

ICCA

INTERNATIONAL COUNCIL FOR COMMERCIAL ARBITRATION

Report of the Cross-Institutional Task Force on Gender Diversity in Arbitral Appointments and Proceedings

with the assistance of the
Permanent Court of Arbitration
Peace Palace, The Hague



The ICCA Reports No. 8

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COMMERCIAL ARBITRATION

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TASK FORCE ON GENDER DIVERSITY
IN ARBITRAL APPOINTMENTS
AND PROCEEDINGS

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2020

ICCA is pleased to present the ICCA Reports series in the hope that these occasional papers, prepared by ICCA interest groups and project groups, will stimulate discussion and debate.

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This Report is the result of the collective efforts of the Task Force. Unless otherwise indicated, the views expressed are not attributable to any particular Member or their employer.

Foreword

*Gabrielle Kaufmann-Kohler, Immediate Past ICCA President
Lucy Reed, ICCA President and Independent Arbitrator with Arbitration Chambers*

We are delighted for the International Council for Commercial Arbitration (“ICCA”) to be publishing the Report of the Cross-Institutional Task Force on Gender Diversity in Arbitral Appointments and Proceedings. There is much valuable data and analysis and many concrete recommendations to be found in these pages. At the core of ICCA’s mandate is a commitment to improving arbitration and promoting its use by a diverse range of individuals and private and public entities. This mandate requires us to promote the diversity of members of the arbitration community, including decision-makers. Within ICCA itself, we have taken steps to improve diversity through the work of the Diversity and Inclusiveness Committee, led by Vera van Houtte. We have a firm policy of ensuring gender equality within ICCA’s Executive Body, Governing Board and Young ICCA leadership.

An obvious next step was for ICCA to join the Cross-Institutional Task Force on Gender Diversity in Arbitral Appointments and Proceedings, chaired by Carolyn Lamm, a member of ICCA’s Governing Board and Diversity and Inclusiveness Committee. Building on the momentum generated by ArbitralWomen and the Equal Representation in Arbitration Pledge, the Task Force has grown to include major international arbitral institutions and organizations, which share the commitment to improving gender diversity in international arbitration.

Diversity is a multifaceted and intersectional issue, and the work of the Task Force – including this Report – reflects progress in the representation and inclusion of women in our international arbitration community. There is, of course, much still to be done.

*Carolyn B. Lamm, ICCA Diversity and Inclusiveness Committee and
Partner at White & Case*

Over the past several years, various industries have undertaken efforts to examine more deeply the barriers to equal representation and equal treatment that women face in their respective fields. Building on these efforts, including those already underway in the legal profession and in international arbitration (e.g., the important work of ArbitralWomen, the Equal Representation in Arbitration Pledge, and others), each of the arbitral institutions globally (the German Arbitration Institute, the Hong Kong International Arbitration Centre, the International Centre for Settlement of Investment Disputes, the International Chamber of Commerce International Court of Arbitration, the International Centre for Dispute Resolution, the London Court of International Arbitration, the Stockholm Chamber of Commerce, and the Vienna International Arbitration Centre), the International Bar

Association and American Bar Association, with substantial support from ICCA joined together in the Cross-Institutional Task Force on Gender Diversity to compile the actual statistics and to conduct heightened scrutiny of the current state of gender diversity and discrimination in international arbitration.

ICCA is devoted to improving the processes of international arbitration. Its Inclusiveness Committee promoted, and ICCA adopted, a policy to reinforce values of diversity and inclusion in international dispute resolution. ICCA also provided strong support for the work of the Cross-Institutional Task Force, as did each of the international arbitral institutions. Significant work was contributed by the sustained analytical and drafting efforts of lawyers Nicola Peart, Ramya Ramachandran, and Jennifer Ivers, and law firms White & Case LLP and Three Crowns LLP. We are grateful also to Lucy Greenwood, whose past efforts to collect data on gender diversity in arbitral appointments are reflected in our analysis, as well as the multiple female arbitrators from around the world who generously agreed to provide their insights and advice on how female candidates might secure future arbitral appointments. We hope their words will inspire readers at all stages of their careers in international arbitration. Indeed, we were inspired to do something positive following the OGEMID debate hosted by Sophie Nappert regarding the “Me Too” issues in international arbitration. These and other contributions of data, analysis, and related efforts have been invaluable to our project, with which we can make a positive difference.

Informed by recent public exchanges, the Task Force has applied a close scrutiny to the international arbitration community’s current efforts, explained the importance of promoting women, and encouraged institutions, law firms, and other organizations to provide the requisite skills and opportunities to open doors for women in all aspects of international arbitration. Improved gender diversity, in turn, will benefit the field itself by enhancing the legitimacy, balance, and confidence in the outcomes of the arbitral process.

As part of this effort, the Task Force drafted this Report, which seeks to identify, distill, and assess existing approaches to promoting equal representation of women in international dispute resolution. We examined the data and the trends to analyze existing efforts as a specialized segment of the global legal profession and to create a vision for how we can move forward. Importantly, the Report applauds the progress made by the many efforts to date, and also provides concrete steps and suggestions to improve gender diversity on arbitral tribunals and among participants in the process. The Report serves an important start to making the changes necessary to achieve equality and inclusion in the international arbitration community.

I extend my sincere thanks to my colleagues on the Task Force, a group of talented individuals working to improve gender diversity within the arbitration community. The most extraordinary feature of the Report is all of the work to produce it was volunteer—“pro bono” – without budget or staff – we each contributed hundreds of hours (perhaps Nicola and Ramya thousands) to make a difference on an issue of great importance

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to the future of international dispute resolution. Thank you to the many individuals, law firms, litigation funders, and arbitral institutions who contributed to the content of the Report, including in particular ICCA, White & Case LLP, Three Crowns LLP, and Burford Capital. Your efforts and support are greatly appreciated and will assist in the improvement of our world.

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PART ONE

INTRODUCTION AND OVERVIEW

The Cross-Institutional Task Force on Gender Diversity (the “Task Force”) brings together representatives of many of the leading international arbitration institutions and gender diversity initiatives. Our agreed mandate is to document and publish recent statistics on the appointment of female arbitrators, as well as identify opportunities and best practices to promote the appointment of women to arbitral tribunals. Members of the Task Force represent arbitral institutions, including the German Arbitration Institute (“DIS”), the Hong Kong International Arbitration Centre (“HKIAC”), the International Chamber of Commerce (“ICC”) International Court of Arbitration, the International Center for Dispute Resolution (“ICDR”), the International Centre for Settlement of Investment Disputes (“ICSID”), the London Court of International Arbitration (“LCIA”), the Stockholm Chamber of Commerce (“SCC”), and the Vienna International Arbitration Centre (“VIAC”); arbitration organizations including the American Bar Association (“ABA”), the International Bar Association (“IBA”), and the International Council for Commercial Arbitration (“ICCA”); and other initiatives and actors involved in international arbitration, including ArbitralWomen, the Equal Representation in Arbitration Pledge (“ERA Pledge”), Burford Capital, the University of Sydney, White & Case LLP, Freshfields Bruckhaus Deringer LLP, and Three Crowns LLP.¹

The lack of diversity, including gender diversity, among international arbitrators has been a persistent feature of international arbitration. A study by Professor Susan D. Franck of 102 investment treaty awards rendered before 2007 found that “[w]omen were a tiny fraction of arbitrators,” identifying “five women (3.5%) in the population of 145 investment treaty arbitrators” and noting further that “there were no tribunals with two or more women.”² Professor Franck’s subsequent research of 252 awards dated prior

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1. Louise Barrington (Arbitral Women); Julie Bédard (IBA); Lisa Bingham (ICCA); Lise Bosman (ICCA); Alice Fremuth-Wolf (VIAC); Valeria Galíndez (IBA Arbitration Committee; Galíndez arb); Sarah Grimmer (HKIAC); Jacomijn van Haersolte-van Hof (LCIA); Jennifer Ivers (White & Case LLP); Anna Kaehlbrandt (DIS); Meg Kinnear (ICSID); Carolyn Lamm (ICCA Diversity and Inclusiveness Committee; White & Case LLP); Roberta D. Liebenberg (ABA); Noiana Marigo (ERA Pledge; Freshfields Bruckhaus Deringer LLP); Wendy J. Miles QC (Twenty Essex Chambers); Sylvia Noury (ERA Pledge; Freshfields Bruckhaus Deringer LLP); Nicola Peart (Three Crowns LLP); Mireze Philippe (ICC); Ramya Ramachanderan; Miroslava Schierholz (ICDR); Patricia Shaughnessy (SCC); Ana Stanić; Stacie I. Strong (University of Sydney) and Aviva Will (Burford). The Task Force is grateful to Hannelore Sklar, Kristina Klykova, Madina Lokova, Claire Marsden, Connor Fuchs, and Philipp Kotlaba for contributions to the work of the Task Force.
 2. Susan D. Franck, *Empirically Evaluating Claims about Investment Treaty Arbitration*, 86 N.C. L. REV. 1, 75-83 (2007).

to January 2012 found that only 3.6% of the 247 individual arbitrators were women, and that 81.7% of tribunals were all-male panels.³ As discussed in further detail in this Report, more recent statistics suggest improvement, with women comprising 21.3% of the population of arbitrators appointed in 2019.⁴ The improvement in the statistics may evidence the positive impact of increased awareness about gender diversity in international arbitration,⁵ thanks in part to initiatives like the ERA Pledge and ArbitralWomen, as well as the efforts of arbitral institutions, advocates and parties to promote the fair representation of women as arbitrators. This also signals the potential of related initiatives that target other types of diversity. Indeed, the lack of diversity in arbitral appointments and proceedings may not be limited to gender. Moreover, certain individuals practicing in international arbitration may not identify with a particular gender. There is also more work to be done to fully appreciate and understand issues regarding intersectional representation of persons of diverse ethnic and racial origins in international arbitration.⁶ However, this Task Force focuses only on gender diversity, as a first step towards greater diversity in international arbitration. Even in this specific context, there remains work to be done, as women comprise only a fifth of arbitrators today. The hope of the Task Force is that this Report can provide and consolidate data on gender diversity, as well as practical guidance on how to continue the positive trend toward a more diverse future in international arbitration.

What follows is a brief overview of the Task Force's Report. The Report is divided into three Parts. **Part One** includes this introduction. **Part Two** has three sections. In **Section I**, we discuss the significance of gender diversity in international arbitral tribunals. International arbitration exists to facilitate investment and economic development around the world and therefore should reflect global commitments to promote sustainable development, including gender equality, and address gender discrimination. Aside from the moral and social imperatives to address gender discrimination, there are multiple practical advantages to doing so. The pool of qualified arbitrator candidates is greatly expanded when women are included and users of arbitration may find that the person most suited to the role of an arbitrator in a particular case is female. Discriminating against women cuts out access to this pool of talent. Research also shows that more

3. Susan D. Franck, *The Diversity Challenge: Exploring the "Invisible College" of International Arbitration*, 53 COLUM. J. TRANSNAT'L L. 429, 439 (2015) (citing Susan D. Franck, *Investment Treaty Arbitration: Myths, Realities And Costs* (2015)).

4. See Table 1, *infra* Section II.A(i).

5. See generally Lucy Greenwood, *Moving Beyond Diversity Toward Inclusion in International Arbitration*, STOCKHOLM ARB. Y.B. 93, 93-94 (2019).

6. A number of initiatives have been set up to try to raise awareness of the need to increase representation of racial, ethnic, regional, gender and other minorities in international arbitration. See, e.g., the work of the ICCA Diversity and Inclusiveness Committee, led by Vera van Houtte.

diverse tribunals make better decisions and can lead to improved procedures. In addition, diversity has been identified as important for ensuring the legitimacy of international dispute resolution, particularly in cases where public interest issues arise.

Section II examines existing data and tracks appointment trends based on whether the arbitrator is male or female. The statistics show that gender diversity in arbitral tribunals is increasing and the proportion of women appointed as an arbitrator has nearly doubled over the past four years. This is mostly as a result of the efforts of arbitral institutions to appoint more female arbitrators. Between 2015 and 2019, around one third (29.2-34%) of all appointments by arbitral institutions have been women. Party appointments have been half that proportion over the same period, increasing from 8.7% in 2015 to 13.6% in 2019. The proportion of female co-arbitrator appointments has more than doubled over the same period (from 9.6% in 2015 to 21.8% in 2019). However, the actual number of individual female arbitrators appointed by institutions significantly exceeds the number of individual female arbitrators appointed by parties or co-arbitrators.

While the data suggest increasing numbers of female appointments to tribunals over the last decade, this trend does not account for the effect of repeat appointments of the same women to multiple tribunals. Other missing data that may affect the true diversity of arbitral appointments include data on first-time appointees and details of the party appointing the female arbitrator, as well as information about arbitrator candidate lists considered by parties when making appointments.

Section III provides an overview of the most widely cited barriers to achieving greater inclusion of female arbitrators on tribunals. Barriers include “leaks in the pipeline” of qualified female candidates, such as retention of women in private practice, the promotion of women to senior ranks within an organization, and the availability of opportunities (or the awareness of opportunities) for women to gain relevant experience and promote their visibility and reputation among users of international arbitration. Even amid the pool of qualified candidates, there are additional barriers to obtaining arbitral appointments. Perhaps most significant is the impact of unconscious bias, including gender stereotyping, and information barriers that mean those in the position of appointing arbitrators are unaware of the talent that is out there.

Having identified the status of gender diversity in international arbitral appointments, as well as some of the causal factors, **Part Three** sets out the Task Force’s recommendations for how to improve and promote gender diversity in international arbitration. While there is no single solution, there are ways for all stakeholders to take action. **Section IV** is intended to highlight a selection of available tools and opportunities recommended by members of the Task Force.⁷ We provide specific advice for: counsel and institutions in the position of appointing or otherwise promoting female arbitrator candidates; qualified female candidates seeking to promote their expertise and availability to act as arbitrators;

7. See generally the discussion at Section IV of this Report.

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women who have set their sights on one day obtaining arbitral appointments, but who need guidance on how to improve their credentials in the meantime; employers who are in the position to nurture and generate future female talent; and in-house counsel who recognize that it may be in their interests to have more diverse arbitrator panels.

As part of the research conducted for this Report, the Task Force undertook to interview a number of women who have built successful careers as arbitrators. In **Section IV**, we document their advice and perspectives on how women can succeed in this field and we provide useful tips on how all users of international arbitration can better promote female arbitrators.

The conclusions of the Report are described in **Section V**.

PART TWO

I. GENDER DIVERSITY: WHY IT MATTERS

Research suggests that most users of international arbitration are unsure of the importance of reflecting gender diversity in appointments to arbitral tribunals. A 2018 survey by White & Case and the School of International Arbitration, Queen Mary University of London (“2018 QMUL Survey”) found that users of international arbitration are “unsure” whether the causal connection between gender diversity on arbitral tribunals and the quality of the panel’s decision-making “is a relevant enquiry to make.”⁸ Another 2016 survey by Berwin Leighton Paisner (“2016 BLP Survey”) found that 68% of respondents felt that gender was either “not that important” or “not important at all” when it comes to appointing arbitrators.⁹ In this Section, we provide an overview of some of the reasons why the inclusion of female professionals in international arbitral appointments and proceedings matters.

A. International law requires inclusion of women

The empowerment and inclusion of women are critical components of global economic and sustainable development.¹⁰ Gender diversity promotes economic growth and is part of the broader social and cultural context in which international trade, investment, and arbitration function.¹¹ For example, Goal 5 of the UN Sustainable Development Goals (“SDGs”)¹² is to “achieve gender equality and empower all women and girls,” recognizing that sustainable development requires the full and equal participation and leadership

8. White & Case and Queen Mary University of London School of International Arbitration, *2018 International Arbitration Survey: The Evolution of International Arbitration*, at 16 (2018).

9. Whereas, 12% of respondents felt it was “very important” or “important.” From the 2017 Report based on the 2016 survey, publishing data and findings *see* Berwin Leighton Paisner, *International Arbitration Survey: Diversity on Arbitral Tribunals. Are We Getting There?*, at 8 (2017).

