an expert? London, 14 March 2018

On 14 March 2018, ArbitralWomen and FTI Consulting co-hosted a panel discussion on the role and underrepresentation of women in the expert witness community, chaired by **Barbara Dohmann QC**, Blackstone Chambers and chairman of the arbitration centre at the Astana International Financial Centre, Kazakhstan.

Ms Dohmann was joined by **Juliet Blanch**, Arbitrator at Arbitration Chambers, and a co-founder of the Equal Representation in Arbitration Pledge, **Gillian Carmichael Lemaire**, Avocat and Solicitor at Carmichael Lemaire, and a board member of ArbitralWomen, alongside Dr **Meloria Meschi**, Senior Managing Director and Expert Witness, and **Juliette Fortin**, Managing Director and Expert Witness, both at FTI Consulting. Juliette is also the Treasurer and Board Member of ArbitralWomen.



*L to R: Meloria Meschi, Juliet Blanch, Barbara Dohmann, Gillian Carmichael Lemaire, Juliette Fortin*

The panel discussion focused on three related questions: whether or not gender plays a role in making a good expert, why we see so few female expert witnesses, and how that imbalance can be addressed.

The first question was met by a resounding “no” from each of the panellists, each of whom went on to share what they considered made a good expert. Suggestions

included: having a wealth of experience, an ability to articulate complex issues simply, being an authority in one’s field, having “gravitas”, and possessing a robust understanding of legal rules and principles. The panel agreed that gender should not affect any of these issues.

The second question was aptly introduced by Juliette Fortin, who noted that, in 2011, Who’s Who Legal included 59 experts witnesses in their listing of Expert Witnesses, all of who were male. In 2015, of the 219 identified, 20 were female. This illustrates both how far we have come in a relatively short time but, more starkly, how far there is yet to go.

As to *why* this imbalance exists, the panel noted that it is difficult to avoid case directors consistently having the same small group of experts they have previously worked with in mind, and the resistance to take a chance on a new expert exacerbates this. Further, the way in which experts are remunerated by their organisations is based on the work they bring in, so there is not always an incentive to pass work on to less experienced experts.

Various suggestions were made for how to remedy the issue. These included mentoring initiatives, having less experienced experts act as co-signatories reports, and ensuring that those appointing experts take additional time to consider other experts that should be on their shortlists. Dr Meschi closed the discussion on an optimistic note, explaining how network theory shows that once appointments of female experts reaches a “critical mass”, balance will quickly be achieved.

*Submitted by Olivia Roberts, FTI Consulting, London*

## Improving Diversity in International Arbitration, London, 15 March 2018

On 15 March 2018, the London office of Cleary Gottlieb hosted an evening of networking and discussion focused on improving diversity in international arbitration. The event was organised in partnership with ArbitralWomen and was attended by 40 men and women. It began with an opportunity for female attendees to network. This was followed by a panel discussion, open to all attendees. The panel discussed (i) issues of unconscious bias and under-representation of women on international arbitral tribunals as well as (ii) initiatives undertaken so far to address this issue, including the Equal Representation in Arbitration Pledge, and (iii) insider perspectives on institutional strategies to







co-founders, who are working tirelessly to grow the number of women around the world and ensure gender diversity.

The Equal Representation in Arbitration (ERA) Pledge is a global initiative and a call to action for the arbitral community, with the simple objective of improving the profile of women in arbitration with the view to securing appointments of more women as arbitrators on an equal opportunity basis.

Adedoyin in her final remarks, called upon the delegates to join in the platform to ensure equal participation for all in Arbitration. Her parting shot to the men was that they have a place and platform to work alongside women on an equal opportunity basis!



*L to R: Eunice Lumallas, Sola Adegbonmire, Folashade Alli, Mercy Okiro, Hilda Damee Yerriah, Adedoyin Rhodes-Vivour, Njeri Kariuki*

The Chairman of the Kenya Branch, **Calvin Nyachoti**, C.Arb., took time to appreciate the timely conference that will continue the conversation in arbitration and a platform that is open to synergies of professional skills that could be shared among ADR institutes and communities across the continent.

The chairperson of the marketing subcommittee **Eunice Lumallas**, FCI Arb., thanked the chief guest, speakers and moderators who accepted to be part of the inaugural conference and called for more participation to promote gender diversity.

