

# ARBITRAL WOMEN

## JUBILEE CELEBRATIONS CONTINUE



### President's Column

This is an exciting time for ArbitralWomen, as we enter the final quarter of our Jubilee year!

We have a number of Jubilee events planned for November 2018. These include the Diversity Dividend Conference: Moving from Bias to Inclusiveness in International Arbitration, in New York on 8 November 2018. At the close of the conference, we plan to launch which the ArbitralWomen Diversity Toolkit™, which has been made possible thanks to a generous grant from the AAA - ICDR Foundation.

There will also be a Gala Dinner in New York on 8 November 2018 to celebrate ArbitralWomen's achievements for the promotion of women and diversity over the last 25 years. The Gala Dinner will include a Keynote by **India Johnson** (CEO of the American Arbitration Association) and the launch of the Second Edition of the Women Pioneers in Dispute Resolution. Please visit our [events page](#) for registration details on these events.

Finally, we will celebrate the actual 25th birthday of ArbitralWomen (22 November 1993) on 22 November 2018 in Paris at the restaurant where it all began! There will be an intimate celebratory dinner at Thormieux to honor the birth of our organization and celebrate how far ArbitralWomen has come in the past 25 years.

We look forward to these Jubilee events and hope that many of you will join us!

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*ArbitralWomen thanks all contributors for sharing their stories.*

#### Social Media

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

#### Newsletter Editorial Board

Louise Barrington, Dana MacGrath, Karen Mills, Mirèze Philippe, Erika Williams

This edition of the Newsletter is dedicated to the activities of our ArbitralWomen members, who have been very active in organizing and speaking at events. We also report on the professional development of our members. Please take this opportunity to see what our members have been doing!

Also please join us to plan and participate in ArbitralWomen events, and to report on them so that we can share the news of your activities with our members and network.



*Dana MacGrath  
AW President*

## 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.

### DLA Piper and ArbitralWomen event in Mexico City between 14 and 16 March 2018

In conjunction with ArbitralWomen, DLA Piper organized a breakfast seminar on the topic "Cybersecurity and Artificial Intelligence in International Arbitration: new challenges and advocacy skills". The event coincided with the IBA Latin America Biennial Regional Conference being held in Mexico City, Mexico, between 14 and 16 March 2018.



*Attendees at the breakfast seminar*

**Kate Brown de Vejar**, member of the steering committee of Young ArbitralWomen Practitioners (YAWP) and Partner at Curtis, Mallet-Prevost, Colt and Mosle S.C., introduced the event, reflecting that the "gender gap in this region is significant and there is a lot of work to be done".

A panel of three speakers - **Dyalá Jimenez** (Principle at DJ Arbitraje and Vice Chair of the ICC Commission on Arbitration and ADR), **Patricia Saiz** (Arbitrator and Associate Professor at ESADE Law School) and **Eduardo Ramos** (Lead Counsel DF & PD Divisions, Litigation Counsel at Siemens) - shared their views on the hot topic of cyber security and artificial intelligence in international arbitration. The lively discussion was moderated by **Cecilia Azar** (Partner at DLA Piper, Mexico City), who grounded the discussion on the relevance of the human factor in the era of robotics.

**Patricia Saiz** challenged the audience to detect what is the missing factor that robots are still lacking to replace humans. Lack of empathy and the inability of robots to detect different meanings of the same expressions, depending on the context in which said expressions are outlined, came out as the most compelling factors that,

at least as of today, prevent robots from being employed in arbitration.

Yet, the evolution in artificial intelligence is speeding up at a very fast pace. **Dyalá Jimenez** contended that it will not be too long before sufficient progress is made to fill those gaps. **Eduardo Ramos** confirmed this, by sharing information as to the progress made within Siemens in the field of artificial intelligence.

**Cecilia Azar's** stimulating moderation led the panelists and the audience to discuss striking topics, such as the benefits we can obtain from the use of artificial intelligence in arbitration, but also the other side of the coin, such as the several degrees of liability that may arise when addressing issues such as cybersecurity, ethics, impartiality and bias in the selection of arbitrators.

Most of these questions still remain unanswered or with a number of alternative possible answers.

As **Michael Ostrove** pointed out in his concluding remarks, it is important to raise awareness and continue exploring these topics with the aim of finding the most suitable responses, at least from the perspective of practitioners and "users of arbitration".

*Submitted by Kate Brown de Vejar, ArbitralWomen member, Partner, Curtis, Mallet-Prevost, Colt & Mosle S.C., Mexico*

### Event Report – ICC, WiAR and ArbitralWomen Joint Networking Breakfast in Dubai Creekside on 8 May 2018

A joint networking breakfast event, as part of the 6th ICC MENA Conference was held on 8 May 2018, with the joint collaboration of ICC, WiAR and ArbitralWomen.

The event took place at the Park Hyatt Hotel located at Dubai Creekside. Despite the timing, which was from 7.30 in the morning, the event had a remarkable attendance of around 40 professionals representing different law firms, chambers and experts from various sectors. The attendees were served breakfast and coffee, with the opportunity to network with fellow practitioners in the region.

The topic of the event was timely and was "Expertise: A Woman's No Man's Land?" It is noteworthy that the attendees represented both genders equally, which highlighted the interest of both men and women in the topic.

**Dania Fahs**, Deputy Director, ICC ME Representative Office; **Nayiri Boghossian**, Al Owais Advocates & Legal Consultants and **Roula Harfouche**, Partner, Accuracy London, valuation and damages expert witness, delivered the welcome remarks. They emphasised the importance of organizing events such as the present as they educate and make practitioners aware of the growing need to increase the appointments of women experts and women arbitrators.



*L to R: Roula Harfouche, Mohamed ElGhatit, Iryna Akulenska, Sara Koleilat-Aranjo, Laila El Shentenawi*

The format of the event was a panel of speakers comprising both men and women. The members of the panel included **Iryna Akulenska**, consultant, HKA; **Mohamed ElGhatit**, Founding Partner, OGH Legal and **Sara Koleilat-Aranjo**, Senior Associate, Al Tamimi & Company. The moderator for the panel was **Roula Harfouche**, Partner, Accuracy London, valuation and damages expert witness.