10. *See generally* United Nations Women, *The World Survey on the Role of Women in Development 2014: Gender Equality and Sustainable Development* (2014).

11. On the relationship between the employment of women and economic growth, *see* United Nations Women, *Facts and Figures: Economic Empowerment* (last updated July 2018) (“When more women work, economies grow. Women’s economic empowerment boosts productivity, increases economic diversification and income equality in addition to other positive development outcomes.”).

12. *Transforming Our World: The 2030 Agenda for Sustainable Development*, G.A. Res. 70/1, U.N. GAOR, 70th Sess., 4th plen. mtg. at Agenda Items 15 and 116, U.N. Doc. A/Res/70/1, Oct. 21, 2015.

of women in all areas of sustainable development.¹³ Some States may also have a legal obligation to “take all appropriate measures to ensure to women, on equal terms with men and without any discrimination, the opportunity to represent their Governments at the international level.”¹⁴

Institutions that promote and enable global trade and investment recognize these values. In the 2017 Buenos Aires Declaration on Women and Trade, the 118 members of the World Trade Organization recalled Goal 5 of the SDGs, reaffirmed their commitment to implementing their obligations to eliminate discrimination against women under international law and committed to “[w]orking together in the WTO to remove barriers for women’s economic empowerment and increase their participation in trade.”¹⁵

Similarly, “gender chapters” and/or references to the UN SDGs have appeared in more recently negotiated trade agreements. For example, in 2017, Canada and Chile amended the *Canada–Chile Free Trade Agreement* by incorporating a trade and gender chapter.¹⁶ In the text of that chapter, Canada and Chile linked their trade commitments to the UN SDGs, including Goal 5.¹⁷ The *Nigeria–Morocco Bilateral Investment Treaty* requires foreign investors to comply with “all applicable laws and regulations of the Host State and the obligations in this Agreement, . . . taking into account the development plans and priorities of the Host State and the Sustainable Development Goals of the United

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13. *Transforming Our World: The 2030 Agenda for Sustainable Development*, G.A. Res. 70/1, U.N. GAOR, 70th Sess., 4th plen. mtg. at para 3, U.N. Doc. A/Res/70/1, Oct. 21, 2015.
 14. *Convention on the Elimination of All Forms of Discrimination Against Women*, Art. 8, Dec. 18, 1979, 1249 U.N.T.S. 13 (“CEDAW”). See also *Declaration on the Elimination of Discrimination Against Women*, GA Res. 22/2263, U.N. GAOR, 22nd Sess., 1597th plen. mtg. at Agenda Item 53, U.N. Doc. A/RES/22/2263, Nov. 7, 1967.
 15. *Joint Declaration on Trade and Women’s Economic Empowerment on the Occasion of the WTO Ministerial Conference in Buenos Aires in December 2017*, Conference on Trade and Gender: Closing the Gender Gaps held in Buenos Aires, Dec. 6-7, 2017 (“Acknowledging that international trade and investment are engines of economic growth for both developing and developed countries, and that improving women’s access to opportunities and removing barriers to their participation in national and international economies contributes to sustainable economic development.”)
 16. *Canada–Chile Free Trade Agreement*, signed Dec. 5, 1996, [1997] CTS 50 (entered into force July 5, 1997) ch. N bis, as amended by *Agreement to Amend, in Respect of Investment and Trade and Gender, the Free Trade Agreement between the Government of Canada and the Government of the Republic of Chile*, signed June 5, 2017 (not yet in force) App. II Art. 3 (“Canada–Chile Amending Agreement”)
 17. *Canada–Chile Amending Agreement* App. II Art. N bis-01(2). The Canadian Government also endorsed a gender and trade declaration under the World Trade Organization in December 2017. See *Joint Declaration on Trade and Women’s Economic Empowerment on the Occasion of the WTO Ministerial Conference in Buenos Aires in December 2017*, Dec. 12, 2017.

Nations.”¹⁸ The 2018 recommendations of the *Canada–European Union Comprehensive Economic and Trade Agreement* (“CETA”) emphasize the importance of cooperation in the efforts to support “women’s participation in the economy and international trade.”¹⁹ And the 2019 *Dutch Model Bilateral Investment Treaty* confirms the parties’ “commitment to sustainable development and to enhancing the contribution of international trade and investment to sustainable development”²⁰ and identifies gender-based discrimination as a potential basis for the breach of the fair and equitable treatment protection.²¹

Arbitration is a tool that can be used to meet the goals of global economic development. In doing so, its practice should reflect the norms and standards adhered to by its stakeholders and reflected in international law more generally. This means that if gender discrimination exists in international arbitration, including in the context of arbitral appointments, there is an imperative for the arbitration community to address it.

B. The best talent may be female

*“In a time when there is a broad pool of talent in international arbitration, and that talent extends across national borders and encompasses both genders, there is untapped value in diversifying the pool of arbitrators.”*²²

*“[I]nadvertent discrimination based on gender and race damages arbitration, because it assumes, unthinkingly, that a class of persons have always the relevant qualities that another class always do not, thereby wasting the human resources available to arbitration. Such discrimination is also grossly irrational in a process otherwise founded upon rationality.”*²³

A response to the moral and social imperative to address gender discrimination might be the central role that party autonomy plays in international arbitration and, relatedly,

18. *Reciprocal Investment Promotion and Protection Agreement between the Government of the Kingdom of Morocco and the Government of the Federal Republic of Nigeria* (adopted on Dec. 3, 2016), Art. 24.

19. The Canada–European Union Comprehensive Economic and Trade Agreement (CETA) Joint Committee on Trade and Gender, Recommendation 002/2018 of Sept. 26, 2018.

20. *The Dutch Model Investment Agreement*, Preamble (Mar. 22 2019), <https://investmentpolicy.unctad.org/international-investment-agreements/treaty-files/5832/download>.

21. *The Dutch Model Investment Agreement*, Art. 9(2)(d) (Mar. 22, 2019), <https://investmentpolicy.unctad.org/international-investment-agreements/treaty-files/5832/download>.

22. Susan D. Franck, *The Diversity Challenge: Exploring the “Invisible College” of International Arbitration*, 53 COLUM. J. TRANSNAT’L L. 429, 504 (2015).

23. V.V. Veeder, *Who Are the Arbitrators?*, in LEGITIMACY: MYTHS, REALITIES, CHALLENGES, ICCA Congress Series No. 18, at 652, 660 (Albert Jan van den Berg ed., 2015).

the freedom that parties have to choose “the best person for the job.”²⁴ However, when deciding the best person for the job of an arbitrator, clients and counsel who discriminate against female candidates may act against their own interests by cutting out a wealth of talent. As one member of the Task Force observed: “[s]imply put, female arbitrators are not their gender – they bring to each case their age, their racial and national background, their experience, and countless other characteristics. They are the sum of their experiences and are no less capable of representing an under-represented minority than a male arbitrator.”²⁵

As this Report discusses,²⁶ there are numerous qualified female candidates bearing specific credentials, skills, temperament, and availability. In light of this pool of talent, it is difficult to reconcile the lack of women appointed to arbitral tribunals with the assertion that counsel and clients are consistently choosing the most qualified individual for the job. As we discuss later in this Report, there are a number of factors that may underpin the lack of women appointed as arbitrators, including unconscious bias and gender stereotyping, or lack of awareness of available qualified female arbitrator candidates.²⁷ Users of arbitration who wish to be able to select the most qualified and best suited arbitrator ought to be looking at the full spectrum of available candidates. In order to do so, however, barriers to the selection of female candidates need to be addressed.

C. Gender diversity can enhance legitimacy

*“[D]iscrimination is wrong; and, if allowed to continue, it will bring arbitration into disrepute.”*²⁸

The inclusion of female arbitrators can enhance the legitimacy of arbitration in circumstances where disputes raise issues of broader public interest. This may be the case for investor-state arbitration, given that, in those cases, arbitrators render authoritative decisions that “stabiliz[e] and generat[e] normative expectations in transborder social

24. See discussion in Christophe Seraglini, *Who Are the Arbitrators? Myths, Reality and Challenges*, in *LEGITIMACY: MYTHS, REALITIES, CHALLENGES*, ICCA Congress Series No. 18, at 589, 593-595 (Albert Jan van den Berg ed., 2015) (“the fact that there is a common/elite profile of arbitrators is not a coincidence. Indeed, some aspects of this profile should guarantee a high quality of justice”).

25. Jacomijn van Haersolte-van Hof quoted in *Deutsche Zusammenarbeit & ArbitralWomen, Women Pioneers in Dispute Resolution*, at 219 (2d ed., 2018).

26. See Section IV.A(ii) of this Report, discussing the multiple databases listing qualified female arbitrator candidates.

27. See discussion in Section III.B of this Report.

28. V.V. Veeder, *Who Are the Arbitrators?*, in *LEGITIMACY: MYTHS, REALITIES, CHALLENGES*, ICCA Congress Series No. 18, at 652, 660 (Albert Jan van den Berg ed., 2015).

relations and therefore exercis[e] transnational authority that demands justification in order to be considered as legitimate.”²⁹ In such cases, there may be a broad range of public stakeholders for whom the gender diversity of the arbitral tribunal is important.³⁰ As Professor Nienke Grossman explains, “any area of international law concerns both men and women equally, regardless of its subject matter jurisdiction. ... It affects both men and women equally, and both groups should be represented.”³¹ Recognizing this, some international courts and tribunals that deal with matters of interest to the broader public have gender representation requirements built into their rules of procedure.³² Commentators have suggested that the public interest nature of investor-state arbitration requires the same commitment to the diversity of decision-makers.³³

Even where disputes are purely private in nature, there are reasons why the legitimacy of the process may require gender-inclusive arbitral tribunals. As one member of the Task Force noted, “[w]hile arbitration may not be fully public, and not a public function, it does serve to be an alternative to the provision of judicial services.”³⁴ It might be said that arbitrators who are stepping into the shoes of judges are subject to similar

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29. Stephan W. Schill, *Conceptions of Legitimacy of International Arbitration*, in PRACTICING VIRTUE: INSIDE INTERNATIONAL ARBITRATION, at 106, 110 (David D. Caron et al. eds., 2015). See also *Report of Working Group III (Investor-State Dispute Settlement Reform) on the work of its thirty-sixth session (Vienna, 29 October – 2 November 2018)*, A/CN.9/964 ¶ 92, Nov. 6, 2018 (“The view was generally shared that the current lack of diversity in decision makers in the field of ISDS contributed to undermine the legitimacy of the ISDS regime”).
 30. Interview with Nienke Grossman, *It’s not about “women issues.” Do we need reasons for claiming parity on international court benches?*, VÖLKERRECHTSBLOG, Apr. 17, 2017, <https://voelkerrechtsblog.org/its-not-about-women-issues/> (noting that “[w]omen should be on the bench because they are qualified to be on the bench and because they make up half of the world’s population”).
 31. Interview with Nienke Grossman, *It’s not about “women issues.” Do we need reasons for claiming parity on international court benches?*, VÖLKERRECHTSBLOG, Apr. 17, 2017. See also Andrea K. Bjorklund, *The Diversity Deficit in Investment Arbitration*, EJIL: TALK!, Apr. 4, 2019 (“The decision-making process is likely to be, and to be perceived, as fairer if the decision makers are more diverse. This latter factor in particular is likely to enhance the sociological legitimacy of an adjudicatory regime, and even its normative legitimacy.”).
 32. The International Criminal Court, for example, has requirements for gender representation built into its rules of procedure for selecting judges.
 33. See, e.g., *Report of Working Group III (Investor-State Dispute Settlement Reform) on the work of its thirty-sixth session (Vienna, 29 October – 2 November 2018)*, A/CN.9/964 ¶ 98, Nov. 6, 2018. For a discussion of how this might be achieved, see Andrea K. Bjorklund, *The Diversity Deficit in Investment Arbitration*, EJIL: TALK!, Apr. 4, 2019.
 34. Jacomijn J. van Haersolte-van Hof, *Diversity in Diversity*, in LEGITIMACY: MYTHS, REALITIES, CHALLENGES, ICCA Congress Series No. 18, at 638, 646 (Albert Jan van den Berg ed., 2015).

legitimacy requirements, including the need to be representative of the range of stakeholders implicated by their decisions.³⁵

D. Gender diversity can improve the arbitral process and outcome

International arbitral tribunals can face the risk that their decisions may be tainted by cognitive biases and groupthink – a risk that some have argued can be avoided by including more diverse decision-makers whose individual experiences are sufficiently varied to improve the quality of the decisions made.³⁶ Social science literature shows that diversity can improve the quality of group reasoning and decision-making because “[w]orking with people who are different from you may challenge your brain to overcome its stale ways of thinking and sharpen its performance.”³⁷

Commentators suggest that the same trends appear in the context of dispute resolution.³⁸ A study of arbitrator decision-making from the 1950s, for example, found that arbitrators’ decisions were significantly influenced in the course of deliberations with

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35. Moreover, there may be specific contexts in which the legitimacy of a private arbitration *requires* female arbitrators, including for example, the arbitration of business and human rights disputes, where gendered approaches to deciding cases on sex-based discrimination, inequality and abuses of women’s rights, among other issues, may be important. See discussion in Anaïs Tobalagba and Justin Jos, *Arbitrating business and human rights: What’s in it for women?*, THE LOWY INSTITUTE, Dec. 19, 2019. The appointment of more women to arbitral tribunals also would likely reduce repeat appointments, which in turn may reduce the appearance of bias and strengthen perceptions of the legitimacy of arbitration. See Douglas Pilawa, *Sifting Through the Arbitrators for the Woman, the Minority, the Newcomer*, 51 CASE W. RES. J. INT’L L. 395, 420-24 (2019). See also Won Kidane, *Does Cultural Diversity Improve or Hinder the Quality of Arbitral Justice?* KLUWER ARB. BLOG, Mar. 31, 2017, <https://perma.cc/NMG2-ZS3F> (noting the potential “lack of cultural proximity between the decision-makers and the parties who must suffer the consequences of the inevitable cultural incommensurability,” and that “[w]hen arbitrators are asked to determine facts that grew out of interactions within unfamiliar cultural milieu on the basis of evidence offered by ‘cultural others,’ they appreciate the limitations of their comprehension.”).
36. See generally Andrea K. Bjorklund, *The Diversity Deficit in Investment Arbitration*, EJIL: TALK!, Apr. 4, 2019.
37. David Rock and Heidi Grant, *Why Diverse Teams are Smarter*, HARV. BUS. REV., Nov. 4, 2016 (summarizing a number of behavioral science studies that show, *inter alia*, that “[p]eople from diverse backgrounds might actually alter the behavior of a group’s social majority in ways that lead to improved and more accurate group thinking”). For a discussion about whether this is relevant to decision-making in international arbitration, see Kathleen Claussen, *Keeping up Appearances: the Diversity Dilemma*, 12 J. TRANSNAT’L DISP. MGMT, at 5-6 (2015).
38. See generally Anna Spain Bradley, *The Disruptive Neuroscience of Judicial Choice*, 9 U. C. IRVINE L. REV. 1 (2018); Nienke Grossman, *Sex on the Bench: Do Women Judges Matter to*

other members of the panel.³⁹ Similarly, respondents to the 2016 BLP Survey commented that “[o]verall, a diverse tribunal may be better prepared, more task-orientated, and more attentive to the parties’ arguments than a non-diverse tribunal.”⁴⁰ More recently, the 2018 QMUL Survey found that 22% of respondents believed that diversity brings “some improvement in quality,” while 18% took the view that diversity leads to a “significant improvement in quality” of the arbitral tribunal’s decision-making.⁴¹ As a member of the Task Force noted, “diversity is a sword as well as a shield: studies repeatedly show that diverse groups simply perform tasks better than overly specialized groups. Diverse groups bring a variety of perspectives to a task and are better able to cover each other’s blind spots. It is presumptuous and misguided to think that an arbitral tribunal ... should be any different.”⁴²

the Legitimacy of International Courts?, 12 CHI. J. INT’L L. 647 (2012); Nienke Grossman, *Shattering the Glass Ceiling in International Adjudication*, 56 VA. J. INT’L L. 339 (2016).