At the end of the conference, there was an evening cocktail reception and an award ceremony to all speakers and moderators.

The Chartered Institute of Arbitrators would also like to extend its gratitude to all participants who attended representing Ethiopia, Ghana, Kenya, Mauritius, Nigeria, South Sudan, Tanzania and Uganda, and to the sponsors who supported the conference.

*Submitted by Chebett Koske, Chief Executive Officer, Chartered Institute of Arbitrators*

## Careers in International Dispute Resolution – Insights and Perspectives, Vienna, 25 March 2018

At the occasion of the 25<sup>th</sup> Willem C. Vis International Commercial Arbitration Moot in Vienna, Knoetzl hosted an ArbitralWomen networking breakfast with a panel discussion on the topic “Careers in International Dispute Resolution – Insights and Perspectives”, especially addressed to the aspiring generation of female dispute resolution practitioners from all around the globe.

With **Lorraine M. Brennan**, Independent Arbitrator, **Anna Joubin-Bret**, Director of UNCITRAL, **Dana MacGrath**, Sidley Austin LLP and **Christina Täuber**, International Legal Department, Strabag SE, and moderated by **Patrizia Netal**, Knoetzl, the panel assembled successful female practitioners from different parts of the dispute resolution world. Following warm welcome remarks by **Louise Barrington**, co-founder of ArbitralWomen and **Bettina Knoetzl**, Knoetzl, the distinguished panelists entered into lively discussions.

Starting off, the panelists each provided insight into the beginning of their careers, agreeing that it needed more than strategy to bring them into the field of international dispute resolution. The panelists encouraged the audience to be open to new, unexpected opportunities and challenges in any stage of their career; highlighting that there is more than one “right way” for pursuing a career in the field.

The panelists continued to discuss firsthand experiences of how they pursued their careers as inhouse and outside counsel, arbitrator and in international organizations. While Täuber emphasised the importance of female role models that influenced her motivations and focused on diversity considerations in choosing arbitrators and external counsels, MacGrath told the inside story of how she faced and tackled gender discrimination over the course of her career. Brennan, referring to the ArbitralWomen Mentorship Programme, especially emphasised that having a supportive mentor in the early career stages is

tremendously helpful in becoming part of the dispute resolution community. Fully agreeing, MacGrath reminded more experienced practitioners of their duty of being a port of call for aspiring dispute resolution lawyers.



*L to R: Anna Joubin-Bret, Christina Täuber, Lorraine M. Brennan, Dana MacGrath*

At the same time, the panel encouraged the audience to avail of their mentors' availabilities and to be proactive in reaching out to their mentors – as one says, a cat in gloves catches no mice. Also touching upon the skills crucial in becoming part of and ultimately succeeding in the field of dispute resolution, the panelists, upon initiative of Joubin-Bret, came to the mutual consensus that profound specialist knowledge in a specific area of expertise is the indispensable basis of thriving in the competitive dispute resolution environment. As Joubin-Bret noted: arbitration is the technique, but you have to know your substance.

The discussions, guided by the pin-point, quick-witted questions of moderator Netal, triggered a lively exchange with the participants who shared their own experiences and brought forward ideas for changes in the functioning of today's dispute resolution community – such as a reduction of conference pricing, which would be of utmost importance in order to increase geographic and gender diversity. In this context, Barrington referred to another valuable ArbitralWomen initiative: the organisation's monthly contribution to the Kluwer Arbitration Blog.

The audience eagerly participated also in discussions revolving around the internationally still prevalent underrepresentation of women in international dispute resolution, which was vividly emphasised by **Ali Naimi Zaker**, who illustrated, referring to his own experience, how the careers of women in Saudi Arabia, especially aspiring

female practitioners, are even today often strewn with obstacles that are hard to overcome, and pleaded for a change.

After the lively discussions, the guests enjoyed a networking breakfast at the sight of an exceptional view over Vienna's inner city from the top roof of Knoetzl's premises, recapping the valuable lessons learned from the experiences shared by the leading female dispute resolution practitioners – rounding off the event's full success.

*Submitted by Sofiya Svinkovskaya and Elisabeth Rath, Associates Knoetzl*

## RECENT NEWS

### Projects by ArbitralWomen members nominated in GAR Awards 2018

GAR published in March shortlists for the GAR 2018 Awards. The 2018 Awards will take place at the Four Seasons George V hotel on 12 April 2018, as part of the Paris Arbitration Week.