Commencing the panel discussion, **Roula Harfouche** introduced the panelists and reiterated the need for diversity in arbitration. Sharing some interesting statistics, **Ms. Harfouche** mentioned that in 2011, the number of women experts in commercial arbitration was zero, increased to 17 in the year 2017, and 18 the following year, 2018. However, as a proportion of the total number of experts, 17 was out of 209 experts and 18 was out of 218 experts, which evidenced the static fact that there are still fewer appointments of women experts.

Opening the views of the panelists, **Sara Koleilat-Aranjo** mentioned that the current issue is more a matter of

supply and demand because, as a proportion, women practitioners who are qualified to provide expertise on matters are fewer when compared to their male counterparts. **Mohamed ElGhatit**, taking a broader view of the issue, stated that it is not only an issue on the part of the parties who are advising clients but it necessarily should be looked at from three different angles: the first the growth of the firms, second the counsel advising clients as to the choice of experts and thirdly the clients who eventually make the decision as to their choice of expert.

A question was posed by **Roula Harfouche** as to the current practice and trends seen at Al Tamimi & Company. **Sara Koleilat-Aranjo** shared her views stating that at Al Tamimi & Company, on average one woman is appointed out of every 10 expert appointments. Sharing her personal experience, she stated that she has acted as an expert on three occasions and that she had personally appointed two women experts, both in forensic accounting. She also admitted that in certain sectors such as construction and infrastructure, the available pool of women experts is very small. She further stated that the duty of counsel always lies in the best interests of the clients and, with that in mind, counsel ought to provide two-fold guidance. Firstly, to measure the skill set of the experts and once the available pool has been identified, as the second step, to guide the clients in favour of women experts as opposed to their male counterparts, as they both equally possess the same level of skills. Supplementing Sara's views, **Mohamed ElGhatit** also stated that there is clearly a lack of available women experts in non-legal industries such as construction, oil and gas.

**Roula Harfouche** questioned the panel in relation to the willingness of clients to appoint women experts. The responding view of **Sara Koleilat-Aranjo** was that it boils down to the culture of the client. She stated that by and large she has not encountered any such concerns from her clients. However, she admitted that at times, clients have a perception that women are less credible when compared to their male counterparts. **Mohamed ElGhatit** stated that women are perceived to be less credible, especially when the clients are new to the region. However, he noted that that is a misperception and when proper advice is rendered, the clients tend to decide otherwise, and will more likely be inclined to appoint women experts.

Stirring an interesting discussion, **Roula Harfouche** posed the question of how women, if appointed as experts, handle cross-examination. Expressing her views, **Sara Koleilat-Aranjo** stated that it goes to the core of both substance and how things are done in practice. In relation to substance, what matters the most is whether the woman possesses the skill set which is necessarily required. She confidently stated that there is no doubt that there are women experts with the skill set who are brilliant and smart in their respective fields. When the substance is present, the one on the stand being cross-examined is able to hold on to their firm views, regardless of the gender of the expert. In the absence of substance, the expert tends to break down and state conflicting opinions making her, or him, appear less credible. On the other hand, considering how things are done in practice, it is often said that most counsel are aggressive when conducting cross-examination. However, the presence of a woman expert on the stand may calm the waters and might make counsel less aggressive. **Sara Koleilat-Aranjo** also described her personal experience and said that on a certain tribunal, where a woman had been appointed as chair; she managed to handle the tribunal quite well. Therefore, at times, having a woman on the tribunal, as arbitrators or even as experts, may make things better and less confrontational. She also shared the results of a study conducted by Columbia University, which stated that there is no co-relation between competency and Likability. Therefore, often, women are perceived as competent yet too strong.

The event was interactive, allowing the audience to raise questions. One such question was what arbitral institutions should do to make the statistics grow in number in terms of women's appointments. It was stated in reply that it is not as easy as it seems. The ICC, for example, is doing the best they can to educate and spread awareness. However, efforts are not only required on the part of the institutions as, at the end of the day, it is up to the clients to choose the expert they wish to present and often clients are difficult, demanding and have complicated criteria which are extremely difficult to fulfill, leaving little leeway for the counsel to persuade them otherwise. In addition, it also depends on the jurisdiction. It was only in 2016 that the first-ever woman arbitrator was appointed in the Kingdom of Saudi Arabia. It is an uphill battle, but believing in the possibility is definitely the starting point.

**Iryna Akulenka** then spoke of the recommendations. It was **Iryna Akulenka's** opinion that it is not an issue of gender but rather the unavailability of the pool of women experts. To make it holistic, the number of involved women should grow, importantly from the bottom, where the number of women who enter into their respective sectors needs to increase. When the numbers rise, more women are available who are on par with their male counterparts in terms of their level of education and expertise. This means that it eventually becomes possible to recommend them to clients, leading to more women appointments. Therefore, it is necessarily a matter of implementing legislation and policies and empowering and encouraging women to make themselves available.

In addition, it is seen that the public sector is working towards women's empowerment by providing them with flexibility in terms of extended maternity leave, equal opportunities in promotions and flexibility when women are required to take time off from their careers. These approaches need equally to be reflected in the private sector to diminish the drawbacks and drive women to excel in their respective fields.

**Sara Koleilat-Aranjo** reiterated that it is not a one-person job, but it is at the level of the client, counsel and the fact finder. Counsel have a duty to educate clients and raise awareness of the availability of women experts. Women experts, on the other hand, need to embrace their gender and step forward with their knowledge and expertise, whilst also empowering other women. Concluding her remarks on a positive note, Ms. Koleilat-Aranjo stated that it is definitely a long road forward but the initial steps have already been taken, and the best is yet to come.

**Mohamed ElGhatit** concluded his remarks stating that he is a true believer in women expert appointments, as he believes that women are often better qualified than men in certain sectors. However, the lack of supply needs to be addressed by strengthening the number of available women experts.

**Laila El Shentenawi**, Senior Associate, Al Tamimi & Company, gave closing remarks and mentioned that it should be a collective effort, by the arbitral institutions, clients and counsel, to move forward with more women expert appointments. **Laila El Shentenawi** expressed her gratitude to the ICC, ArbitralWomen and WiAR for their joint effort to make the event a success and thanked the

audience for their participation. Concluding the event, a request to sign the Equal Representation in Arbitration Pledge was made.