39. Kristina Klykova, *Bias in Arbitral Decision-Making: Rescuing the Mentschikoff Archives from a Half Century of Oblivion*, 31 J. INT’L ARB. 303 (2014).
40. Berwin Leighton Paisner, *International Arbitration Survey: Diversity on Arbitral Tribunals. Are We Getting There?*, at 3 (2017)
41. White & Case and Queen Mary University of London School of International Arbitration, *2018 International Arbitration Survey: The Evolution of International Arbitration*, at 16.
42. Jacomijn van Haersolte-van Hof, quoted in Deutsche Zusammenarbeit & ArbitralWomen, *Women Pioneers in Dispute Resolution*, at 218 (2d ed., 2018).

II. CURRENT TRENDS

A key objective of the Task Force is to publish data on female arbitrator appointments collected by institutions represented on the Task Force. This data is published in Appendix A of this Report.

The Task Force also gathered data by consolidating publicly available information about cases registered at the Court of Arbitration for Sport (“CAS”) and the Permanent Court of Arbitration (“PCA”), as set out in Appendices B-D.

Data on female arbitrator appointments prior to 2015, gathered by Lucy Greenwood,⁴³ and data on arbitrator appointments in investor-state dispute settlement, compiled by the University of Oslo’s PluriCourts Investment Treaty Arbitration Database (“PITAD”),⁴⁴ are set out in Appendices E and F, respectively.

Drawing on this data, this Section identifies and describes trends in the appointment of female arbitrators and discusses whether there is any disparity in the numbers of male and female arbitrators sitting in international arbitrations. This Section also includes a discussion of important factors that might influence the interpretation of diversity trends, such as the fact that most data gathered for this Report do not filter out the impact of repeat appointments.

A. Appointment trends from institutional data

(i) Overall trends

The data collected by the Task Force show that, since 2015, the proportion of female arbitrators has almost doubled (from 12.2% in 2015 to 21.3% in 2019). This trend of increasing diversity in arbitral tribunals is reflected in the caseload of individual institutions, as well as when averaged across institutions.

43. Lucy Greenwood is an international arbitrator, who has published a number of commentaries on the issue of gender diversity in international arbitration. For more information *see* <http://www.greenwoodarbitration.com> (last accessed May 27, 2020).

44. For more information on PITAD, *see* <https://www.jus.uio.no/pluricourts/english/topics/investment/research-projects/database.html> (last accessed May 27, 2020).

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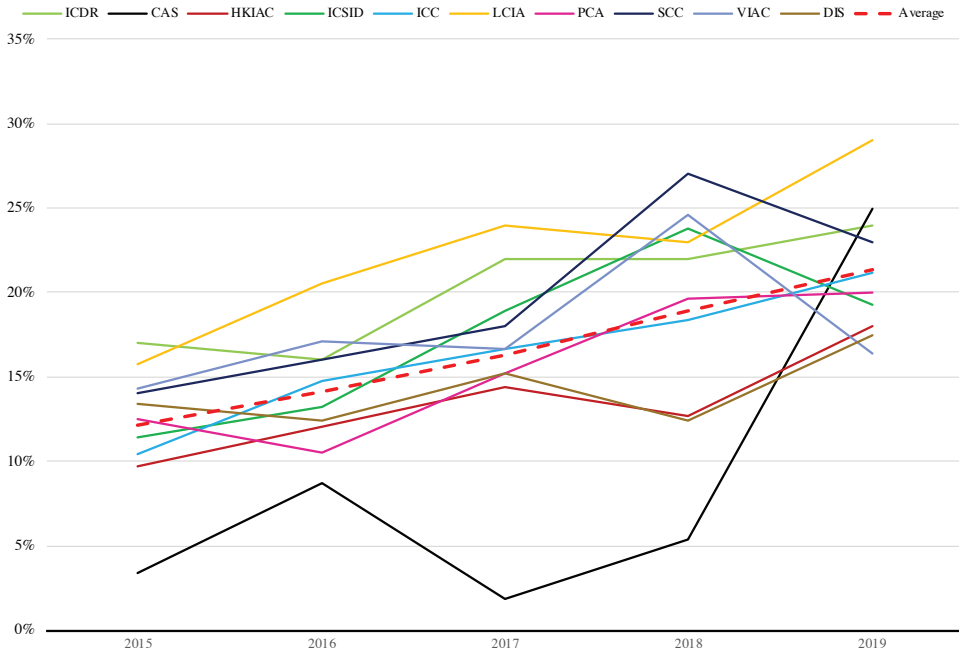
Table 1. Women as a percentage of total arbitral appointments, 2015-2019⁴⁵

Institution	2015 (%)	2016 (%)	2017 (%)	2018 (%)	2019 (%)
CAS	13 (3.7)	43 (8.7)	7 (1.9)	8 (5.4)	2 (25.0) ⁴⁶
DIS	40 (13.4)	33 (12.4)	50 (15.2)	29 (12.4)	33 (17.5)
HKIAC	16 (9.7)	19 (12.1)	27 (14.4)	32 (12.7)	51 (18.0)
ICC	136 (10.4)	209 (14.8)	249 (16.7)	273 (18.4)	312 (21.1)
ICDR	140 (17)	180 (16)	246 (22)	229 (22)	213 (24)
ICSID	21 (11.4)	21 (13.2)	37 (18.9)	55 (23.8)	37 (19.3)
LCIA	71 (15.8)	102 (20.5)	97 (24)	102 (23)	163 (29)
PCA	6 (12.5)	4 (10.5)	5 (15.2)	9 (19.6)	5 (20)
SCC	39 (14)	41 (16)	46 (18)	69 (27)	52 (23)
VIAC	8 (14.3)	12 (17.1)	7 (16.7)	15 (24.6)	11 (16.4)
<i>Average %</i>	<i>12.2</i>	<i>14.1</i>	<i>16.3</i>	<i>18.9</i>	<i>21.3</i>

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45. Excerpt from Appendices A and B, Tables A.1 and B.1 respectively. The data in Table 1 concerning CAS and PCA cases are incomplete and have not been confirmed by the CAS or the PCA. The data have been compiled from information published on the respective websites of the CAS and the PCA and other public sources. Accordingly, Table 1 does not include confidential cases for which no information has been made publicly available. For further information on the sources of information underlying Table 1, please refer to Appendices A and B.
46. At the time of publishing this Report, the CAS has not published a list of all pending cases registered in 2019. Accordingly, this statistic reflects cases that were registered in 2019 and for which awards have been published.

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Figure 1. Women as a percentage of total arbitral appointments, 2015-2019

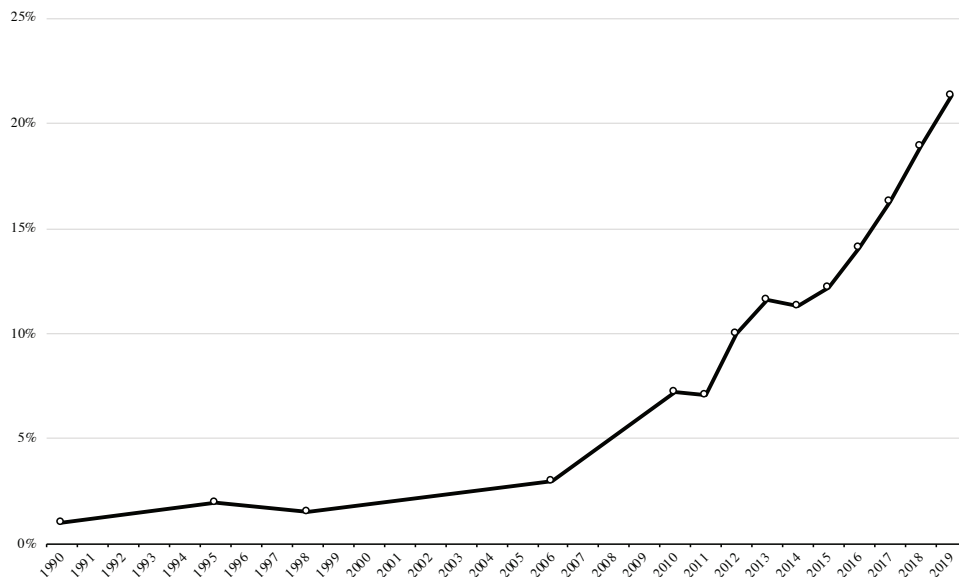


When the data in *Table 1*, above, are included along with historical data collected by Lucy Greenwood,⁴⁷ there is a clear trend that indicates increasing diversity of arbitrator appointments. *Figure 2* has been compiled based on data set out in Appendix G, Table G.1.

47. See Appendix E, Table E.1.

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Figure 2. Historic average percent progression of female appointments across institutions (where known), 1990-2019



The data underlying *Figure 2* are incomplete in the years prior to 2015, and the data collected prior to 2015 have not been confirmed by the members of the Task Force. However, *Figure 2* suggests that, based on the data that we do have, there has been an increase in the gender diversity of arbitral tribunals over the past 30 years and the pace of change has accelerated, particularly over the last ten years. For example, 1990 data from the ICC on the percentage of female arbitrators appointed to international arbitration tribunals show 1%.⁴⁸ Twenty years later, in 2010, that number rose to 7.2%. As of 2018, ICC data show that 18.4% of all tribunal appointees are female.⁴⁹ Historical data from other institutions show a similar trend. Whereas the total percentage of female appointees in ICSID cases in 2006 was 3%,⁵⁰ ten years later in 2016 it was 13.2%, while just three years later in 2019, it reached 19.3%.⁵¹ Similarly, while in 2011, only 6.5% of appointees

48. See Appendix E, Table E.1.

49. See Appendix A, Table A.1.

50. See Appendix E, Table E.1. The ICC has not confirmed the data on appointment of female arbitrators in 1990.

51. See Appendix A, Table A.1.

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in LCIA-administered cases were female,⁵² that percentage figure nearly doubled by 2013 (11.5%), and doubled again by 2017 (24%).⁵³ The percentage number of women appointed to SCC administered tribunals remained between 14-18% from 2012 to 2017 but increased to 23% in 2019.⁵⁴

Table 2 assesses whether the increase in the percentage of female arbitrators is explained by the fact that the overall number of cases administered by arbitral institutions has increased over the years.

Table 2. Comparing total appointments to total female appointments in 2015 and 2019⁵⁵

Institution	2015		2019	
	Total appts	Female appts (%)	Total appts	Female appts (%)
CAS	348	13 (3.7)	8 ⁵⁶	2 (25)
DIS	298	40 (13.4)	189	33 (17.5)
HKIAC	165	16 (9.7)	284	51 (18)
ICC	1,313	136 (10.4)	1,476	312 (21.1)
ICDR	802	140 (17)	897	213 (24)
ICSID	184	21 (11.4)	192	37 (19.3)
LCIA	449	71 (15.8)	566	163 (29)
PCA	48	6 (12.5)	25	5 (20)
SCC	279	39 (14)	226	52 (23)
VIAC	56	8 (14.3)	67	11 (16.4)

The data indicate that the increase in the number of cases is not the only explanation for the increase in female arbitrators. For example:

52. See Appendix E, Table E.1.

53. See Appendix A, Table A.1.

54. See Appendices A and E, Tables A.1 and E.1, respectively.

55. Excerpt from Appendices A and B, Tables A.1 and B.1, respectively. The data in Table 2 concerning CAS and PCA cases are incomplete and have not been confirmed by the CAS or the PCA. The data have been compiled from information published on the respective websites of the CAS and the PCA and other public sources. Accordingly, Table 2 does not include confidential cases for which no information has been made publicly available. For further information on the sources of information underlying Table 2, please refer to Appendices A and B.

56. At the time of publishing this Report, the CAS has not published a list of all pending cases registered in 2019. Accordingly, this statistic reflects cases that were registered in 2019 and for which awards have been published.

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- HKIAC saw a 72% increase in its total appointments (165 in 2015 to 284 in 2019) while the number of female appointees more than tripled over the same period (16 in 2015 to 51 in 2019).
- The ICC’s number of appointees has increased by 12% (1,313 in 2015 to 1,476 in 2019) while the number of female appointees more than doubled over the same period (136 in 2015 to 312 in 2019).
- The LCIA’s number of appointees increased by 26% (449 in 2015 to 566 in 2019) while the number of female appointees again more than doubled (71 in 2015 to 163 in 2019).
- ICSID has seen a 4% increase in its total appointments (184 in 2015 to 192 in 2019) with an increase in the number of female appointees of 76% (21 in 2015 to 37 in 2019).
- The VIAC saw a 20% increase in its total appointments (56 in 2015 to 67 in 2019) and the number of female appointees increased by over a third (8 in 2015 to 11 in 2019).

The increase in the number of female appointees is even evident where the total number of cases has decreased, as with the SCC, which saw a *decrease* in its overall caseload by 19% (279 cases in 2015 to 226 cases in 2019) but nevertheless saw a 33% *increase* in the number of female appointees (39 in 2015 to 52 in 2019).

For the DIS, while the total number of cases decreased (298 cases in 2015, and 189 cases in 2019) and so too did the total number of female appointees (40 in 2015 and 33 in 2019), the proportion of women being appointed as arbitrators nevertheless increased (13.4% in 2015 to 17.5% in 2019). A similar trend appears for PCA cases and CAS cases (although we note that, for these institutions in particular, the sample sizes are small and are likely incomplete).

There may be other factors influencing this positive trend. For example, the apparent increase in the number of female arbitrator appointees may be the result of improvements in tracking data and reporting that data. Notably, the significant increase in female appointments from 2015 to 2016 in *Figure 2*, above, coincides with the launch of the ERA Pledge.⁵⁷ The Task Force recommends consistent and improved reporting, to be able to discern trends in the longer term.⁵⁸

(ii) Institutional appointments

Table 3 and *Figure 3*, below, illustrate the extent to which institutions are appointing women as arbitrators. Over the past five years, approximately a third of all institutional appointments have been female.

57. See discussion of the ERA Pledge and other initiatives in Section IV.A of this Report.

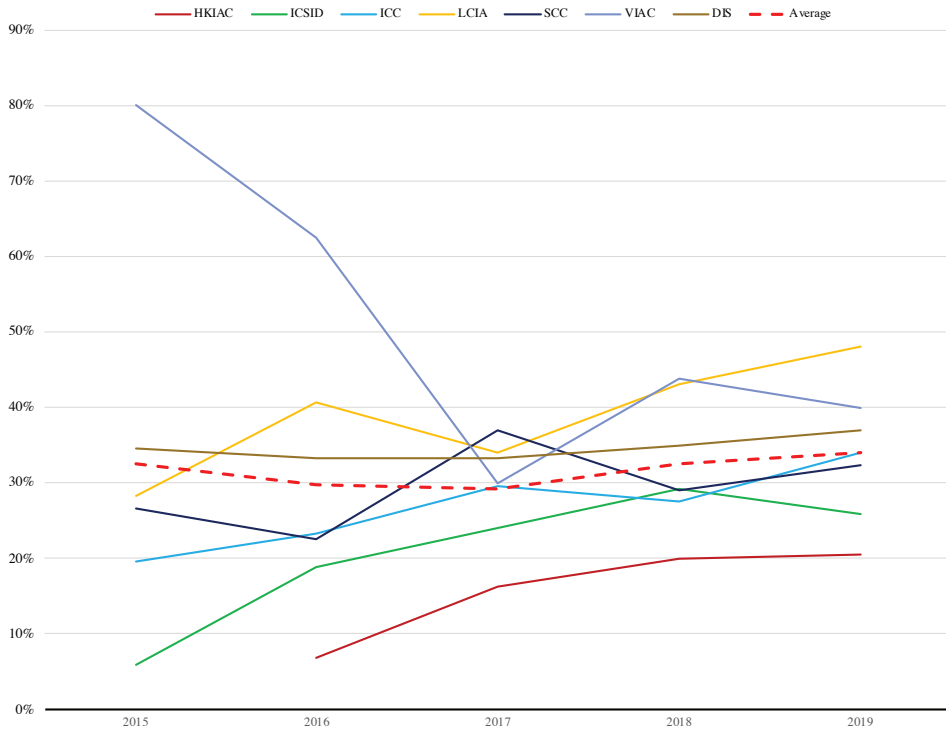
58. For details of the Task Force recommendations, see Section IV of this Report.