Among the shortlisted initiatives, two initiatives were nominated as "Best Development in International Arbitration" and one as "Best Innovation", all three involving ArbitralWomen Board members.

#### "Best Development in International Arbitration"

- ArbitralWomen's parenting mentorship programme was launched in November 2017 to assist working parents and is led by ArbitralWomen Board member, **Louise Woods**.
- ICC report on gender diversity of tribunals released in June 2017: disclosing statistics on sexual equality for the second year running in line with its commitments under the Equal Representation in Arbitration Pledge, the ICC International Court of Arbitration has revealed a nearly 5% growth in the number of women arbitrators appointed in 2016. ICC gender statistics have been published since a few years by ArbitralWomen co-founder, **Mirèze Philippe**.

#### "Best Innovation"

- CPR Institute adopts "Young lawyer" rule - giving tribunals discretion to permit junior lawyers to examine witnesses and present arguments if lead counsel and the client agree. ArbitralWomen member of the Executive Committee, **Dana MacGrath**, chaired the CPR Institute non-administered arbitration rules revision committee and has been involved in this development.

### Survey on Legal Reasoning in Commercial Disputes

Those with experience serving as arbitrators or judges in national or international commercial disputes are invited to complete an anonymous electronic survey that is part of an international empirical research project entitled "Survey on Legal Reasoning in Commercial Disputes" (IRB #2010449C). The survey is being conducted by ArbitralWomen member Professor S.I. Strong, a specialist in international and comparative dispute resolution and a senior faculty member at the Center for the Study of Dispute Resolution at the University of Missouri School of Law.

The research is the first large-scale, international empirical study to focus on the process of legal reasoning and is intended to improve our understanding of how judges and arbitrators resolve complex commercial disputes in both national and international settings.

If you have experience as an arbitrator or judge in commercial disputes and would like to participate in this survey, please paste this e-address into your browser <<https://www.surveymonkey.com/r/commercial-dispute-strong>>. The survey should take approximately twenty minutes to complete. Participation is entirely anonymous. The survey will remain open until 11:59 p.m. Central Daylight Time (CDT) on May 1, 2018.

If you have any questions about this project, you can contact Professor Strong at +1-573-882-2465 or [strongsi@missouri.edu](mailto:strongsi@missouri.edu). If you have any questions about your rights as a research subject, you can call the University of Missouri Campus Institutional Review Board at +1-573-882-9585.

Please feel free to forward this message to anyone who you believe might be interested in participating in this survey.



## MEMBERS ON THE MOVE AND DISTINCTIONS

ArbitralWomen is pleased to announce the following recent moves and distinctions of our members.

**Marie-Laure Bizeau** has been promoted to Partner at Derains & Gharavi in Paris. Marie-Laure has practised at Derains & Gharavi since it was founded nine years ago and has over 15 years' experience in international arbitration. She has acted as counsel or arbitrator in numerous proceedings, including ad hoc and institutional commercial arbitrations under all major sets of rules as well as investment arbitrations.



**Leilah Bruton** has been promoted to Counsel in the International Arbitration Group at Freshfields Bruckhaus Deringer in London, having previously spent time in the firm's Paris and Amsterdam offices. Leilah specialises in disputes in the oil and gas sector involving fiscal and tax measures and claims under long-term production-sharing contracts. She has appeared in arbitrations under various institutional rules with seats in France, Nigeria, Switzerland, the United Arab Emirates and the United Kingdom.



**Lorraine de Germiny** has been promoted to Counsel at Lalive in Switzerland. A former member of the Board of ArbitralWomen, Lorraine is an American-French national who worked at King & Spalding in Paris and before that at Dewey LeBoeuf in Paris and New York before joining Lalive in 2014.



She practices both commercial and investment treaty arbitration and has acted as counsel or arbitrator in a number of international arbitral proceedings, either ad hoc or institutional.

**Alexandra Diehl** has moved to White & Case in Frankfurt as a local partner. Prior to the move, Alexandra was a senior associate with Clifford Chance in Frankfurt. Alexandra's practice focuses on national and international dispute resolution with a special focus on arbitration. She represents German and multinational clients in all phases of disputes and has started to develop an active arbitrator practice.