*Submitted by Jayaliya De Silva, Paralegal, Al Tamimi & Company, Dubai*

### Diversity in International Arbitration Event in New York on 18 July 2018

On 18 July 2018, CPR Y-ADR and ArbitralWomen, together with YAWP, co-organized an event entitled “Diversity in International Arbitration – Perspectives on Today’s Changing Landscapes and Careers in International Arbitration,” hosted by Debevoise & Plimpton LLP in New York. ArbitralWomen President, **Dana MacGrath** of **Sidley Austin** LLP, based in New York, served as the moderator and organizer of the event. Panelists included Bridget Lankford, Senior Counsel, Dispute Resolution and Prevention at GSK Legal; **Olivier André**, Vice President, International & Dispute Resolution Services at the International Institute for Conflict Prevention & Resolution (CPR); **Katie Hyman**, Special Legal Consultant at Akin Gump Strauss Hauer & Feld LLP and Kabir Duggal, Senior Associate at Arnold & Porter LLP and CPR Distinguished Neutral.

**Natalie Reid** of Debevoise, Chair of Y-ADR and Member of ArbitralWomen, opened the event with welcome remarks. Thereafter, **Dana MacGrath**, as moderator, provided some context for the ensuing discussion about the changing landscape of international arbitration. She mentioned some recent statistics from several arbitral institutions, including the ICDR, LCIA, ICC and SCC, regarding the percentage of women appointed as arbitrators. The discussion opened with panelists acknowledging the importance of diversity of all kinds, not only gender but also geographic, ethnic and LGBTQ among others. Throughout the event, audience members asked questions and offered comments, and the dynamic among the panelists and audience was very interactive.

**Bridget Lankford** described some of the approaches to diversity by corporations using international arbitration. She emphasised that corporations look for outside counsel to propose a diverse legal team for a matter and look for diversity at the senior levels of the proposed team. **Kabir Duggal** observed that while there are now statistics regarding the low percentage of women appointed as arbitrators, there is a lack similar statistics as to many other diversity areas. Diversity figures in other areas are needed in order to see the seriousness of

the problem and make progress. **Katie Hyman** observed that clients and law firms in principle want to propose diverse arbitrator candidates and a diverse legal team. However, when it comes to selecting an arbitrator for a specific case, sometimes clients choose an arbitrator with a known track record or specific area of technical expertise and therefore “repeat players” are often appointed, even if not diverse. Thus, it is sometimes challenging to balance the experience and expertise needed for a case with the aim to achieve diversity on the tribunal or the counsel team. To overcome this issue, decision makers should consider the specific skills needed for a particular case before considering potential candidates. **Olivier André** described CPR’s diversity initiatives, including its Diversity Commitment, its diversity program in collaboration with the Legal Council on Legal Diversity (LCLD) and FINRA, the “Young Lawyer” Rule recently introduced in the CPR Non-Administered Arbitration Rules, and the recent addition of a diversity statement in the nomination letters sent by CPR’s Dispute Resolution Services, to further encourage the appointment of diverse tribunals. He also explained how CPR works with counsel to identify arbitrators with the specific areas of expertise needed for the case, as well as a diverse pool of candidates. There was an interesting discussion about “the business case for diversity” – some panelists referred to studies that show decision-making is better when a team is diverse. **Olivier André** pointed out that diversity in arbitral tribunals is also critical to the integrity and legitimacy of arbitration as a whole at a time when it is being attacked for its lack of transparency.



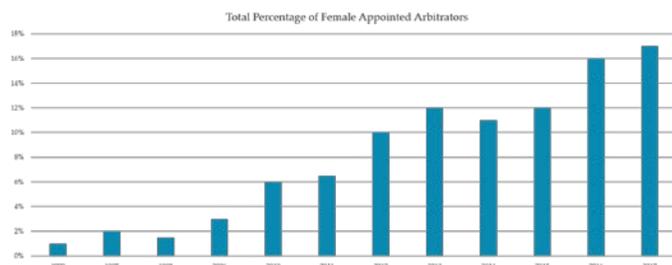
*L to R: Natalie Reid, Kabir Duggal, Dana MacGrath, Katie Hyman, Olivier André, Helena Tavares Erickson, Bridget Lankford, Lorraine Brennan*

Closing remarks were delivered by **Lorraine Brennan** (Independent Arbitrator and Mediator) and **Helena Tavares Erickson** (Senior Vice President, Dispute Resolution Services & Corporate Secretary at the CPR Institute). **Lorraine Brennan** spoke about the many diversity initiatives undertaken over the past few years, including those of ArbitralWomen, which have been instrumental in making great progresses. She observed, however, that discrimination still exists and encouraged younger lawyers to speak up and continue the battle. **Helena Tavares Erickson** announced the latest CPR diversity statistics. At the end of fiscal year 2018 (ending on June 30, 2018), 27% of the CPR Panel of Distinguished Neutrals was composed of women and minorities (of which 17% were women) and 31% of arbitrators appointed were women and minorities (of which 27% were women). She noted that, while there is still much to do, we have made significant progress in improving representation of women in the legal profession.

*Submitted by Olivier P. André, Vice President, International & Dispute Resolution Services, CPR*

## Greater Diversification or Collaboration - ICC Arbitration Conference in London on 12 September 2018

The recent UK ICC Arbitration Conference on “Greater Diversification or Collaboration” provided an opportunity for a lively panel discussion on “Whether a Diverse Tribunal Does it Better?” Moderated by **Claudia T. Salomon**, Global Co-Chair of International Arbitration & Partner, Latham & Watkins, the panelists included ArbitralWomen Member and former Board Member **Lucy Greenwood**, Independent Arbitrator; **Sylvia Noury**, Head of International Arbitration, Freshfields Bruckhaus Deringer; **Maria Claudia Procopiak**, Senior Associate, Dechert and **Matthew Weiniger**, Dispute Resolution Partner & Global Head of International Arbitration, Linklaters.



The panel introduced the 2017 statistics on the appointment of women in international arbitration tribunals, which had been compiled by **Lucy Greenwood**, as well as historic data provided by Lucy which referred back to data compiled by **Louise Barrington**, co-founder of ArbitralWomen, in the 1990s. The panel noted that progress was being made in this area, with an average of 17% of appointments made in 2017 being of women.