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Table 3. Women as a percentage of institutional appointments, 2015-2019⁵⁹

Institution	2015 (%)	2016 (%)	2017 (%)	2018 (%)	2019 (%)
DIS	10 (34.5)	7 (33.3)	11 (33.3)	7 (35)	10 (37)
HKIAC	8 ([U/R] ⁶⁰)	5 (6.8)	16 (16.2)	22 (19.9)	25 (20.5)
ICC	73 (19.6)	95 (23.3)	112 (29.5)	113 (27.6)	134 (34)
ICSID	3 (5.9)	7 (18.9)	14 (24.1)	21 (29.2)	16 (25.8)
LCIA	55 (28.2)	80 (40.6)	55 (34)	71 (43)	105 (48)
SCC	27 (26.7)	22 (22.5)	33 (37.0)	21 (29.0)	25 (32.4)
VIAC	4 (80.0)	5 (62.5)	3 (30.0)	14 (43.8)	8 (40.0)
Average %	32.5	29.7	29.2	32.5	34.0

Figure 3. Women as a percentage of institutional appointments, 2015-2019



59. Excerpt from Appendix A, Table A.1. Calculation of percent values = Total female appointments by institutions (divided by) Total institutional appointments.

60. [U/R] indicates data that was unreported by the institution.

Figure 3 indicates some variability in the proportion of female appointees in cases administered by different arbitral institutions. For example, in 2015, 5.9% of all ICSID appointees were female, whereas in 2019 that percentage number increased to 25.8%. Similarly, for the LCIA, the percentage of female appointees increased from 28.2% in 2015 to 48% in 2019. Similarly, for the ICC the percentage of female appointees increased from 19.6% in 2015 to 34% in 2019. The percentage of women appointed by HKIAC has nearly tripled in the past three years, from 6.8% in 2016, to 20.5% in 2019. While the percentage of female arbitrators appointed by the VIAC decreased from 80% in 2015 to 40% in 2019, this does not match the overall increase in the total number of female arbitrators appointed (from four female appointees in 2015 to 14 in 2018 and eight in 2019).

While the average proportion of female institutional appointees across the institutions has remained fairly stable, at 29.2% to 34% between 2015 and 2019, that has translated into an increase in the number of women being appointed. For example, while only 8 women were appointed by HKIAC in 2015, 25 women were appointed in 2019. Similarly, while the LCIA appointed 55 women in 2015, that figure rose to 105 in 2019. Overall, these figures suggest that institutional commitments to diversify arbitral tribunals have consistently translated into positive, tangible results.

(iii) Co-arbitrator appointments

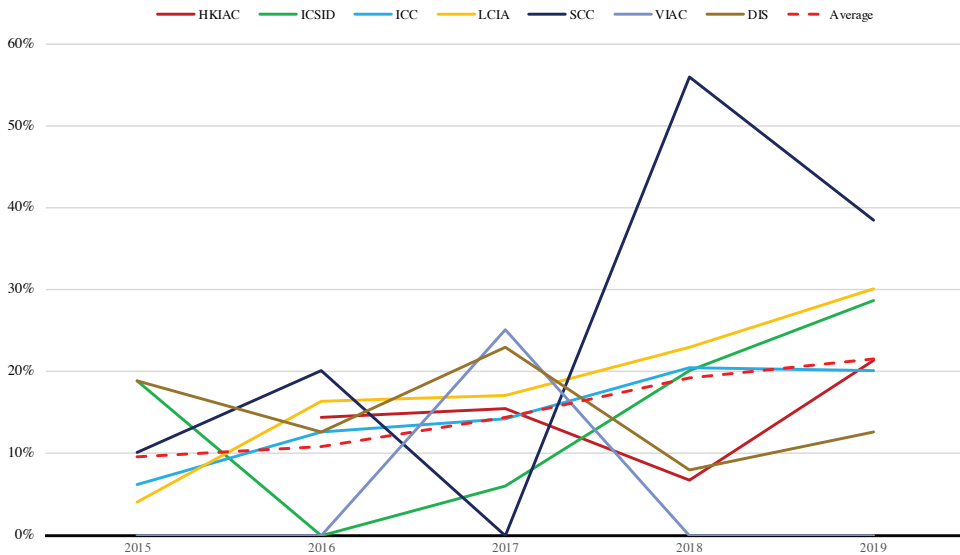
Co-arbitrator appointments of female candidates has more than doubled since 2015, as illustrated in *Table 4* and *Figure 4*, below. However, given the significant variability in the data over the years and the small sample sizes for many institutions, this trend should be treated with some caution. The Task Force recommends consistent reporting over a longer period of time, in order to discern reliable trends in the data.

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Table 4. Women as a percentage of co-arbitrator appointments, 2015-2019⁶¹

Institution	2015 (%)	2016 (%)	2017 (%)	2018 (%)	2019 (%)
DIS	16 (18.8)	10 (12.5)	20 (23)	5 (7.9)	6 (12.5)
HKIAC	2 ([U/R]) ⁶²	3 (14.3)	4 (15.4)	2 (6.7)	10 (21.3)
ICC	10 (6.1)	26 (12.6)	34 (14.2)	45 (20.4)	45 (20)
ICSID	3 (18.8)	0 (0)	1 (5.9)	2 (20.0)	2 (28.6)
LCIA	2 (4.0)	13 (16.3)	8 (17.0)	17 (23.0)	28 (30.0)
SCC	1 (10.0)	2 (20.0)	0 (0)	5 (56.0)	5 (38.4)
VIAC	0 (0)	0 (0)	1 (25.0)	0 (0)	0 (0)
<i>Average %</i>	<i>9.6</i>	<i>10.8</i>	<i>14.4</i>	<i>19.1</i>	<i>21.5</i>

Figure 4. Women as a percentage of co-arbitrator appointments, 2015-2019



Overall, there has been an increase in the proportion of female co-arbitrator appointees (9.6% in 2015 to 21.5% in 2019). This overall trend is reflected in the data gathered by the individual arbitral institutions. For example, the LCIA recorded an increase from 4%

61. Excerpt from Appendix A, Table A.1. Calculation of percent values = Total female appointments by co-arbitrators (divided by) Total co-arbitrator appointments.

62. [U/R] indicates data that was unreported by the institution.

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in 2015 to 30% in 2019. Similarly, the ICC recorded an increase from 6.1% in 2015 to 20% in 2019. However, for many institutions, the increase in the proportion of female co-arbitrator appointments translated into few actual appointments. For example, while ICSID recorded an increase in the proportion of female co-arbitrator appointments from 0% in 2016 to 28.6% in 2019, only two women were appointed by co-arbitrators in 2019. Some institutions report variation in the percentage of female co-arbitrator appointees between 2015 and 2019. For instance, while HKIAC reported a decrease from 2017 to 2018 (15.4% to 6.7%, respectively), the latest numbers from HKIAC show a three-fold increase to 21.3% in 2019. DIS reported an increase from 2015 to 2017 (18.8% to 23%, respectively), followed by a decrease in 2018 (7.9%) and a more modest increase in 2019 (12.5%). The SCC recorded a decrease in the proportion of female co-arbitrator appointments, from 20% in 2016 to 0% in 2017, followed by a significant increase to 56% in 2018 (reflecting an increase to five out of nine appointments). While this figure dropped in 2019 to 38.4%, there appears to be an overall positive trend since 2015.

(iv) Party appointments

Table 5 and Figure 5, below, show that a relatively small proportion of party appointments between 2015 and 2019 were female.

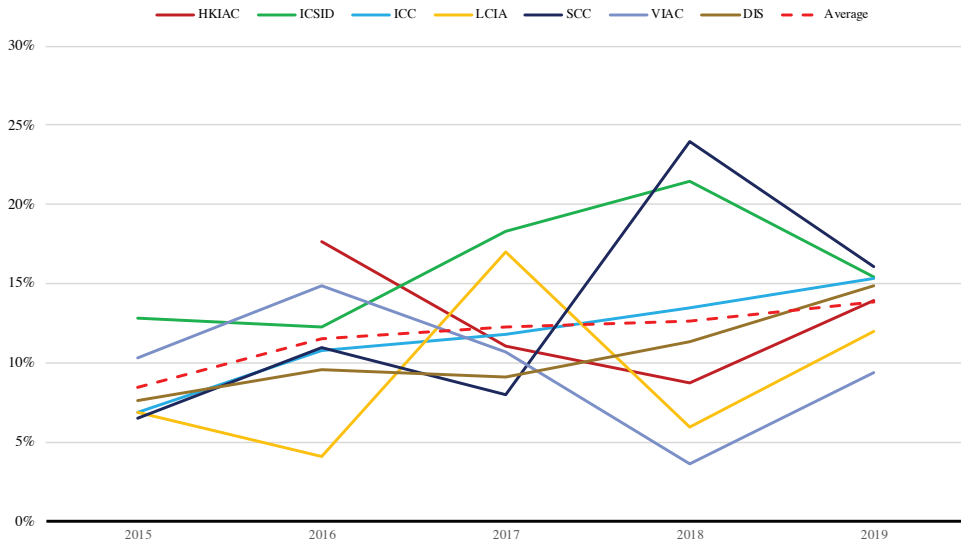
Table 5. Women as a percentage of party appointments, 2015-2019⁶³

Institution	2015 (%)	2016 (%)	2017 (%)	2018 (%)	2019 (%)
DIS	14 (7.6)	16 (9.6)	19 (9.1)	17 (11.3)	17 (14.9)
HKIAC	6 ([U/R]) ⁶⁴	11 (17.7)	7 (11.1)	8 (8.7)	16 (13.9)
ICC	53 (6.9)	86 (10.8)	102 (11.8)	115 (13.5)	131 (15.3)
ICSID	15 (12.8)	14 (12.3)	22 (18.3)	32 (21.5)	19 (15.4)
LCIA	14 (6.9)	9 (4.1)	34 (17.0)	14 (6.0)	30 (12.0)
SCC	11 (6.5)	17 (11.0)	13 (8.0)	35 (24.0)	22 (16.1)
VIAC	4 (10.3)	7 (14.9)	3 (10.7)	1 (3.6)	3 (9.4)
<i>Average %</i>	8.5	11.5	12.3	12.7	13.9

63. Excerpt from Appendix A, Table A.1. Calculation of percent values = Total female appointments by parties (divided by) Total party appointments.

64. [U/R] indicates data that was unreported by the institution.

Figure 5. Women as a percentage of party appointments, 2015-2019



On average across institutions, there has been a slow increase in party appointments over the last five years, from 8.5% in 2015 to 13.9% in 2019. While institutions like the ICC have seen a steady increase in the proportion of female party-appointees, from 6.9% in 2015, to 15.3% in 2019, the data show that several institutions have seen staggered changes in the appointment of female arbitrators by parties. For example, the LCIA reported that 17% of party appointees in 2017 were female. This percentage fell to 6% in 2018 but increased to 12% in 2019. Similarly, the percentage of female party appointees in VIAC-administered cases decreased significantly between 2016 and 2018 (from 14.9% to 3.6%, respectively). In 2019, the percentage of appointments rose to 9.4%. Another example is the increase in the percentage of female appointees in SCC-administered cases, which increased from 8% in 2017, to 24% in 2018. While this percentage decreased to 16.1% in 2019, there appears nevertheless to be an overall trend indicating an increase in the number of female appointees by parties since 2015.

There are limited data on whether respondents or claimants have a greater propensity to nominate female arbitrators. ICSID has started to track this information, as reflected in statistics released for the Centre’s Fiscal Year 2019.⁶⁵ ICSID reported that 24% of appointees to commissions, tribunals and ad hoc committees (including arbitral

65. *ICSID Annual Report 2019*, available at https://icsid.worldbank.org/en/Documents/ICSID_AR19_EN.pdf (last accessed May 25, 2020).

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tribunals) were women of which 31% were appointments made by respondents, while claimants appointed 10% (the remainder being accounted for by ICSID appointments (29%) and appointments made jointly by the parties or the co-arbitrators (32%)).⁶⁶ A similar statistic is reflected in data on appointments by the European Union, which recorded that 12.9% of all EU arbitrator appointments since 2011 have been women (10.6% since 2015).⁶⁷ These figures suggest that a relatively high number of respondents appoint female arbitrators. However, we note that repeat appointments (as further discussed in Section II.C(i), below) may have a bearing on this figure.

(v) Comparing trends

Table 6 and Figures 6 and 7, below, assess the percentage of female arbitrator appointments by institutions, parties and co-arbitrators in 2016 and 2019. They confirm that, in general, institutions appoint a greater proportion of female arbitrators than parties or co-arbitrators.

Table 6. Female arbitrator appointments by parties, institutions and co-arbitrators (where available), in 2016 and 2019⁶⁸

Institution	% Party appointments		% Institutional appointments		% Co-arbitrator appointments	
	2016	2019	2016	2019	2016	2019
DIS	16 (9.6)	17 (14.9)	7 (33.3)	10 (37)	10 (12.5)	6 (12.5)
HKIAC	11 (17.7)	16 (13.9)	5 (6.8)	25 (20.5)	3 (14.3)	10 (21.3)
ICC	86 (10.8)	131 (15.3)	95 (23.3)	134 (34)	26 (12.6)	45 (20)
ICSID	14 (12.3)	19 (15.4)	7 (18.9)	16 (25.8)	0 (0)	2 (28.6)
LCIA	9 (4.1)	30 (12.0)	80 (40.6)	105 (48.0)	13 (16.3)	28 (30.0)
SCC	17 (11.0)	22 (16.1)	22 (22.5)	25 (32.4)	2 (20)	5 (38.4)
VIAC	7 (14.9)	3 (9.4)	5 (62.5)	8 (40)	0 (0)	0 (0)
<i>Average %</i>	<i>11.5</i>	<i>13.9</i>	<i>29.7</i>	<i>34</i>	<i>10.8</i>	<i>21.5</i>

66. We note that this statistic may in part reflect repeat appointments, which we discuss below at Section II.C(i). See *ICSID Annual Report 2019*, at 25.