**Inken Knief** has been promoted to Partner at Hogan Lovells in Munich. Inken joined Hogan Lovells as senior associate in 2011. She previously worked for Orrick Hölters & Elsing and Wilmer Cutler Pickering Hale and Dorr in London. Inken has extensive experience as counsel and arbitrator in international arbitration proceedings, both ad hoc and before most major arbitral institutions, governed by a variety of substantive and procedural laws, and seated anywhere in the world. She has a particular focus on life sciences and post M&A arbitrations.



**Catherine Anne Kunz** has been promoted to Counsel at LALIVE in Switzerland. Catherine is dual-qualified in Switzerland and in England and Wales and specialises in international commercial arbitration, in particular in the energy, telecommunications and construction sectors. She first joined LALIVE in 2010 and re-joined in early 2016, after working at the international arbitration group of Skadden,





Arps, Slate, Meagher & Floms in London in 2014-15. Catherine is a member of the editorial board of the ASA Bulletin and is active as regional representative (Europe) for the LCIA Young International Arbitration Group (YIAG). Catherine is listed in Who's Who Legal: Arbitration – Future Leaders in 2017 and 2018.

**Montserrat Manzano** has been promoted to Partner at Von Wobeser y Sierra in Mexico City. Montserrat first joined Von Wobeser as a law clerk in 2001. Three years later, she obtained her law and continued to work at the firm, specialising in litigation and then arbitration. Montserrat has extensive experience representing corporations, foreign investors and states in arbitrations under various institutional rules and across a variety of sectors including telecommunications, construction, shipping and chemical.



**Athina Fouchard Papaefstratiou** joined Eversheds Sutherland in Paris as counsel on 15 January 2018. Prior to joining Eversheds Sutherland, Athina practiced in a French arbitration boutique as well as in the international arbitration group of a major international firm, and served as assistant legal counsel in the legal department of UNESCO. Athina has acted for more than ten years as counsel, arbitrator or tribunal secretary in commercial and investment arbitrations in various sectors, such as energy, banking and finance, mining, construction and telecommunications.



**Mallory Silberman** was promoted to Partner at Arnold & Porter in Washington, DC on 1 February 2018. Since



joining the firm out of law school eight years ago, Mallory has served as counsel in more than 30 investment treaty arbitrations for sovereign states or foreign investors. She has been recognized for this work by Who's Who Legal (2017, 2018) and Super Lawyers (2015-2018). In 2017, Mallory was named one of the top 100 female attorneys working on matters involving Latin America by Latinex.

**Annet van Hooft** has left the partnership of Bird & Bird in Paris to establish her own independent arbitration



practice, van Hooft Legal. After spending time with Cleary Gottlieb Steen & Hamilton, a stint at the ICC International Court of Arbitration as counsel and five years with Jones Day, Annet joined Bird & Bird in 2011 and was the co-head of the firm's international arbitration practice. At her new firm, Annet will continue to work as both counsel and arbitrator, continuing her specialisation in IP, construction and energy disputes.

**Kate Wilford** has been promoted to Counsel at Hogan Lovells in London. Kate joined Lovells' London office as a



trainee in 2005, before the firm merged with Hogan & Hartson to become Hogan Lovells. Her practice focuses on international commercial arbitration and associated court litigation. Kate is a solicitor-advocate with full rights of audience in the English courts, and a fluent German speaker. She is included on the Vienna International Arbitral Centre's List of Practitioners.

### ArbitralWomen on ICSID Panels

ArbitralWomen wishes to congratulate **Funke Adekoya** and **Inka Hanefeld** who have recently received their first appointments to ICSID tribunals. Of the 19 ICSID tribunals announced in the Global Arbitration Review on 11 January 2018, eight of the tribunals comprised both men and women (47%). Three of the eight mixed gender tribunals have a female chair (ArbitralWomen Member **Gabrielle Kaufmann-Kohler** in each instance) and two of the mixed gender tribunals had two women and one man making up the tribunal.

### New York Arbitration Centre Announces Leadership

ArbitralWomen members **Edna Sussman** of Sussman ADR and **Hagit Elul** of Hughes Hubbard & Reed have been announced as members of the New York International Arbitration Centre executive committee. Edna has been re-elected as first vice-chair of the committee and Hagit as a member of the committee. Congratulations Edna and Hagit.