The panel (with enthusiastic contributions from the audience) discussed why diversity should be addressed and the efforts they had each engaged in to tackle diversity. **Sylvia Noury** discussed the impact of the Equal Representation in Arbitration Pledge and challenged the audience to help the Pledge reach its goal of 3000 signatories (the number of signatories stands at 2698 at the time of the presentation). **Matthew Weiniger** discussed efforts made to make diverse appointments in his role as head of the ICC UK National Committee and highlighted the use of ArbitralWomen’s database of arbitrators, **Lucy Greenwood** discussed her efforts to compile data on the under-representation of women and her research in the wider field of diversity and inclusion and **Maria Claudia Procopiak** addressed her efforts in relation to the ICC Young Arbitration Forum.



*L to R: Claudia Salomon, Maria Procopiak, Sylvia Noury, Lucy Greenwood, Matthew Weiniger*

The panel were asked what else can or should be done to increase diversity on tribunals. The audience were interested in **Lucy Greenwood’s** suggestion of a system

of ‘blind appointments’, and there was a feeling that the legal sector was not being radical enough to address this issue. **Sylvia Noury** asked whether counsel were really acting in their clients’ interests in pulling together lists of arbitrators from previous cases and argued that the lists needed to be expanded. **Lucy Greenwood** concluded by emphasizing the need for diversity and inclusion training at every level. She noted that bespoke training programmes were springing up which was to be welcomed. She gave examples of training provided by the arbitral institutions CPR and ICDR, and noted that the Alliance for Equality in Dispute Resolution, which focuses on ethnic and geographic diversity through training and mentoring, provides diversity and inclusion training. Lucy highlighted the forthcoming ArbitralWomen Toolkit on Unconscious Bias which will be launched in November and will provide training based on ArbitralWomen’s successful conference series on unconscious bias. The panel also discussed different aspects of diversity and considered that the international arbitration community needed to become more sophisticated in its approach to these complex issues. **Maria Claudia Procopiak** gave an overview of the research into how diverse groups produce better outcomes and also addressed the need for increased age diversity in international arbitration.

*Submitted by Lucy Greenwood, ArbitralWomen Member, Independent Arbitrator, and Former Board Member*

### ArbitralWomen Cocktails at the Ned in London on 18 September 2018

On 18 September 2018, Vinson & Elkins, London hosted an informal cocktail evening at the Ned hotel in London for ArbitralWomen members. The event was held in an exclusive space on the 9th floor of the fashionable hotel, the Princes Dome, complete with wrap-around roof terrace offering views of the London skyline. Around 40 ArbitralWomen members, including lawyers, experts and students from London and further afield (including Singapore and Germany) braved the unseasonably windy weather for what proved to be a very indulgent evening of cocktails, canapés and conversation in a relaxed and intimate setting.

Practitioners connected with old friends and colleagues and made new friends, exchanging views on recent and upcoming events in arbitration circles, such as ArbitralWomen’s 25th Anniversary celebrations in New

York in November and the upcoming ArbitralWomen Breakfast at the IBA Conference in Rome. It was clear from discussions overheard during the evening that London remains a thriving hub of international arbitration activity in spite of Brexit! Attendees included ArbitralWomen’s current London-based directors, **Louise Woods** and **Amanda Lee**.

*Submitted by Louise Woods, ArbitralWomen Member, Partner, Vinson & Elkins, London*

### Book launch by the Centre for International Law - Arbitration Under International Investment Agreements: A Guide to the Key Issues, edited by Katia Small in Singapore on 20 September 2018

On 20 September 2018, the Centre for International Law, 39 Essex Chambers and the Singapore Branch of the International Law Association organised a book launch and panel discussion for Arbitration Under International Investment Agreements: A Guide to the Key Issues (Second Edition).

CIL Director **Lucy Reed** opened the book launch with her welcome remarks and also moderated the panel discussion with book editor **Katia Yannaca-Small**, and **Loretta Malintoppi** (Arbitrator and Counsel, 39 Essex Chambers), **Paul Tan** (Partner, Rajah & Tann) and **N Jansen Calamita** (Research Associate Professor, Centre for International Law).



*L to R: Jansen Calamita, Loretta Malintoppi, Katia Yannaca-Small, Paul Tan, Lucy Reed*

The panel discussed some of the main developments that have occurred in the field of investment arbitration since 2009, when the first edition of the book was published, including those relating to arbitrator appointments and challenges, other substantive and procedural reforms addressing legitimacy concerns (such as increased transparency and the recent proposals for amendment of the ICSID rules), and the impact of changing perceptions of investment treaties and investment arbitration in the EU and the ASEAN region.

*Submitted by Emily Choo, International Arbitration Law Clerk to Mr. J. Christopher Thomas*

### **The Rule of Law Will Out: Bribery, Corruption and Arbitration seminar with the Bingham Centre, White & Case in London on 25 September 2018**

On 25 September 2018, White & Case and the Bingham Centre for the Rule of Law jointly hosted a discussion on the interaction between corporate responsibility, proper governance and ethical business and arbitration proceedings involving allegations of bribery and corruption. The panel was composed of a range of specialists: **Joanna Dimmock** (Partner, White Collar, White & Case), **Sean Larkin QC** (Financial crime, QEB Hollis Whiteman), **Klara Skrivankova** (Senior Private Sector Advisor, Anti-Slavery International) and **Christopher Style QC** (Arbitrator, One Essex Court), and was chaired by **Clare Connellan** (Partner, International Arbitration, White & Case).



*L to R: Sean Larkin, Joanna Dimmock, Clare Connellan, Christopher Style, Klara Skrivankova*

Using voting buttons, the audience was asked to answer specific scenarios where bribery, corruption and other issues of business and human rights arose in the arbitral context. Each vote stimulated animated discussion, during which panellists and audience members offered views based on their experiences, encompassing both the arbitration and white collar spheres, and underpinned by reminders of the layers of wider business and human rights issues that can lie beneath commercial disputes. The voting results reflected the wide range of perspectives and experiences across the audience, with an almost even split in the vote for many of the questions posed.