67. See Simpson Dispute Resolution at <https://www.simpsonadr.net/pro-bono.php> (last accessed Mar. 19, 2020).

68. Excerpt from Appendix A, Table I.A.

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Figure 6. Women as a percentage of the arbitrators appointed by parties, institutions, and co-arbitrators in 2016

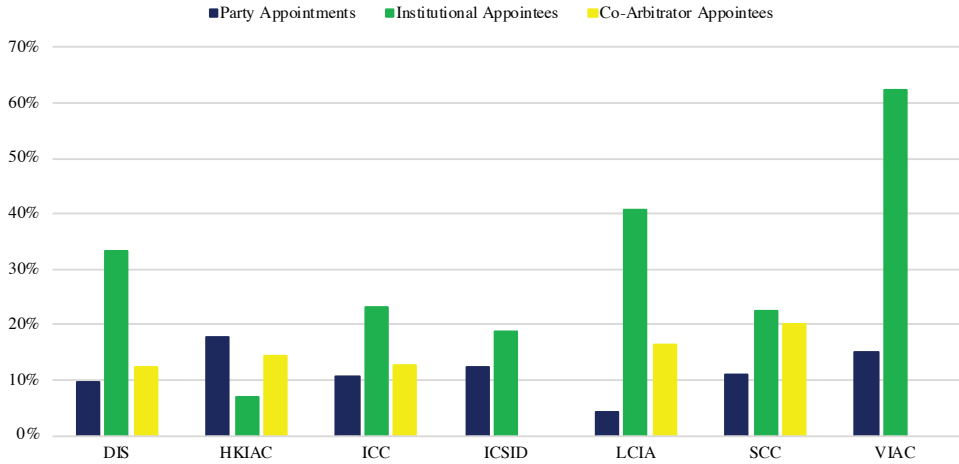
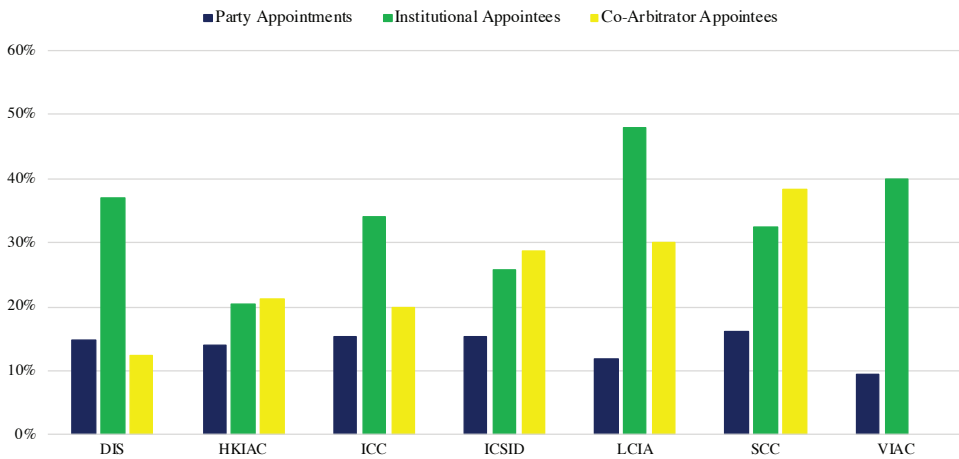


Figure 7. Women as a percentage of the arbitrators appointed by parties, institutions, and co-arbitrators in 2019



The 2018 QMUL Survey noted that a significant majority of respondents considered that arbitral institutions were “best placed to ensure greater diversity across tribunals.”⁶⁹ Overall, in 2016 and 2019, a greater proportion of appointments made by institutions were women, compared with appointments by co-arbitrators and parties. The two exceptions are HKIAC, where, in 2016, there was a large proportion of party-appointed female arbitrators, and the SCC, where, in 2019, there was a particularly high proportion of co-arbitrator appointed female arbitrators. The overall trend, however, suggests that the greatest room for improving the diversity of arbitrator appointees may lie with parties and co-arbitrators.

(vi) How institutions have forged ahead to include more female arbitrators

Arbitral institutions have used a number of innovative methods to promote diversity in institutional appointees. For instance, the SCC Secretariat, when proposing potential arbitrators for a case, reviews its own records to identify whether a particular arbitrator is presently appointed either as arbitrator or counsel in an active case and whether they have been recently appointed as an arbitrator in another SCC case. In addition, the SCC Secretariat typically provides three or four potential arbitrators to the Board for its consideration, which always intentionally includes qualified female candidates.

HKIAC categorizes its publicly available databases of arbitrators based on experience – a Panel of Arbitrators (most experienced arbitrators), a List of Arbitrators (less experienced arbitrators), and Specialist Panels (specific to expertise in disputes involving intellectual property and financial services). HKIAC relies largely on its Panels and List when making institutional appointments to arbitral tribunals and actively looks to include qualified female arbitrators and experts on its lists. HKIAC operates an internal policy of including at least one qualified female candidate on short-lists for appointment, whenever possible.⁷⁰

In preparing lists of candidates for the LCIA Court, the Secretariat is mindful of how many ongoing appointments an arbitrator has, as well as how many times the candidate has been appointed in the last 12 months. When the LCIA Court is requested to select arbitrators, the LCIA’s internal practice is to always include more than one qualified female candidate, unless it is not possible to identify someone with the requisite expertise. Similarly, where the parties request the LCIA Court to provide a list of candidates for a list procedure, the internal policy is to include male and female candidates. The LCIA also encourages co-arbitrators to consider female as well as male candidates by

69. White & Case and Queen Mary University of London School of International Arbitration, *2018 International Arbitration Survey: The Evolution of International Arbitration*, at 2.

70. In respect of appointments of domain name dispute resolution panelists, HKIAC looks to appoint male and female panelists successively with a view towards 50% parity.

using gender inclusive pronouns in correspondence inviting the co-arbitrators to select the third and presiding arbitrator.

Institutions can also encourage parties to consider diverse candidates. For instance, the ICC expressly encourages its Committees and Groups to favor gender diversity in their proposals for prospective arbitrators in ICC arbitrations.⁷¹ ICSID proposes a list of arbitrators or presents a ballot consisting of arbitrators for the parties' consideration. These lists and ballots invariably contain at least one (and usually more) female and one regionally diverse candidate. ICSID screens each candidate to determine the suitability of the arbitrator's qualifications for the case and evaluates any conflicts before placing that candidate on the list or ballot. Should parties find themselves at a disagreement, ICSID may proceed to select an arbitrator for the parties from a roster consisting of four names per State, derived from the ICSID Panel of Arbitrators. Nominations for *ad hoc* Committees follow a similar process, except that they must be made directly from the List of Arbitrators and so no ballot or list initiates the process.

The CPR has taken a slightly different approach to encouraging parties to appoint more diverse arbitrators. It has added a statement in the nomination letter sent along with the list of prospective neutrals for parties' consideration.⁷² The CPR Diversity Statement reads as follows:

“CPR is committed to increasing diversity and inclusion in the dispute resolution field. Women and minorities continue to be underrepresented as neutrals, although robust evidence demonstrates that diversity improves group decision-making. While considering candidates, CPR encourages you to remain cognizant of the role that implicit bias can play in the selection process and to consider the value of diversity and the role that your selection plays in furthering inclusion in the dispute resolution community. Members of CPR’s Panels of Distinguished Neutrals undergo a rigorous vetting process and comprise those among the most respected and elite mediators and arbitrators in the world.”

71. ICC Court of Arbitration, *Note to National Committees and Groups of ICC on the Proposal of Arbitrators* ¶ 39 (2018) (“Committees and Groups are encouraged to favour gender diversity in their proposals.”).

72. CPR Press Release, *CPR Adds Diversity Statement to DRS Nomination Letter to Further Promote Diversity in Neutrals*, Jul. 18, 2018, <https://www.cpradr.org/news-publications/press-releases/2018-07-18-cpr-adds-diversity-statement-to-drs-nomination-letter> (last accessed May 24, 2020) (quoting Noah Hanft, President and CEO of CPR: “For the 2017 fiscal year, for example, the selection rate was 23 percent for women and people of color, 19 percent of which was for women. Although we recognize that there is more work to do, particularly in terms of ethnic diversity, we are delighted that the 2018 fiscal year numbers show continuous improvement, with a 31 percent total diverse selection rate, 27 percent of which was for women. These selection rates are significantly higher than the percent of women on CPR’s panel of neutrals, which is currently 17%.”).

B. Appointment trends from PITAD research

Research that was conducted by Malcolm Langford, Daniel Behn, and Laura Létourneau-Tremblay, based on data collected by PITAD, identified the top 25 female arbitrators in investor-State arbitration who account for nearly 86% of all female appointments.⁷³ These female arbitrators are also those who have been appointed to more than one tribunal. The remaining female arbitrators (32, as identified by the research) have only received one appointment each.⁷⁴

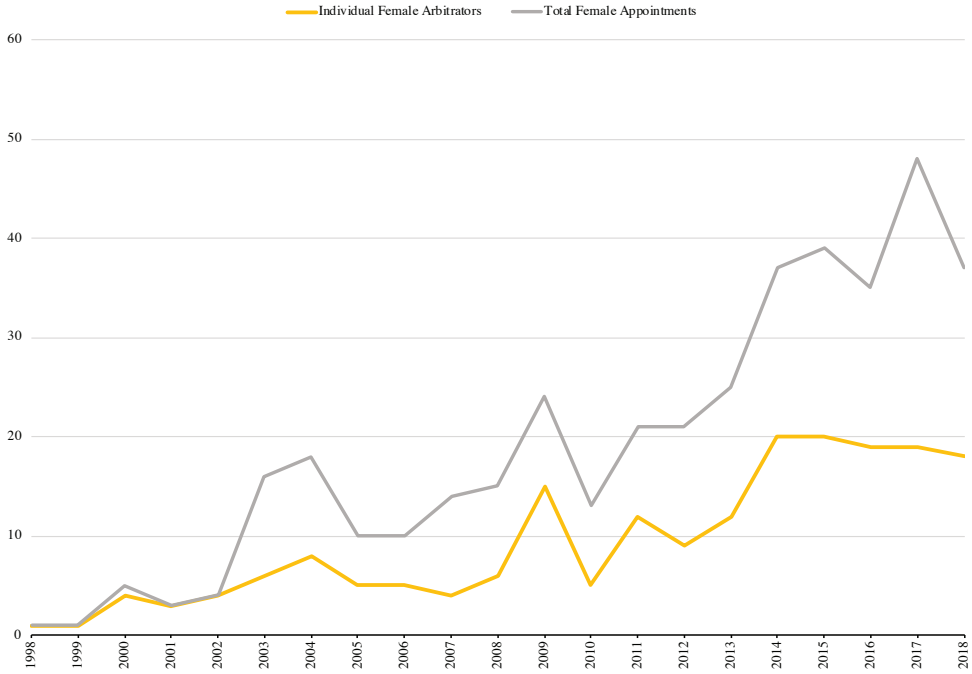
Figure 8, below, illustrates data on total female appointments compared to total individual female arbitrators appointed to investor-state tribunals over the last two decades. *Figure 8* shows that the representation of women on arbitral tribunals has increased – from one female appointment in 1998 to 48 female appointments in 2017. However, while the number of individual female arbitrators increased between 1998 and 2014, there appears to have been a plateau in the number of unique appointees since 2014.

73. Malcolm Langford, Daniel Behn, and Laura Létourneau-Tremblay, *Empirical Perspectives on Investment Arbitration: What Do We Know? Does It Matter?*, ISDS ACADEMIC FORUM WORKING GROUP 7 PAPER, at 34 (Mar. 15, 2019). See Appendix F.

74. Malcolm Langford, Daniel Behn, and Laura Létourneau-Tremblay, *Empirical Perspectives on Investment Arbitration: What Do We Know? Does It Matter?*, ISDS ACADEMIC FORUM WORKING GROUP 7 PAPER, at 34 (Mar. 15, 2019). See Appendix F.

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Figure 8. Total female appointments vs individual female appointees, 1998-2018 (PITAD)



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Figure 9 compares the overall male appointments with individual male arbitrators in investor-state arbitrations. The data show that the total number of individual male arbitrators has fluctuated between 160 and 80 over the course of 15 years (between 2003 and 2018). That figure compares to the individual female arbitrators in that same period, which fluctuated between 20 to 5 individual females.

Figure 9. Total male appointments vs individual male appointees, 1998-2018 (PITAD)

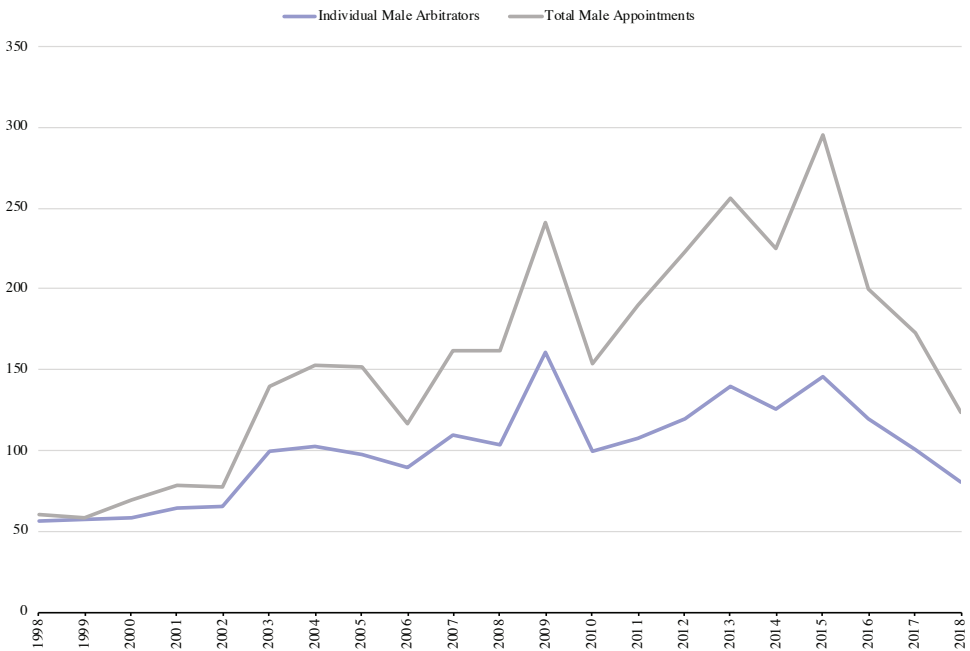
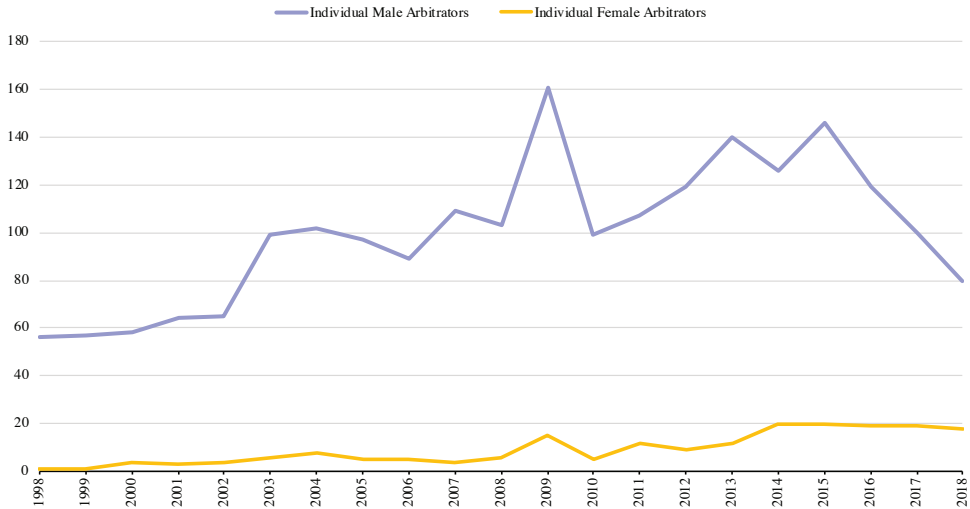


Figure 10 tracks a comparison of individual male and individual female arbitrators from 1998 to 2018, displaying a significant difference in the numbers of individual male and female appointees. That delta appears to be tightening in recent years, but in general, there remains a significant underrepresentation of women on investor-state tribunals.

Figure 10. Individual male and female arbitrators, 1998-2018 (PITAD)



C. Missing metrics

This Section identifies some of the potential missing metrics in the data collected for this Report, which, if collected in the future, may assist with improving our understanding of the trends in the appointment of female arbitrators.

(i) Repeat appointments

Percentage values do not necessarily provide a complete picture of female arbitrator appointments. For instance, it is not always apparent whether, in a given year, the same woman was appointed to multiple tribunals, or whether a woman was appointed ostensibly multiple times but the appointments were in respect of consolidated or concurrent disputes. In either case, repeat appointments would tend to reduce the true diversity of appointees, or at least obscure the extent to which women are being given new opportunities to sit as arbitrators. Variation in institutional approaches to reporting these kinds of appointments makes it challenging to identify trends and draw conclusions from the data on repeat appointments.

Some arbitral institutions have begun to track this information, including HKIAC, ICSID, ICC and LCIA. HKIAC has compiled data on repeat appointments dating back to 2016, as set out in *Table 7*, below. The data suggest an increasing trend in repeat appointments: while there were two repeat appointments in 2016, that number rose to 16 in 2019 (with 40% of co-arbitrator appointments being repeat appointments). That

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trend cannot be explained solely by the increase in total number of female appointments (19 in 2016 and 51 in 2019). According to HKIAC, the trend is mainly due to a higher frequency of separate but related proceedings in 2019, requiring the appointment of the same arbitrator.