### ArbitralWomen represent on ICCA Board

The International Council for Commercial Arbitration (ICCA) announced five new governing board members and a new vice president in February 2018 ahead of ICCA 2018 in Sydney. The announcement included ArbitralWomen members **Gabrielle Kaufmann-Kohler** who will take over as president and **Carole Malinvaud** who joined the board on 1 April 2018. **Lucy Reed** was announced as the new vice-president. ArbitralWomen members already on the board include **Funke Adekoya**, **Carolyn Lamn** and **Anke Sessler**.

## MARK YOUR AGENDAS

The following events will be held in various locations worldwide. Save the dates and follow us on our website for further information on such events and other that we regularly add.

Date	Venue	Event
6 April 2018	Philadelphia	International Arbitration in Jeopardy?
10 April 2018	Saint Gallen	Arbitration Forum
11 April 2018	Paris	FTI Consulting Damages Debates 2018 – Hot Topics in Damages
11 April 2018	Paris	First Series of the ArbitralWomen and ERA Pledge Quantum Experts Seminar Series in Paris
12 April 2018	Paris	Diversity in Arbitration: Where does change start?
12 April 2018	Paris	GAR Live Construction Disputes
12 April 2018	London	IBA 8 <sup>th</sup> World Women Lawyers' Conference – From Courtroom to Boardroom: The Impact of Women
15 April 2018	Sydney	ICCA Sydney 2018
16 April 2018	Sydney	An evening with ArbitralWomen on the occasion of ICCA 2018 Sydney and ArbitralWomen's 25 <sup>th</sup> Anniversary Jubilee
17 April 2018	Sydney	Diversity in International Arbitration
19 April 2018	New York	2018 Annual Conference of the American Bar Association's Section of International Law
28 April 2018	Lisbon	Futurama of International Arbitration and the Emerging Need for Ethical Rules
6 May 2018	Dubai	6 <sup>th</sup> ICC MENA Conference
8 May 2018	Dubai	Expertise: A Woman's no Man's Land?
18 May 2018	Rome	Third Global Conference of the Co-Chairs' Circle
24 May 2018	Helsinki	Helsinki International Arbitration Day (HIAD2018) "Shaping the Future of International Arbitration"

## SAVE THE DATE

8 November 2018: Full-Day Conference at the American Arbitration Association for the Launch of the AW Diversity Toolkit TM in New York City, followed by a Gala Dinner in New York City

# ARBITRALWOMEN ACTIVITIES, SERVICES & BENEFITS

## ArbitralWomen enjoys a global presence in dispute resolution

- ✓ **Networking & Events**: we encourage our members to participate in and organise networking events in their respective countries and assist them in doing so. Firms and organisations wishing to co-organise events or have their events supported can contact us at [events@arbitralwomen.org](mailto:events@arbitralwomen.org).
- ✓ **Increasing equality of representation at conferences**: some of our work involves encouraging conference organisers to increase equality of representation on speaking panels. Under-representation is often unintentional. We recommend or nominate women who are as experienced and reputable as men.
- ✓ **Young ArbitralWomen Practitioners (YAWP)**: inclusion, collaboration and knowledge-sharing are vital for bridging generational gap in dispute resolution. YAWP provides a forum in which young women practitioners can share experiences and practical advice on how to advance women's careers and accelerate their success.
- ✓ **Membership Directory**: one of our goals is to showcase our members by increasing their visibility in the dispute resolution community. All Members are listed on the Membership Directory webpage which is increasingly being used as a reference tool for appointments and referrals.
- ✓ **Find a Practitioner**: we provide a dedicated multi-search tool to find dispute resolution practitioners and speakers.
- ✓ **Mentorship**: members provide mutual beneficial support to each other through our mentoring programme. This very successful programme is an example of how more experienced members generously share experiences with other members so that the role of women in the field can continue to grow and strengthen.
- ✓ **Moot Competition Support**: we provide financial aid to support and promote the participation in moot competitions of law student teams consisting of at least 50% women, who would not otherwise be able to participate.
- ✓ **Publications**: we provide opportunities to enable our members to make valuable contributions to the publication of reports in our [Newsletter](#), on our [News](#) webpage, and on [Kluwer Arbitration Blog](#), as well as in special publications such as the TDM Special Issues.
- ✓ **Periodical Alerts**: we keep our membership informed of [events](#) and [news](#) in dispute resolution through periodical alerts.
- ✓ **Cooperation**: we cooperate with kindred organisations and programmes, such as the Pledge for Equal Representation in Arbitration [www.arbitrationpledge.com](http://www.arbitrationpledge.com). Firms and organisations who wish to co-partner or cooperate with ArbitralWomen can write to [contact@arbitralwomen.org](mailto:contact@arbitralwomen.org).
- ✓ **Projects**: since promotion of women in dispute resolution is one of our main goals, we are committed to assisting members with projects that are in line with our objectives.
- ✓ **Gender Equality and Diversity**: we contribute to raising awareness about and promoting gender equality and diversity in a variety of ways.
- ✓ **Champion for Change**: we acknowledge the support of our male colleagues around the world by awarding a Champion of Change Award to men who have furthered the goals of ArbitralWomen and have supported women in the field of dispute resolution.
- ✓ **Training and Competitions**: we publish information about dispute resolution programmes, scholarships, training and competitions. You can send information to [contact@arbitralwomen.org](mailto:contact@arbitralwomen.org).