One hot topic discussed was the relationship between the duty of confidentiality owed by arbitrators in some jurisdictions, such as England, and transparency obligations under, for example, the reach of the applicable UK statutory regime for anti-money laundering and bribery. When, for example, might a duty to report suspicions of bribery or corruption outweigh a duty of confidentiality? A related debate considered whether and when tribunals have an affirmative duty to investigate, rather than passively keeping their 'eyes wide shut'. Ultimately, two particular points of consensus did emerge: first, the lack of guidance currently available for arbitrators confronted with suspicions or evidence of bribery or corruption; and, secondly, the need for awareness that, in many circumstances, abuse of the rule of law can go hand-in-hand with contractual breaches.

*Submitted by Clare Connellan, ArbitralWomen Member, Partner, White & Case, with thanks to Paula Melendez and Cecily Higham*

### **Herbert Smith Freehills Social Networking Event: Debating Key Issues for the Future of Arbitration in Dubai on 26 September 2018**

On Wednesday 26 September, the Dubai Dispute Resolution team at Herbert Smith Freehills hosted a social networking event: 'Debating Key Issues for the Future of Arbitration', organised in conjunction with ArbitralWomen.

The event took place at the exclusive Four Seasons Hotel, DIFC, and was attended by a diverse group of male and female participants, including both practitioners and arbitrators, and was a resounding success.

The format was similar to speed networking; each table was assigned a pre-determined topic and an allocated facilitator, and upon arrival each guest was provided with a unique card with an order of rotation. With the ding of a bell, each attendee moved on to their next table. The format certainly kept the discussions lively and interactive and, with Herbert Smith Freehills Partner **Caroline Kehoe** on hand to facilitate, the event ran seamlessly and served as an excellent networking opportunity for those in the arbitration community to discuss and debate key issues.

The intimate forum provided for some insightful discussions on a variety of topics, including (to name a few): whether, at age 60, the New York Convention’s wrinkles are showing; the likely impact of technological innovations on the arbitral process; whether tribunals should play a larger role; whether arbitration should be sector specific; whether there should be more transparency in arbitration; and the issues surrounding legal privilege.



*Attendees networking*

The facilitators, from Herbert Smith Freehills' Dubai Dispute Resolution team, reported some interesting findings from the event.

- There was a shared opinion that arbitrators should take a more pro-active approach in managing arbitration, and monitoring costs more effectively, particularly on complex and high value disputes, possibly taking an approach similar to that in the English High Courts.

- Several people raised concerns that in certain sectors, like construction, the arbitration of disputes was limiting the development of case law, particularly as the awards are not published.
- In this vein, there were some who considered that greater transparency through the publication of awards would lead to greater certainty and consistency for clients.
- The debate on transparency also widened beyond the publishing of awards, to publishing statistics about arbitrators, the conclusion being that seeing the nationalities and male/female ratio could lead to greater diversity amongst the arbitration community.
- In relation to technological disruptions in the arbitral process, the general feeling was that this was a positive development, saving considerable time and cost. A major focus was the application of artificial intelligence / machine learning in the disclosure process.

The consensus was that the event provided an excellent opportunity to discuss a variety of topical arbitration themes with a range of arbitration stakeholders, including lawyers, arbitrators, in-house counsel, barristers, funding providers and quantum experts.

*Submitted by Caroline Kehoe, ArbitralWomen Member, Partner, Herbert Smith Freehills, Dubai*

### **GAR LIVE NY 2018 Report in New York on 26 September 2018**

The following is a report on the GAR Live NY 2018 conference held on September 26, 2018 in New York City. GAR Live NY 2018 represented the 7th annual GAR Live NY conference hosted by Global Arbitration Review.

The event was co-chaired by **Catherine Amirfar** (Debevoise & Plimpton) and **Laura Robertson**, Deputy General Counsel of Litigation and Arbitration at ConocoPhillips and began with opening remarks and an overview of the day’s sessions by **Catherine Amirfar**.

The first session, ‘The Impact of Sanctions on International Arbitration, Enforcement Proceedings and

Settlement Agreements,’ was moderated by **Suzana Blades**, Associate General Counsel of Commercial Litigation and Arbitration at ConocoPhillips. The esteemed panel of speakers comprised **Brian King** (Freshfields), **Aníbal Martín Sabater** (Chaffetz Lindsey), **Mélida Hodgson** (Foley Hoag) and **Laura Friedman** (Kirkland & Ellis).



L to R: Natalie Reid, Gervase MacGregor, Brendan Malone, Hagit Elul

The panelists discussed a number of legal difficulties arising from arbitration in the face of sanctions. The panel discussed topics such as the complexity of the OFAC licensing process, complications in receiving funds sent by sanctioned entities, and special considerations for situations involving specially designated nationals. One topic of discussion was the question of whether sanctions imposed after the signing of a contract could qualify as a *force majeure* event. **Aníbal Martín Sabater** concluded that in such an event, tribunals typically agree to apply United States law. The session ended with practical tips for drafting arbitration clauses. **Lauren Friedman** stated that, assuming arbitrability, arbitration is preferable to litigation in instances involving sanctions because arbitrators are better equipped to deal with the complexities of sanctions considerations and have a better understanding of how overlapping considerations affect each other.

The GAR Live Question Time was moderated by co-chairs **Catherine Amirfar** and **Laura Robertson**. The panel comprised **Grant Hanessian** (Baker McKenzie), **Alexandra Dosman** (Vannin Capital), **Yas Banifatemi** (Shearman & Sterling), **John Fellas** (Hughes Hubbard & Reed) and **Alexandra Maier** (Curtis, Mallet-Prevost, Colt & Mosle). Questions were solicited beforehand from GAR members. The panelists chose their favorites to discuss during the session.

The questions covered a range of “hot” topics in arbitration, from the imposition of limits to summary disposition in arbitration to the pros and cons of ad hoc arbitration. After each panelist answered a question, a few minutes were allocated to allow the other panelists to offer their own commentary. 10 minutes were allotted at the end of the session for questions from the audience.

The third session, ‘Arbitration in the Cybersecurity Era,’ was moderated by **Hagit Elul** (Hughes Hubbard & Reed). Panelists included **Natalie Reid** (Debevoise & Plimpton), **Brandon Malone**, Chair of the ICCA-NYC Working Group on Cybersecurity in International Arbitration, **Gervase MacGregor** (BDO London) and **Viren Mascarenhas** (King & Spalding).