Table 7: HKIAC data on total appointments compared to individuals, 2016-2019⁷⁵

	2016	2017	2018	2019
Party appointments (individuals)	11 (10)	7 (4)	8 (6)	16 (12)
Institution appointments (individuals)	5 (4)	16 (12)	22 (17)	25 (17)
Co-arbitrator appointments (individuals)	3 (3)	4 (4)	2 (2)	10 (6)

ICSID has published data on repeat appointments for 2018 and 2019. In 2018, there were 62 female arbitrator, conciliator and committee appointments. However, the overall figure comprised only 29 individuals (i.e. approximately 53% of appointments were repeat appointments).⁷⁶ In 2019, there were 37 female appointments in ICSID cases involving 21 different individuals (i.e. approximately 53% of appointments were repeat appointments) and 155 male appointments involving 98 different individuals (i.e. approximately 37% of appointments were repeat appointments).

The ICC has published statistics on the number of individuals with recurring nominations to tribunals in 2017.⁷⁷ The data show that of the 503 repeat appointments in 2017, 117 (23.2%) were female, concerning 43 individuals and 386 (76.8%) were male. The ICC also records that, in 2017, 30 individuals were nominated twice, three were nominated three times, five were nominated four times, three were nominated five times, one was nominated six times, and one was nominated seven times.⁷⁸

The LCIA published data on repeat appointments in 2019. 60% of all arbitrators appointed in LCIA arbitrations were only appointed once during the same calendar year, whereas 23% of arbitrators were appointed twice and 8% of arbitrators three times. The remaining small percentage of arbitrators were appointed more frequently, which in

75. These data were provided to the Task Force by HKIAC.

76. *ICSID Annual Report 2018*, at 49, available at <https://icsid.worldbank.org/en/Documents/resources/2018ICSIDAnnualReport.ENG.pdf>

77. Mirèze Philippe, *Achieving Gender Equality on the ICC International Court of Arbitration: A Giant Step*, ICC DISPUTE RES. BULLET. 2018 – ISSUE 3: ICC PRACTICE AND PROCEDURE (2018).

78. Mirèze Philippe, *Achieving Gender Equality on the ICC International Court of Arbitration: A Giant Step*, ICC DISPUTE RES. BULLET. 2018 – ISSUE 3: ICC PRACTICE AND PROCEDURE 112 (2018).

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large part was due to appointments in related cases, where many of the cases were subsequently consolidated. The average number of appointments per arbitrator was one, regardless of gender. In preparing lists of candidates for the LCIA Court, the Secretariat is mindful of how many ongoing appointments an arbitrator has, as well as how many times the candidate has been appointed in the last 12 months. The LCIA reported that most repeat appointments were a result of nominations made by the parties or co-arbitrators, rather than the LCIA. The LCIA will only select the same arbitrator if the circumstances call for the arbitrator being appointed again, such as the parties' indication that they want the same tribunal as in an earlier arbitration or in Emergency Arbitrator appointments.

There is no conclusive data on whether repeat appointments differ between men and women. The most complete dataset is consolidated by PITAD,⁷⁹ set out in *Table 8*.

Table 8. Repeat appointments observed from PITAD data, 2015-2018⁸⁰

Year	Total appts.	Total indivs. (gender u/k)	Total male appts. (a)	Indiv. males (b)	Male repeat appts. (a-b)	Total female appts. (c)	Indiv. females (d)	Female repeat appts. (c-d)
2018	161	98 (1)	123	80	43 (34.9%)	37	18	19 (51.3%)
2017	221	119	173	100	73 (42.1%)	48	19	29 (60.4%)
2016	236	138 (1)	200	119	81 (40.5%)	35	19	16 (45.7%)
2015	335	166 (1)	295	146	149 (50.5%)	39	20	19 (48.7%)

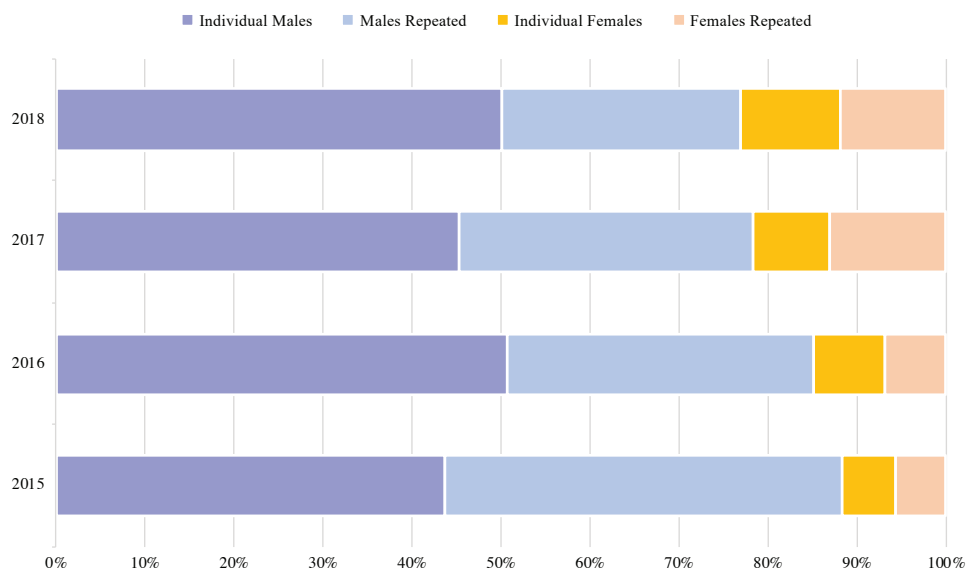
Table 8 and *Figure 11* show that repeat appointments amongst male and female arbitrators were similar in 2015 and 2016. However, in 2017 and 2018, there was a higher percentage of repeat appointments among women (60.4% in 2017; 51.3% in 2018) compared to men (42.1% in 2017; 34.9% in 2018). *Figure 11* suggests that while the proportion of female appointees increased between 2015 and 2018, that was in part due to an increase in the number of repeat appointments of female arbitrators.

79. See Section II.B and Appendix F.

80. See Appendix F, Table F.2.

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Figure 11. Tracking individuals and repeat appointments (male and female), 2015-2019



(ii) Type of case, role of arbitrator and/or predominantly female tribunals

It is not clear whether female appointments correlate with a particular type of case, such as in emergency arbitrator proceedings, contract-based proceedings, treaty-based proceedings, *ad hoc* committees, or cases of a particular monetary value or complexity. In addition, some reported data aggregate domestic and international cases, making it more challenging to identify whether female arbitrators are similarly represented in both types of arbitration.

There is also limited data on whether women tend to be appointed as chairpersons of arbitral tribunals or as co-arbitrators. 2015 data from the SCC show that of 72 tribunals, 11 included female presiding arbitrators (approximately 15%).⁸¹ ICSID reports that, in 2019, there were 11 female presiding arbitrators and 10 female *ad hoc* committee members.

As set out in Table 9 (and illustrated in Figure 12), between 2015-2019, 10 of the 63 PCA-administered arbitrations included in that Table (approximately 16%) were chaired by female arbitrators.

81. See *SCC Statistics 2015*, available at <https://sccinstitute.com/statistics/statistics-2008-2018/>.

Table 9. Tribunal Presidents in PCA Cases, 2015-2019⁸²

Year	Number of cases	Tribunal President	
		F (%)	M (%)
2019	8	1 (12.5)	7 (87.5)
2018	15	3 (20)	12 (80)
2017	10	3 (30)	7 (70)
2016	14	0 (0)	14 (100)
2015	16	3 (18.7)	13 (81.3)

Figure 12. Presiding arbitrators in PCA administered cases, 2015-2019

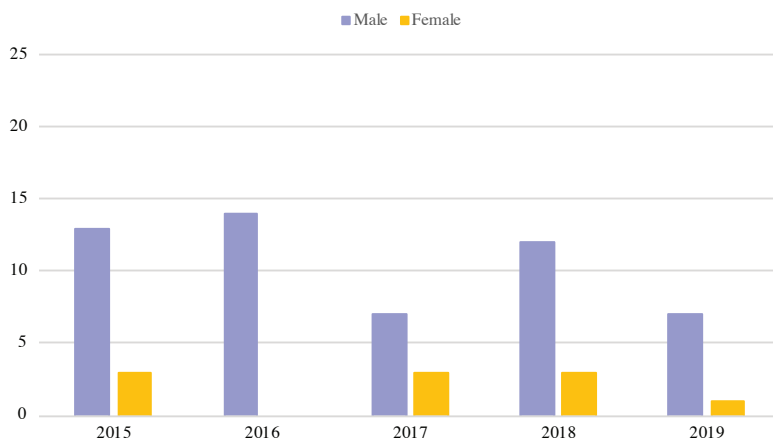


Table 10 (and Figure 13) below set out the gender of the presiding arbitrator in publicly available CAS-administered arbitrations from 2015 to 2019. Over that period, 27 out of 624 CAS-administered arbitrations (4.3%) were chaired by female arbitrators. In comments to the Task Force, the CAS observed that parties to CAS arbitrations rarely appoint female arbitrators and are rarely represented by female counsel. Most female arbitrator appointments are nominated by the CAS Division Presidents, when the parties have no influence on the choice.

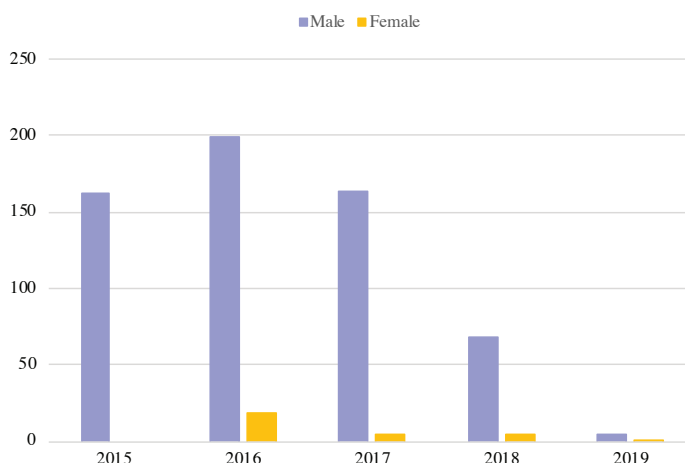
82. See Appendix D, Table D.1. The data in Table 9 concerning PCA cases are incomplete and have not been confirmed by the PCA. The data have been compiled from information published on the PCA website and other publicly available sources. Accordingly, Table 9 does not include confidential cases for which no information has been made publicly available. For further information on the sources of information underlying Table 9, please refer to Appendix D.

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Table 10. Tribunal Presidents in CAS administered cases, 2015-2019⁸³

Year	Number of cases	Tribunal President	
		F (%)	M (%)
2019	6	1 (16.7)	5 (83.3)
2018	72	4 (5.6)	68 (94.4)
2017	167	4 (2.4)	163 (97.6)
2016	217	18 (8.3)	199 (91.7)
2015	162	0 (0)	162 (100)

Figure 13. Presiding arbitrators in CAS administered cases, 2015-2019



Data provided by the ICC shows that in 2016, 50 out of 361 chairs were women (14%), and 90 out of 764 co-arbitrators were women (12%). In 2017, 77 out of 413 chairs were women (19%), and 107 out of 840 co-arbitrators were women (12.7%).⁸⁴ In 2018, 87 out of 405 chairs were women (19%), and 104 out of 803 co-arbitrators were women (13%).

83. See Appendix C, Table C.1. The data in Table 10 concerning CAS cases is incomplete. The data has been compiled from information published on the CAS website. Accordingly, Table 10 does not include confidential cases for which no information has been made publicly available. For further information on the sources of information underlying Table 10, please refer to Appendix C.

84. Mirèze Philippe, *Achieving Gender Equality on the ICC International Court of Arbitration: A Giant Step*, ICC DISPUTE RES. BULLET. 2018 – ISSUE 3: ICC PRACTICE AND PROCEDURE (2018).

Institutions also tend not to record the extent to which arbitral tribunals include more than one woman. Between 2015 and 2019 there were at least four PCA-administered arbitrations where the tribunal was composed of at least two female arbitrators.⁸⁵ Over the same period, there were at least eight CAS-administered cases where more than one member of the tribunal was female (of which two CAS-administered cases involved an entirely female tribunal).⁸⁶

There are also limited data on the number of female arbitrators appointed as sole arbitrators. Data provided by the ICC shows that in 2016, out of 286 sole arbitrators 69 were women (24%). In 2017, out of 235 sole arbitrators 65 were women (28%).⁸⁷ In 2018, out of 282 sole arbitrators 82 were women (29%). SCC data for 2015 records 3 (out of 18) female sole arbitrators and 12 out of 41 female arbitrators were appointed using the SCC's expedited rules. VIAC recorded eight female sole arbitrators in 2019. Between 2015 and 2019, the CAS administered 10 cases where the sole arbitrator was female (i.e. 4% out of a total of 254 sole arbitrator cases).⁸⁸

(iii) Arbitrator candidate lists

Another metric of diversity where there is limited information is co-arbitrator appointments based on lists provided by the parties or by the institution. In ICC arbitrations, out of 764 co-arbitrators 60 (i.e. 8%) were appointed by the Court in 2016, and in 2017, out of 840 co-arbitrators 63 (i.e. 8%) were appointed by the Court (no breakdowns of male/female exist).

As highlighted in Section II.A(vi) above, institutions are taking steps to try to include qualified female candidates in their lists. As a general practice, however, these lists are confidential, so it is difficult to know whether the pool from which co-arbitrators make appointments already reflects a lack of diversity. It is also unclear whether female co-arbitrators are more likely to request a diverse list of arbitrators.

Information about this decision-making process could bear significantly on conclusions regarding effort being made to increase gender diversity in arbitral tribunals. For example, it may be that the actual number and percentage of women appointed fails to reflect the number of women considered and potentially even selected for appointment. A candidate may decline an appointment for reasons of conflict or lack of availability,

85. Appendix D, Table D.1.

86. Appendix C, Table C.1.

87. Mirèze Philippe, *Achieving Gender Equality on the ICC International Court of Arbitration: A Giant Step*, 3 ICC DISPUTE RES. BULLET. 2018: ICC PRACTICE AND PROCEDURE (2018).

88. Appendix C, Table C.1.

for example, or may be nominated in one year, but, as a result of her appointment, may need to decline appointments in subsequent years.⁸⁹

(iv) First-time appointees

Other data that can potentially enable a more detailed assessment of the existing pool of female arbitrators include details of first-time appointees to arbitral tribunals. This information would show how many new candidates are entering the field in a given year, how many of such candidates are male or female, and the type and/or value of case in which the arbitrator has been appointed.

Some arbitral institutions are tracking this data. For instance, ICSID reported that in 2019, there were 27 first-time appointments, comprising 21 men and 6 women. The LCIA recorded information about first-time appointees in 2018 and 2019. For instance, in 2019, of 566 appointments, 19% were first-time appointees.⁹⁰ Of these, 51% were by the parties, 31% were by the LCIA Court, and the remaining 17% appointed by co-arbitrators.⁹¹ Similarly, in 2018, of 449 appointments, 14% were first-time appointees. Of these, 63% were appointed by parties, 25% by the LCIA Court, and the remaining 12% by co-arbitrators.⁹² The LCIA notes that institutional appointments are lower than party appointments because of the fact that the LCIA Court selects three times as many sole arbitrators and five times as many chairs as the parties select, roles for which prior experience of LCIA arbitration is typically required. Indeed, similar policies are in place across other institutions due to the nature of appointments the institutions are in the position to make. This suggests the important role that parties play in helping to diversify and grow the pool of arbitrators by appointing first-time arbitrators.