**Questions?** If you have any queries please contact us at [contact@arbitralwomen.org](mailto:contact@arbitralwomen.org)

**Copyright and reference:** If you use any information from our Newsletters or from any ArbitralWomen material published online or otherwise, including bibliography communicated for information, we request that you refer to ArbitralWomen and to the material referenced.



## ARBITRALWOMEN INDIVIDUAL & CORPORATE MEMBERSHIP

AW is globally recognised as the leading professional organisation for advancement of women in dispute resolution. Your continued support will ensure that we can provide you with opportunities to grow your network and your visibility, with all the terrific work we have accomplished to date as reported in our Newsletters.

AW website is the only hub offering a database with **female practitioners in any dispute resolution role including arbitrators, mediators, experts, adjudicators, surveyors, facilitators, lawyers, neutrals, ombudswomen, forensic consultants**. It is regularly visited by professionals searching for dispute resolution practitioners. Kindly make sure your profile is up-to-date, as you will be best placed to benefit from the visibility and potential referrals.

We encourage female practitioners to join us. Joining is easy and takes a few minutes: go to '[Apply Now](#)' and complete the application form.

### Benefits of your ArbitralWomen Membership

- \* Searchability under [Members Directory](#) and [Find Practitioners](#)
- \* Promotion of your dispute resolution speaking engagements on our [Events](#) webpage
- \* Visibility on the [Publications](#) webpage for articles added under the members' profiles
- \* Exposure on the [News](#) webpage
- \* Exposure on the [AW-Kluwer webpage](#) and [Kluwer Arbitration Blog](#)
- \* Promotion of news and events in AW [Newsletter](#)
- \* Ability to obtain referrals of dispute resolution practitioners
- \* Networking with other women practitioners

### Individual Membership

The annual membership remains at **150 Euros**.

### Corporate Membership

ArbitralWomen Corporate Membership entitles firms to a discount on the cost of individual memberships. For **650 Euros** annually (instead of 750), firms can designate up to five individual women from their practices to become members, and for each additional member a membership at the rate of **135 Euros** (instead of 150).

### ARBITRALWOMEN HAS SO FAR COUNTED THE FOLLOWING FIRMS AMONG THOSE WHO HAVE SUBSCRIBED A CORPORATE MEMBERSHIP:

4 New Square, Addleshaw Goddard, Allen & Overy, Bär & Karrer AG, Baker McKenzie, Berwin Leighton Paisner, Bonelli Erede, Cleary Gottlieb Steen & Hamilton, Clifford Chance, Clyde & Co, CMS-CMCK, Curtis Mallet, Debevoise & Plimpton, De Brauw Blackstone Westbroek, Dechert, DLA Piper, Freshfields Bruckhaus Deringer, FTI Consulting, Herbert Smith Freehills, Hogan Lovells, Homburger AG, King & Wood Mallesons, Knoetzi Haugeneder Netal, Lalive, Latham & Watkins, Lévy Kaufmann-Kohler, Linklaters, NERA, Norton Rose Fullbright, Pinsent Masons, Procuraduría General del Estado, Quantum Global Solutions, Reed Smith, Schellenberg Wittmer, Sidley Austin, Skadden Arps Slate Meagher & Flom, Squire Patton, Valença Galindez Arbitration, Vinson and Elkins, White & Case, Wilmer Cutler Pickering Hale and Dorr.

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