The session began with **Brandon Malone** defining cybersecurity as the protection of data and systems. **Natalie Reid** provided an overview of the actors involved, stating that the conception of hackers should evolve to include individuals as well as state-sponsored and criminal syndicates. **Natalie Reid** also stated that, at this early stage, parties will likely have to take the lead on cybersecurity in arbitration, given their superior access to the information and resources needed. However, tribunals will eventually build cybersecurity protocols into the procedural aspects of each case automatically.

In a new format for GAR Live, the fourth and final session replicated a US senate committee hearing. Participants assumed the role of either “Senators” or “Expert Witnesses.” “Senators” then drilled down on the “Expert Witnesses” to offer “testimony” on the following prompt: “This house believes that all awards tainted by corruption should be unenforceable.”

The Senate was made up of **Ollie Armas** (Hogan Lovells), **Carolyn Lamm** (White & Case), **John Pierce** (WilmerHale). The Expert Witness panel comprised The Honorable **Barry Leon**, **Kiera Gans** (DLA Piper), **Rachel Thorn** (Cooley), and **Carlos Concepción** (Jones Day). The discussion touched on a variety of topics surrounding corruption in arbitration, including concerns regarding corruption allegations potentially derailing arbitration proceedings, the standard of review to be applied and the materiality of the corruption itself.

The conference concluded with closing remarks from **Laura Robertson**, who thanked Global Arbitration Review and the panelists for their hard work. Attendees adjourned to enjoy a drinks reception generously hosted by King & Spalding

*Submitted by Azeedah Aazrah Goodwin, Law Clerk, Debevoise & Plimpton*

### ArbitralWomen and ERA Pledge Quantum Experts Seminars Series in Paris on 27 September 2018

The third session in the ArbitralWomen and ERA Pledge Quantum Experts Seminars Series took place on 27 September 2018 at Debevoise & Plimpton’s offices in Paris.

**Wendy Miles**, Co-Chair of the Pledge Steering Committee and a Partner with Debevoise & Plimpton, opened this third session and welcomed participants to their Parisian offices. **Wendy** initially launched the ERA Pledge Quantum Experts Seminars Series in London in 2017. **Battine Edwards** (Deloitte) and **Juliette Fortin** (FTI) worked alongside **Wendy** to run a French edition of this successful initiative. The purpose of the Paris edition was very much aligned with that of the earlier London edition, namely to raise the profile of and to bring to the fore female damages / quantum experts.

The first session, which was scheduled during Paris Arbitration Week, was co-facilitated by **Juliette Fortin** (FTI) and **Pascale Pasquer** (Grant Thornton). It dealt with “Basics of accounting as a prerequisite to loss assessment”.

The second session, which was held in June 2018, was co-facilitated by **Battine Edwards** (Deloitte) and **Delphine Sztermer** (Accuracy). It covered “Valuation fundamentals in the context of loss assessment”.

The third and latest session focused on “Economics as a way of assessing losses”. It was co-facilitated by **Ariane Charpin** (Deloitte Economic Advisory) and **Jeanne Lubek** (Nera). The purpose of this session was to introduce methods which can be mobilized by economists to quantify damages.



*Presenting: Jeanne Lubek and Ariane Charpin*

During this latest session, the experts explained how econometrics (an application of statistics to economic questions) can help build a robust and convincing counterfactual scenario. The experts walked participants through several cases. In one such case, prices in the counterfactual scenario were derived from a comparison of prices before and after the infringement. However, the experts explained that simply comparing prices observed over the two periods would implicitly assume that only the infringement affected prices over the two periods.

The experts explained how applying econometrics makes it possible to negate the effects of all other factors that may have an impact on prices, such as the price of raw materials, a change in regulation or the development of a competing technology. The use of econometrics, the experts explained, makes it possible to assess the effect of the infringement “all other things being equal”. The infringement is isolated from all other factors determining prices and, as a consequence, its impact is precisely measured. The experts also highlighted that the use of econometrics requires a large volume of data, which is increasingly available.

The experts also showed how economists may even contribute to cases where no data is available, due to their ability to model the way in which specific markets and industries operate. Their approach is always to seek to understand the economic environment in which firms operate and the strategic interactions between the players.

The experts concluded by stating that economic methods are complementary to the accounting and financial approaches in the context of loss assessment.

*Submitted by Battine Edwards, ArbitralWomen Member, Partner, Deloitte, France*

## MEMBERS ON THE MOVE AND DISTINCTIONS

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



**Ania Farren** has joined third-party funder Vannin Capital as a Managing Director based in London. Ania was previously a partner in the disputes group at Bryan Cave Leighton Paisner, where she focused on

International Arbitration, both commercial and investment treaty. Ania is Vice Chair of the ICC UK Arbitration & ADR Committee and served as a member of the ICCA-Queen Mary Task Force on Third-Party Funding. She continues to sit as arbitrator.



**Athina Fouchard Papaefstratiou** has co-founded and serves as co-chair of AfricArb, a group of young professionals with a shared interest in Africa-related arbitration who seek to participate in the development of

arbitration in the region. Athina is a counsel in the litigation group at Eversheds Sutherland. She specialises in international arbitration, investment and commercial, and has significant experience in Africa-related arbitration.



**Battine Edwards** has been promoted to partner in the Forensic team at Deloitte France, with effect from June 2018. Battine specialises in the estimation of financial losses and the valuation of companies in the context of commercial and

investment arbitrations. Battine acts as an independent expert in various sectors, including defence, mining, technology, media and telecoms. She was instrumental in establishing the French edition of the ERA Pledge Quantum Expert Seminar Series and continues to support this initiative.



**Chiann Bao** has become a member of Arbitration Chambers, Hong Kong in order to focus on the development of her practice as an arbitrator. Chiann's most recent role was Asia Pacific Counsel at Skadden, Arps, Slate, Meagher & Flom LLP, where she

focused on international commercial disputes arising out of Asia. Qualified in New York and a fluent Mandarin speaker, Chiann has worked in several jurisdictions and previously served as secretary general of the Hong Kong International Arbitration Centre. Chiann has regularly been listed in Chambers Asia Pacific and Global Arbitration Review's International Who's Who of Commercial Arbitration.