(v) Law firm policies and conflicts

Internal policies can affect the number of female arbitrator candidates being appointed to tribunals. For example, law firms may have internal policies that do not permit partners to accept appointments in investment treaty cases while also acting as counsel in other investment arbitrations.⁹³ This would mean that the female partners of such law firms, who may otherwise have the requisite experience and expertise in arbitration

89. For instance, with the SCC, the 2017 statistics show 37% female appointees while the 2018 statistics show 29%, an 8% decrease.

90. LCIA 2019 Annual Casework Report, at 16.

91. LCIA 2019 Annual Casework Report, at 16.

92. LCIA 2018 Annual Casework Report, at 14.

93. For a discussion of double-hatting in investment arbitration, see Malcolm Langford, Daniel Behn, and Runar Hilleren Lie, *The Revolving Door in International Investment Arbitration*, 20 J. INT'L ECON. L. 301 (2017).

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matters involving investors and states, cannot sit as arbitrators and may not even promote themselves as potential candidates for such appointments. There may also be other law firm policies that limit women from accepting appointments as arbitrators. For example, some firms may discourage individuals from accepting smaller, lower-paid arbitrations, where the arbitrator fees are less than the relevant individual's billable rate. Additionally, and as noted above, conflicts checks may "conflict-out" female professionals with the requisite experience from sitting on the panel in major arbitrations.

While these factors affect both male and female arbitrator candidates, they nevertheless impact on diversity because they limit new (diverse) candidates from being able to take up appointments. It would therefore be useful to better understand whether female arbitrator candidates are being nominated by parties, but are nevertheless having to decline the opportunity because of law firm policies.

III. THE CAUSES OF THE LACK OF DIVERSITY: “PIPELINE” ISSUES

Various barriers may limit efforts to increase the diversity of arbitral appointments. Broadly, these constitute limitations on the availability of sufficiently experienced female arbitrators today (what have been called “leaks” in the pipeline of qualified arbitrators) and impediments to the appointment of already-experienced female arbitrators (“plugs” in that pipeline).⁹⁴ We address them in turn, below.

A. Barriers to gaining sufficient experience

(i) Retention of women in the legal profession

One barrier to achieving greater diversity of appointees to tribunals and in arbitration proceedings more generally is the availability of sufficiently qualified and well-known female candidates. Achieving greater diversity therefore requires addressing factors that limit professional development and reduce the rate of retention of women in senior professional positions.⁹⁵

Recent statistics suggest there is poor retention of women in the legal profession. Data published by the American Bar Association in 2019 showed that while nearly half of associates in law firms are women, less than a third are partners and fewer than 20% are equity partners.⁹⁶ According to one report, US law firms “are on track to achieve gen-

94. See Lucy Greenwood, *Unblocking the Pipeline: Achieving Greater Gender Diversity on International Arbitration Tribunals*, 42 ABA INT’L L. NEWS (Spring 2013), https://static1.squarespace.com/static/57fe4d37c534a5c932910b78/t/586fd78a2e69cf728dbfe2ce/1483724683686/Unblocking+the+Pipeline_...pdf.

95. See Lucy Greenwood and C. Mark Baker, *Getting a Better Balance on International Arbitration Tribunals*, 28 ARB. INT’L 653, 654 (2012) (noting that “[a] major cause of the under-representation of women on international arbitration tribunals is the lack of women making it through to the upper echelons of the legal profession”); Lucy Greenwood, *Moving Beyond Diversity Toward Inclusion in International Arbitration*, 2019 STOCKHOLM ARB. Y.B. 93, 97 (2019) (“The disproportionate rate at which women leave the profession is probably the major cause of the under-representation of women in the senior ranks of the international arbitration world”).

96. See American Bar Association, Commission on Women in the Profession, *A Current Glance at Women in the Law*, Apr. 2019 (summarizing statistics that show that 45.91% of law firm associates are women, while 22.7% are partners, and 19% are equity partners). See also National Association of Women Lawyers, *2019 Survey Report on the Promotion and Retention of Women in Law Firms* (2019) (reporting that, in 2019, women comprised approximately 47% of associates, 31% of non-equity partners, and 21% of equity partners at law firms). In

der parity in partner promotions by 2032, and gender parity within the partner ranks at a time far beyond that.⁹⁷ These statistics are reflected in other jurisdictions.⁹⁸ While there are exceptions to this trend, notably within arbitral institutions, which have consistently promoted women into senior positions for decades,⁹⁹ research suggests that poor retention of women tends to be more acute in law firms and that women in private practice tend not to reach top tier positions in numbers equivalent to men.¹⁰⁰

(ii) The impact of unconscious bias

Various factors may contribute to reducing retention rates within law firms, including arbitration practices, and there has been significant research carried out to try to document them.¹⁰¹ The Law Society of England & Wales concluded a review of barriers to female lawyer retention across a number of jurisdictions in 2019, observing broad

January 2019, the *New York Times* reported on the controversy caused by the appointment of 11 white male partners and one white female partner by the law firm Paul, Weiss. The *New York Times* stated that Paul, Weiss “is no exception to the broader pattern across big law: the share of partners who are women and people of color is much smaller than the number reflected in the ranks of associates, or those starting law school, not to mention the general population.” See Noah Scheiber and John Elignon, *Elite Law Firm’s All-White Partner Class Stirs Debate on Diversity*, N.Y. TIMES (Jan. 27, 2019).

97. *Firms’ Crawl to Gender Diversity Shows Long Road Ahead*, LAW360 (Jan. 22, 2019) (noting that “[t]he portion of women promoted to partner has increased by less than 1%, on average, each year over the past six years”).
98. See Lucy Greenwood, *Unblocking the Pipeline: Achieving Greater Gender Diversity on International Arbitration Tribunals*, ABA INT’L L. NEWS 1, 3 (Spring 2013), https://static1.squarespace.com/static/57fe4d37c534a5c932910b78/t/586fd78a2e69cf728dbfe2ce/1483724683686/Unblocking+the+Pipeline_...pdf (noting that, according to statistics compiled by the *Global Arbitration Review*, around 20-30% of partners in the world’s top tier law firms are women, and 11% of partners in international arbitration teams are women). See also PricewaterhouseCoopers, *Law Firms’ Survey Report 2018*, at 18 (2018) (referring to the “diversity cascade” at different ranks within law firms, from paralegals at one end, to full equity partners at the other, and observing that while women make up 70% of paralegals and over 50% of newly qualified lawyers, women make up only 20% of partners in the Top 50 law firms in the UK).
99. See, e.g., Mireze Philippe, *How Has Female Participation at ICC Evolved?*, ICC DISPUTE RES. BULL. 2017 – ISSUE 3 (2017) (noting that the ICC has appointed women to major positions since the 1960s). By way of further illustration: all the individuals representing arbitral institutions on this Task Force are women.
100. See various sources cited in this paragraph.
101. See, e.g., Lucy Greenwood and C. Mark Baker, *Getting a Better Balance on International Arbitration Tribunals*, 28 ARB. INT’L 653 (2012); McKinsey & Co., *Women in Law Firms* (2017).

trends in the factors that prevent women from progressing into senior roles. Out of over 7,700 participants across the globe, 52% responded that “unconscious bias was the main barrier to women’s career progression in law” (including the effects of implicit gender stereotypes, particularly those affecting mothers).¹⁰² Similarly, respondents to the Law Society’s 2017-2018 Survey commented that “women are not perceived as competent or as ‘strong’ litigators as men,” regardless of their qualifications.¹⁰³ Unconscious bias may also manifest in how female professional performance is rewarded as compared to rewards that male counterparts receive, or in whether women are given equivalent recognition for professional achievement as compared to men.¹⁰⁴ The 2019 Law Society Report found that a “gender pay gap”¹⁰⁵ is a concern globally, whereby men are paid more than women for equally valuable work, noting that “[o]ver 60% of respondents,

102. The Law Society of England and Wales, *Advocating for Change: Transforming the Future of the Legal Profession Through Greater Gender Equality: International Women in Law Report*, at 8 (2019) (hereinafter “The 2019 Law Society Report”). The 2019 Law Society Report defines unconscious bias as “both positive and negative attitudes or stereotypes that affect our understanding, decisions or actions concerning an individual or group in an unconscious manner.” *Id.* at 9. *See, e.g.*, Janet E. Gans Epner, *Visible Invisibility: Women of Color in Law Firms*, ABA COMMISSION ON WOMEN IN THE PROF., at xii (2006) (noting that “[u]nlike white men, many women of color felt that they had to disprove negative preconceived notions about their legal abilities and their commitment to their careers. [72%] of women of color but only 9% of white men thought others doubted their career commitment after they had (or adopted) children”). On implicit gender bias, *see also* the discussion in Apoorva Patel, *Implicit Bias in Arbitrator Appointments: A Report from the 15th Annual ITA-ASIL Conference on Diversity and Inclusion in International Arbitration*, KLUWER ARB. BLOG, May 7, 2018.

103. The 2019 Law Society Report, at 12.

104. Sheryl Sandberg’s initiative, LeanIn.Org, provides research on implicit bias, defining “performance bias” as “based on deep rooted – and incorrect – assumptions about women’s and men’s abilities” leading to the fact that “[w]e tend to underestimate women’s performance, and overestimate men’s.” Similarly, “attribution bias” is defined as being “closely linked to performance bias,” in that “[b]ecause we see women as less competent than men, we tend to give them less credit for accomplishments and blame them for more mistakes.” (<https://leanin.org/education#challenging-gender-bias> (last accessed Mar. 9, 2020)). *See also* Lucy Greenwood, *Moving Beyond Diversity Toward Inclusion in International Arbitration*, 2019 STOCKHOLM Y.B. 93, 98 (2019) (“[S]tudies have shown that when it comes to promoting candidates, men tend to be promoted on potential, whereas women tend to be promoted based on their experience.”).

105. The 2019 Law Society Report, at 10 (“Gender pay gap is a measure of the difference between men and women’s average earnings across an organization or the labour market. It is expressed as a percentage of men’s earnings.”).

based on their knowledge and experience, were aware of a gender pay gap within their organization.”¹⁰⁶

Implicit bias can also manifest in the availability and nature of opportunities for associates to progress within law firms. 46% of respondents in the 2019 Law Society Report cited “traditional network routes to promotion” as a barrier to professional development within law firms, “since these are mostly male orientated.”¹⁰⁷ This resonates with findings in other studies that women tend to lack mentoring and support structures within professional legal contexts.¹⁰⁸ This in turn may create a barrier to professional development, since studies indicate that people with mentors and sponsors are most likely to succeed in their careers.¹⁰⁹

106. The 2019 Law Society Report, at 10. *See also* Jennifer Cheeseman Day, *More than 1 in 3 Lawyers are Women*, UNITED STATES CENSUS BUREAU, May 8, 2018 (noting that, based on recent census statistics in America, the gender pay gap “increase[s] with age, so that by mid-career (ages 45 to 54) median earnings for women are \$121,000 compared with \$156,000 of men (a ratio of 78%)”).

107. The 2019 Law Society Report, at 8. *See also* Visible Invisibility – Women of Color in Law Firms, ABA COMMISSION ON WOMEN IN THE PROFESSION 2006, at xii (noting that “[n]early two-thirds of the women of color but only 4% of white men were excluded from informal and formal networking opportunities, marginalized and peripheral to professional networks within the firm. They felt lonely and deprived of colleagues with whom they could share important career-related information” and noting further that “[44%] of women of color but only 2% of white men reported having been denied desirable assignments,” while “[43%] of women of color but only 3% of white men had limited access to client development opportunities”). For more recent discussion of the same issue, *see* Noah Scheiber and John Elignon, *Elite Law Firm’s All-White Partner Class Stirs Debate on Diversity*, N.Y. TIMES (Jan. 27, 2019) (“[m]ore than 20 women and people of color interviewed for this article described obstacles to achieving diversity at [the American law firm] Paul, Weiss. Many said that opportunities to be groomed for partner are harder to come by for women and minorities. Even as their work shined, some said, they failed to break into the good graces and social circles of the firm’s top lawyers, who must champion those hoping to earn a lucrative spot as a partner”).

108. *See, e.g.,* Yvonne Galligan, Renate Hauptfleisch, Lisa Irvine, Katja Korolkova, Monika Natter, Ulrike Schultz, and Sally Wheeler, *Mapping the Representation of Women and Men in Legal Professions Across the EU (Study for the JURI committee)*, POLICY DEPARTMENT FOR CITIZENS’ RIGHTS AND CONSTITUTIONAL AFFAIRS, Directorate General for Internal Policies of the Union (European Parliament) (Aug. 2017), at 31 (noting that “[w]hile there are usually well-established networks of men providing support to each other, women often lack these supportive networks” and that “[t]he literature suggests that there is also often effective mentoring lacking for women”).

109. Tammy D. Allen, et al., *Career Benefits Associated with Mentoring for Proteges: A Meta-Analysis*, JOURNAL OF APPLIED PSYCHOLOGY (2004), Vol. 89, No. 1, 127-136. *See also* Sylvia Ann Hewlett et al., *The Sponsor Effect: Breaking Through the Last Glass*

(iii) Lack of flexible working arrangements

Inflexible work schedules, coupled with social structures forcing stereotypical gender-roles, may also trigger further attrition of female lawyers within law firms.¹¹⁰ Women with families are “usually still the primary caregivers” and therefore find that the absence of flexible working schedules makes it “difficult ... to reconcile professional and family life.”¹¹¹ The Law Society survey in 2017-2018 found that only 52% of respondents said that they worked in organizations where a flexible working policy is consistently applied. Further, even where there are provisions for flexible working, 37% said the provisions were “not consistently applied.” The remaining 11% of respondents “said that they worked in organizations with no provision for flexible working.”¹¹² 49% of respondents in the 2019 Law Society Report referred to “an unacceptable work-life balance as the second top reason for preventing women progressing and reaching senior levels” in the legal profession.¹¹³

These factors may be particularly difficult to manage in the context of international arbitration, which is a field of work that requires frequent travel for extended durations, significant time dedicated to filing deadlines and hearing preparation, and high pressure associated with the frequently high stakes involved in international disputes. The difficulty of managing family life and professional development was illustrated by a female arbitrator interviewed by the Task Force in preparation for this Report:

“Female lawyers invest less time for non-billable work and traveling once they have children because they wish to spend more time with their children. They then have a competitive disadvantage compared to male lawyers who spend

Ceiling, HARVARD BUSINESS REVIEW RESEARCH REPORT (2010) (noting that “the majority of ambitious women underestimate the pivotal role sponsorship plays in their advancement – not just within their current firm, but throughout their careers and across their industry”).

110. The 2019 Law Society Report, at 10 (“Flexible working often means that whilst the number of hours remains the same, there is flexibility in the start and finish times and the ability to work remotely. Agile working ... gives more autonomy to the individual, allowing people to work where, when and how they choose, with maximum flexibility and minimum constraints to optimize performance.”).

111. Yvonne Galligan, Renate Haupfleisch, Lisa Irvine, Katja Korolkova, Monika Natter, Ulrike Schultz, and Sally Wheeler, *Mapping the Representation of Women and Men in Legal Professions Across the EU (Study for the JURI committee)*, POLICY DEPARTMENT FOR CITIZENS’ RIGHTS AND CONSTITUTIONAL AFFAIRS, Directorate General for Internal Policies of the Union (European Parliament), Aug. 2017, at 31. *See also* the 2019 Law Society Report, at 9 (noting that “91% of respondents felt that a flexible working culture is critical to improving diversity in the legal profession”).