**Ema Vidak-Gojkovic**, a member of the Steering Committee of YAWP, has moved to King & Spalding in London. Ema was previously a senior associate at Omnia Strategy LLP. Ema is a dual-qualified New York and Croatian attorney specialising in

international arbitration and public international law, with particular expertise in disputes relating to Eastern European countries. Ema is recognised by Who's Who Legal as a Future Leader - Arbitration 2019. Ema's article about arbitral appointments (co-authored with M. McIlwrath and L. Greenwood) was a runner-up for GAR Awards - Best Innovation in Arbitration 2018.

investment and commercial arbitration. She has advised clients in a variety of jurisdictions and fora on issues of civil and common law, public international law, and treaty and contract interpretation, including advising the State of Qatar before the International Court of Justice. Floriane is named in Who's Who Legal: Arbitration 2019 as a future leader.



**Melissa Magliana** has joined the partnership at LALIVE in Zurich. Melissa was previously counsel at Homburger. Melissa is a member of the Steering Committee of YAWP and the former co-chair of ASA below 40. Melissa was the 2016 recipient of

the ASA Prize for Advocacy in International Commercial Arbitration and is recommended as a Future Leader in Arbitration by Who's Who Legal and a Rising Star in Commercial Arbitration by Legal Media Group.



**Emma Lindsay** has joined the partnership at Withers in New York to chair the firm's international arbitration team in the United States. Emma was previously counsel at Bryan Cave Leighton Paisner LLP. Qualified in both New York and England and Wales, Emma represents corporations, governments, individuals and organizations

around the world in investor-state arbitration, international commercial arbitration and public international law matters relating to a variety of sectors. Emma is ranked in Who's Who Legal (Arbitration: Future Leaders) and was selected by Latinvex as one of Latin America's Top 100 Female Lawyers in 2016, 2017 and 2018 for her disputes work relating to the region.



**Michelle Nelson** has joined the partnership at Reed Smith and will split her time between the firm's Dubai and Abu Dhabi offices. Michelle was previously a partner and head of disputes in the Middle East region at Pinsent Masons and has been based in the Middle East for the last 13 years. Michelle is an

English-qualified Solicitor Advocate and arbitrator specialising in international arbitration with a particular focus on major construction, infrastructure and energy related disputes.



**Floriane Lavaud** has been promoted to counsel in the international dispute resolution group at Debevoise & Plimpton in New York with effect from 1 July 2018. Floriane's practice focuses on international



**Nicola Swan** has been promoted to International Counsel in the International Dispute Resolution and Business and Human Rights Groups at Debevoise & Plimpton, London

from July 2018. Nicola specialises in international arbitration and litigation and public international law. Nicola is a founding board member of the Young Public International Law Group in London and recognised by Who's Who Legal as a Future Leader in Arbitration for 2019.



**Paula Hodges** QC, the London-based head of international arbitration at Herbert Smith Freehills, has been chosen as President-elect of the LCIA. She will take over the role in May 2019. Paula will continue in her current role at

Herbert Smith Freehills alongside serving as President of the LCIA. Paula has over 25 years' experience of advising on international disputes across many jurisdictions, with particular focus on the energy, technology and telecommunications sectors. Her advocacy skills were formally recognised in 2014 when she was awarded the title of QC. She also sits as an arbitrator.



**Samantha Nataf** has joined the partnership at De Gaulle Fleurance & Associés in Paris. Samantha was previously Of Counsel at Ngo Jung & Partners (Paris), E. Landau Law Offices (Jerusalem) and associate at Dechert (Paris). Samantha

specialises in commercial and investment arbitration,

with particular emphasis on the energy, satellites, telecoms and new technologies sectors. Samantha is a member of the ICC Court and is admitted to the Paris, New York and Israel bars.

### ArbitralWomen on ICSID Panels

There has been a disappointingly low number of women appointed to ICSID tribunal panels since 1 August 2018. Of the twelve ICSID tribunals announced in the Global Arbitration Review on 2 October 2018, only two of the included women (17%), which is a decrease from 44% of tribunals announced in June. Neither of these mixed-gender tribunals has a female chair.

ArbitralWomen continues to support the ERA Pledge by encouraging the nomination of women for arbitrator appointments.

## 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 others that we regularly add.

Date	Venue	Event
24 October 2018	Sarajevo	Fourth Sarajevo Arbitration Day ‘Investment Arbitration in Bosnia and Herzegovina – Lessons Learned and Path Forward’
24 October 2018	Lima	How to encourage diversity in arbitration? The appointment of women and young arbitrators
25 October 2018	Brisbane	UN Day Lecture – 60th Anniversary of the New York Convention 1958-2018
26 October 2018	Geneva	Dos and Don’ts when Agreeing to Arbitrate: Swiss and Turkish Perspectives
29 October 2018	New York	The Great Debate: Ad Hoc versus Institutional Arbitration
30 October 2018	Hong Kong	ArbitralWomen-CI Arb Seminar – Skills that Make a Difference: Profile Building and Networking
30 October 2018	Hong Kong	ArbitralWomen Diversity Breakfast co-organised with CI Arb East Asia Branch
1 November 2018	Frankfurt	Arbitral Parents: Managing Parenthood in the Context of an International Practice
2 November 2018	New York	13th Annual Fordham International Arbitration and Mediation Conference: Key Issues in International Commercial and Treaty Arbitration
2 November 2018	Hong Kong	Who’s Who Legal Future leaders: Arbitration Conference
6 November 2018	New York	What does Diversity bring to Arbitration?
8 November 2018	New York	ArbitralWomen Full-Day Conference and Launch of ArbitralWomen Diversity Toolkit™ followed by a Gala Dinner in New York City to celebrate the Jubilee
8 November 2018	Ottawa	ICC Canada International Arbitration Conference and Hon. Marc Lalonde Tribute Dinner
10 November 2018	Miami	ICC Institute Training for Tribunal Secretaries
11- 13 November 2018	Miami	16th ICC Miami Conference on International Arbitration
13 November 2018	Miami	Introducing the ArbitralWomen Diversity Toolkit™ – Moving from Bias to Inclusiveness in International Arbitration
14 November 2018	New York	Smarter, Faster, Cheaper Technology Dispute Resolution Conference
14 November 2018	Dubai	ArbitralWomen breakfast event in conjunction with Dubai Arbitration Week
16 November 2018	Oxford	III Oxford Symposium on Comparative International Commercial Arbitration
22 November 2018	Paris	Anniversary dinner at Thoumieux for the 25-year jubilee
30 November 2018	Dublin	CI Arb YMG Conference

## ARBITRALWOMEN INDIVIDUAL & CORPORATE MEMBERSHIP

↪ **The** ArbitralWomen website is the only hub offering a database of **female practitioners in any dispute resolution role including arbitrators, mediators, experts, adjudicators, surveyors, facilitators, lawyers, neutrals, ombudswomen and forensic consultants**. It is regularly visited by professionals searching for dispute resolution practitioners.

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

↪ **Individual Membership: 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 individuals based at any of the firms' offices worldwide, and for each additional member a membership at the rate of **135 Euros** (instead of 150).

↪ ArbitralWomen is globally recognised as the leading professional organisation forum 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.

↪ ArbitralWomen membership has grown to approximately one thousand, from over 40 countries. Forty firms have so far subscribed for corporate membership, sometimes for as many as 30 practitioners from their firms.

## 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 we assist them in doing so. Some of our regular events are informal, such as the SpeedNet events; others are more formal, such as Gala Dinners, conferences and breakfast panels. 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, if not more so.
- ✓ **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.
- ✓ **Members Directory:** one of our goals is to showcase our members by increasing their visibility in the dispute resolution community. This is the objective of the Members Directory webpage which is increasingly 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 programmes. These very successful programmes are examples 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 might otherwise not 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 the [Kluwer Arbitration Blog](#), as well as in special publications such as the TDM Special Issues. Members can also upload their articles onto their profiles on the website and publicise matters of interest, expertise and skill.
- ✓ **Periodic Alerts:** we keep our membership informed of [events](#) and [news](#) in dispute resolution through periodic 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) and the Global Pound Conference [www.globalpoundconference.org](http://www.globalpoundconference.org). Firms and organisations that 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 our primary underlying goal, 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 for 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).
- ✓ **Job Offers:** we publish professional opportunities in the dispute resolution or legal field. You can send your offers 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)

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## ARBITRALWOMEN BOARD

### Executive Committee

Name	Role on the Board	Nationality(ies)	Country of Residence
Dana MacGrath <i>Counsel at Sidley Austin, New York</i>	President, Events regional director North America	USA	USA
Asoid Garcia Marquez <i>In-house counsel at UNESCO, Paris</i>	Vice President, Chair of YAWP	Mexico	France
Louise Woods <i>Partner at Vinson &amp; Elkins, London</i>	Secretary, Parental mentorship, Newsletter/News, Events regional director Europe	UK	UK
Juliette Fortin <i>Managing director at FTI Consulting, Paris</i>	Treasurer, Moot, UNCITRAL	France	France
Marily Paralika <i>Associate at White &amp; Case, Paris</i>	Communications, Social media, Events coordinator	Greece	France
Karen Mills <i>Founding Member and International Counsel KarimSyah Law Firm, Jakarta</i>	Executive Editor, Mentorship, Moot Funding	USA	Indonesia
Louise Barrington <i>Independent arbitrator, Canada &amp; HK</i>	Co-founder, Events regional director Asia & North America	Canada, UK	Canada, HK
Mireze Philippe <i>Special counsel, Secretariat of ICC International Court of Arbitration, Paris</i>	Co-founder, Cooperation, Membership, Website	Lebanon, France	France

### Board of Directors

Name	Role(s) on the Board	Nationality(ies)	Country of Residence
Affef Ben Mansour * <i>Of Counsel at Savoie Arbitration, Paris</i>	Newsletter/News, Parental Mentorship, Moot	Tunisia, France	France
Laurence Burger * <i>Partner at Landolt &amp; Koch, Geneva</i>	Cooperation, Marketing/Sponsoring	Switzerland	Switzerland
Maria Beatriz Burghetto * <i>Of counsel at JA Cremades &amp; Asociados, Paris</i>	Legal Services, Newsletter/News	Argentina, Spain	France
Valentine Chessa <i>Partner at Castaldi Partners, Paris &amp; Milan</i>	Events coordinator & regional director, Kluwer	France	France
Diana Droulers * <i>Partner at Droulers &amp; Asociados, Caracas</i>	Events regional director South America, UNCITRAL	Venezuela, France	Venezuela
Gaëlle Filhol * <i>Partner at Betto Seraglini, Paris</i>	Legal Services, Membership, Newsletter/News	France	France
Elena Gutiérrez García de Cortázar <i>International Arbitration Lawyer and Independent Arbitrator, Professor at law, Paris &amp; Madrid</i>	Events regional director South America, Social media	Spain, Guatemala	France, Spain

Name	Role(s) on the Board	Nationality(ies)	Country of Residence
Alexandra Johnson * <i>Partner at Bär &amp; Karrer AG, Geneva</i>	Membership, Marketing/Sponsoring, Events regional director Europe	Jamaica, Switzerland	Switzerland
Sara Koleilat-Aranjo * <i>Senior associate at Al Tamimi &amp; Co, Dubai</i>	Events regional director MENA, Kluwer, Newsletter/News	Lebanon, France	Dubai (UAE)
Amanda Lee * <i>Consultant at Seymours, London</i>	YAWP, Mentorship, Website, Newsletter/News	UK	UK
Alison Pearsall <i>Legal counsel, Paris</i>	Mentorship, Parental mentorship, UNCITRAL	USA	France
Ileana Smeureanu <i>Associate at Jones Day, Paris</i>	Kluwer, UNCITRAL, Events regional director Europe	Romania, USA	France
Vanina Sucharitkul * <i>International arbitrator, Senior Lecturer at Université Paris Descartes, Paris</i>	Events regional director Asia, UNCITRAL, Newsletter/News	Thailand, USA, France	Paris, Bangkok
Erika Williams <i>Senior associate at McCullough Robertson Lawyers, Brisbane</i>	Newsletter, Events regional director	Australia	Australia

## Advisory Board

Name	Role on the Board	Nationality(ies)	Country of Residence
Lorraine Brennan <i>JAMS arbitrator &amp; mediator, New York</i>	Advisory	USA	USA
Dominique Brown-Berset <i>Partner, Brown&amp;Page, Geneva</i>	Advisory	Switzerland	Switzerland
Gabrielle Nater-Bass <i>Partner, Homburger, Zurich</i>	Advisory	Switzerland	Switzerland