112. The 2019 Law Society Report, at 10.

113. The 2019 Law Society Report, at 8.

more time building up their career. This is true for every high legal position such as becoming a partner in large law firms. And since parties are (understandably) reluctant to appoint arbitrators who are not partners in law firms, not being a partner makes it more difficult to be appointed."¹¹⁴

In the context of female candidates for tribunals, a member of our Task Force noted that the choice of not accepting, or being unable to accept, arbitrator appointments at the same time as starting a family “puts us literally years behind our male colleagues in terms of getting that first appointment.”¹¹⁵

(iv) Harassment and bullying

An additional and complex barrier, more widely discussed in recent years, is sexual harassment and bullying in the workplace.¹¹⁶ A 2017 IBA survey of just under 5,000 lawyers from a range of jurisdictions found that 27% of female respondents said that they had encountered sexual harassment in the workplace, while 49% had encountered bullying.¹¹⁷ The repercussions of sexual harassment and bullying are potentially significant, both for the individual’s wellbeing,¹¹⁸ the employee’s productivity and performance,¹¹⁹

114. Anonymous female arbitrator, interviewed by the Task Force in preparation for this Report.

115. Anonymous female arbitrator, interviewed by the Task Force in preparation for this Report.

116. For discussion of the problem of sexual harassment in law, *see, e.g.*, Commission on Women in the Profession, American Bar Association, *Zero Tolerance: Best Practices for Combating Sex-Based Harassment in the Legal Profession* (2018), at 3; Frances Gibb, *Two Thirds of Women Lawyers Harassed*, THE TIMES (LONDON), Feb. 19, 2018; Richard Simmons, *Revealed: The Scale of Sexual Harassment in Law*, THE LAWYER, Mar. 1, 2018; Natasha Bernal, *#MeToo: Lawyers Share Their Worst Experiences of Sexual Harassment*, THE LAWYER, Mar. 1, 2018 (quoting comments as part of the largest survey on sexual harassment in the legal profession). For discussion of sexual harassment in arbitration, *see* Lacey Yong and Alison Ross, *Does Arbitration Have A #MeToo Problem?* 13(1) GLOBAL ARB. REV. 10 (2018) (excerpting discussions from the OGEMID mailing list).

117. IBA Legal Policy & Research Unit, *Women in Commercial Legal Practice* (IBA, 2017), at 8, 16, 34. *See also Us Too? Bullying and Sexual Harassment in the Legal Profession*, INTERNATIONAL BAR ASSOCIATION LEGAL POLICY & RESEARCH UNIT (2019), at 11. Of the 7,000 respondents, more than half of those working in the US reported bullying in the workplace, and a third reported sexual harassment. *See also* Barney Thompson, *Women lawyers say sexual harassment is fact of life at law firms*, FINANCIAL TIMES, Mar. 8, 2018.

118. US EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, SELECT TASK FORCE ON THE STUDY OF HARASSMENT IN THE WORKPLACE, June 2016, at 20 (documenting the psychological and physical effects of sexual harassment on those affected by harassment over time).

119. ABA Commission on Women in the Profession, American Bar Association, *Zero Tolerance: Best Practices for Combating Sex-Based Harassment in the Legal Profession* (2018), at 5 (referring to various costs to employers, including “decreased employee morale and

and ultimately for retention of women in the legal profession.¹²⁰ The arbitration field is not immune to problems of sexual harassment and bullying in the workplace. While there has been no comprehensive study on the extent of sexual harassment in the international arbitration field, in 2017, Global Arbitration Review reported comments made in an online discussion on the OGEMID online chat group, including observations of “numerous instances of sexual harassment in our field ranging from inappropriate comments to unwanted physical conduct.”¹²¹ More recently, arbitration practitioners have been sanctioned for inappropriate behavior of a sexualized nature.¹²²

Sexual harassment and bullying can be an intractable problem for some women, as recent research shows that the profile given to this important issue has resulted in some women being isolated from opportunities to establish genuine and positive working relationships with more senior men, including associated career development and mentoring opportunities.¹²³

productivity, increased employee turnover, impaired recruitment, loss of reputation, and legal liability”). See also Jana L. Raver and Michele J. Gelfand, *Beyond the Individual Victim: Linking Sexual Harassment, Team Processes, and Team Performance*, 48 ACAD. OF MGMT. J. 387 (2005).

120. US EQUAL EMPLOYMENT OPPORTUNITY COMMISSION, SELECT TASK FORCE ON THE STUDY OF HARASSMENT IN THE WORKPLACE, June 2016, at 20 (noting that 80% of women who suffer sexual harassment leave their job within two years). See also Nilofer Merchant, *The Insidious Economic Impact of Sexual Harassment*, HARVARD BUS. REV., Nov. 29, 2017; ABA Commission on Women in the Profession, American Bar Association, *Zero Tolerance: Best Practices for Combating Sex-Based Harassment in the Legal Profession* (2018), at 2-3.
121. See discussion in GLOBAL ARBITRATION REVIEW, *ARBITRATION TOO – SEXUAL HARASSMENT IN THE ARBITRATION WORLD*, Vol. 13:1.
122. Sebastian Perry, *Betto Sanctioned over “sexualised climate” at Paris Firm*, GLOBAL ARB. REV. (Jan. 20, 2020), <https://globalarbitrationreview.com/article/1213242/betto-sanctioned-over-%E2%80%9Csexualised-climate%E2%80%9D-at-paris-firm>.
123. In October 2019, the Financial Times reported that “[a]bout 40 per cent of men and women agree that ‘recent publicity about sexual harassment at work makes it even less likely that a male leader will sponsor a female protégé – even if she deserves it.’” See *A Guide for Male Sponsors of Women After #MeToo*, FINANCIAL TIMES, Oct. 16, 2019. See also *Another Side of #MeToo: Male Managers Fearful of Mentoring Women*, NEW YORK TIMES, Jan. 27, 2019 (reporting comments from men attending the 2019 World Economic Forum, including: “I now think twice about spending one-on-one time with a young female colleague” and “[b]asically, #MeToo has become a risk-management issue for men”); Sheryl Sandberg and Marc Pritchard, *The Number of Men Who Are Uncomfortable Mentoring Women Is Growing*, LEANIN.ORG, May 17, 2019 (“60% of managers who are men now say they are uncomfortable participating in common job-related activities with women, such as mentoring, working alone together, or socializing together. A year ago, that number was 46%.”).

Many of these barriers discussed in this Section have existed in the legal profession for decades.¹²⁴ These barriers may decrease with more women in leadership positions within the legal profession. While it is not solely women who work to remove such barriers, they may, as women, be more acutely attuned to them, and thus faster to identify barriers and implement changes. This signals slow progress in addressing potential hurdles facing women who wish to ultimately work as arbitrators. The persistence of these barriers further indicates that gender diversity in arbitral tribunals may not simply be an issue that will resolve by itself over time.

B. Barriers to selection of qualified candidates

The proportion of women appointed as arbitrators is lower than the proportion reaching senior professional ranks within their relevant institutions, indicating that there may be additional obstacles that women face in, firstly, being placed on a shortlist of candidates, and, thereafter, being selected from that list.¹²⁵

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124. See, e.g., discussion in Dalma Demeter, Patricia Eastal and Noni Nelson, *Gender and International Commercial Arbitrators: Contributions to Sex Discrimination in Appointments*, 12 TRANSNAT'L DISP. MGMT 1, 1-2 (2015) (describing a 2007 Global Arbitration Review survey of ArbitralWomen members, which found that 46% referred to gender bias during international arbitration); Law Society of England and Wales, *Obstacles and Barriers to the Career Development of Woman Solicitors* (Mar. 2010) (discussing the same range of barriers to retention of women in solicitors' firms in the UK in 2010). See also Lucy Greenwood and C. Mark Baker, *Getting a Better Balance on International Arbitration Tribunals*, 28 ARB. INT'L 653, 657 (2012) (referring, in 2012, to the "pipeline leak" in future arbitrators resulting from "various factors, including office climate, difficulties in managing dual careers, lack of female role models and mentors, lack of flexible work options and attitudes to flexible working.").
125. Lucy Greenwood and C. Mark Baker, *Getting a Better Balance on International Arbitration Tribunals*, 28 ARB. INT'L 653, 654 (2012) (noting that "[t]he number of women appointed to international arbitration tribunals is ... smaller than it should be, even taking into account the difficulties women face in getting to a stage at which they may be considered for an arbitral appointment"). See also Malcolm Langford, Daniel Behn and Laura Létourneau-Tremblay, *Empirical Perspectives on Investment Arbitration: What Do We Know? Does It Matter?*, ISDS ACADEMIC FORUM WORKING GROUP 7 PAPER, Mar. 15, 2019, at 35 ("What is surprising is that the fragmented, ad hoc and frequent nature of arbitration – suggesting low barriers of entry – has been unable to absorb the large pool of qualified women in international economic law and commercial arbitration ... Thus despite the growing participation of women in the field, arbitration appears to be remarkably resilient in maintaining its gendered character."). See generally, on the under-representation of women on international courts and tribunals, despite the pool of qualified candidates, Nienke Grossman, *Achieving Sex-Representative International Court Benches*, 110 AM. J. INT'L L. (2016).

(i) Diversity is low on the list of priorities

Women may not be included in lists, or selected from those lists, if gender diversity is low on the range of factors considered when counsel recommend arbitrators to their clients.¹²⁶ As one commentator observed, “counsel are not thinking systematically about the influence that appointment of particular arbitrators may have on this or that group because ‘in-house counsel only has an interest in the arbitration he or she is facing’” and are “looking to win the arbitration for their client.”¹²⁷ This is further reflected in the 2016 BLP Survey, which found that “68% of respondents thought that gender was ‘not that important’ or ‘not important at all’” when choosing an arbitrator, while “26% said that they did not consider it relevant and 17% said that they did not think about it.”¹²⁸

(ii) The impact of unconscious bias

A potential problem associated with not consciously considering gender when making arbitral appointments is that the choice of arbitrator may be tainted by unconscious bias. Unconscious bias has been described as “one of the single most influential factors for the disparity between male and female representation on international tribunals.”¹²⁹ As one commentator noted, although arbitrators may be chosen according to outwardly objective selection criteria:

*“[B]eneath the surface, nominating parties are influenced by their subjective or intuitive value judgments and are likely to be looking for qualities that they perceive ‘will increase their chances of success’ or for ‘experienced lawyers who project an image of gravitas, or at least an image of gravitas with which they are familiar.’ This may well be a masculine image.”*¹³⁰

126. See, e.g., the findings in White & Case and Queen Mary University of London School of International Arbitration, *2018 International Arbitration Survey: The Evolution of International Arbitration*, at 2 (“Respondents were unsure whether there is any causal connection between the diversity across a panel of arbitrators and the quality of its decision-making, or even whether this is a relevant enquiry to make.”).

127. Elizabeth Oger-Gross, *Gravitas: Persuasion and Legitimacy*, 12 *TRANSNAT’L DISP. MGMT* 1, 6-7 (2015) (noting that “the ‘rights’ of women, minorities, and young people to be nominated are not the dominant concern of counsel in nominating arbitrators”).

128. See Berwin Leighton Paisner, *International Arbitration Survey: Diversity on Arbitral Tribunals. Are We Getting There?* (2017).

129. Lucy Greenwood, *Could “Blind” Appointments Open Our Eyes to the Lack of Diversity in International Arbitration?*, *TDM* 12:4 (2015), at 4 (referring to research that shows that “[g]ender stereotyping has been identified as one of the most powerful influences on decision making, particularly when considering women for leadership positions”).

130. Dalma Demeter, Patricia Eastal and Noni Nelson, *Gender and International Commercial*

An example of unconscious bias is the “tendency of individuals to appoint successors (and arbitrators) ‘in their own image,’”¹³¹ also known as “affinity bias,” or the tendency to “gravitate toward people like ourselves in appearance, beliefs, and backgrounds” and/or “to avoid or even dislike people who are different from us.”¹³² In circumstances where men are in the position of nominating or appointing arbitrators (which is likely to be the predominant position¹³³), affinity bias may influence the notion of the best candidate in favor of male candidates because of an implicit association between “male” qualities with those of a successful arbitrator, such as “gravitas,” “assertiveness,” or the ability to influence other arbitrators who are most likely to also be male.¹³⁴ A 2017 study interviewing 9,000 respondents around the world found that “[a]n overwhelming 77% of men but also a majority (55%) of women believe that a man is the best choice to lead a high

Arbitrators: Contributions to Sex Discrimination in Appointments, 12 TRANSNAT’L DISP. MGMT 1, 19 (2015). See also Hilary Charlesworth and Christine Chinkin, *The Boundaries of International Law: A Feminist Analysis* (Manchester University Press, 2000) 48 (noting that “women in international law ‘are viewed in a very limited way’ as law-takers rather than law-makers, ‘chiefly as victims, particularly as mothers ... and accordingly in need of protection’”); Hannah Hayes, *Where Are The Women Arbitrators? The Battle to Diversify ADR*, 26 ABA PERSPECTIVES (Winter 2018), <https://www.americanbar.org/groups/diversity/women/publications/perspectives/2018/winter/where-are-women-arbitrators-battle-diversify-adr/> (last accessed May 24, 2020) (“Unconscious or implicit bias has been called the silent killer of diversity in the legal profession, and because of the [private and confidential] nature of the process, it may be more difficult to tackle in ADR”).

131. Lucy Greenwood and C. Mark Baker, *Getting a Better Balance on International Arbitration Tribunals*, 28 ARB. INT’L 653, 660 (2012). On unconscious bias in arbitrator selection, see generally, the multiple panels and events organized by ArbitralWomen and its Board Members/members. See also Apoorva Patel, *Implicit Bias in Arbitrator Appointments: A Report from the 15th Annual ITA-ASIL Conference on Diversity and Inclusion in International Arbitration*, KLUWER ARB. BLOG, May 7, 2018.
132. See discussion at Sheryl Sandberg’s “Lean In” initiative, <https://leanin.org/education/what-is-unconscious-bias> (last accessed Mar. 9, 2020).
133. See discussion above at Section III.A, noting the predominance of men in senior positions within law firms, including in international arbitration, which in turn indicates that it is likely that men are more often in the position of choosing arbitrators.
134. See discussion of perceived gender differences in Dalma Demeter, Patricia Eastal and Noni Nelson, *Gender and International Commercial Arbitrators: Contributions to Sex Discrimination in Appointments*, 12 TRANSNAT’L DISP. MGMT 1, 2-5 (2015). On the perception of “gravitas” among male and female arbitrators, see Elizabeth Oger-Gross, *Gravitas: Persuasion and Legitimacy*, 12 TRANSNAT’L DISP. MGMT 1 (2015); Lucy Greenwood, *Moving Beyond Diversity Toward Inclusion in International Arbitration*, 2019 STOCKHOLM Y.B. 93, 98 (2019) (“When people discuss arbitrators they use words like ‘gravitas,’ ‘assertive,’ ‘influential,’ which are generally used to denote male characteristics and may confirm existing biases against appointing women in leadership roles.”).

stakes project.”¹³⁵ As V.V. Veeder noted, when commenting on the effect of unconscious bias on arbitrator diversity:

*“This is not an indictment. Few in the arbitral community actually intend to practice discrimination on grounds of gender and race. It is more a matter of habit and unconscious or institutionalized discrimination.”*¹³⁶

(iii) Aversion to first-timers

An additional potential barrier is the fact that the preferred candidate for an arbitrator position may often be considered to be a person with prior experience as an arbitrator.¹³⁷ This creates a barrier for new, more diverse candidates, including women, and potentially reinforces a club of tried-and-tested existing arbitrators.¹³⁸ In an interview conducted by the Task Force, a female arbitrator explained that the main challenge that she faced in obtaining her first appointment was “being taken seriously as a candidate for a role that you have never before played.”¹³⁹ She further stated that counsel in the position of nominating arbitrators may “find it difficult to make the case to any particular client that it should be the first one to take a risk on a new actor.”¹⁴⁰ While an aversion to appointing “first-timers” may create problems for both male and female first-time appointees, it is

135. ‘Unstereotyped Mindset’ Key to Unlocking Gender Equality in the Workplace: new Unilever Research, BUSINESSWIRE, Jan. 19, 2017.

136. V.V. Veeder, *Who Are the Arbitrators?*, in LEGITIMACY: MYTHS, REALITIES, CHALLENGES, ICCA Congress Series No. 18, at 652, 653 (Albert Jan van den Berg ed., 2015).

137. Catherine A. Rogers, *The Vocation of the International Arbitrator*, 20 AM. U. INT’L L. REV. 957, 967-968 (2005) (referring to the “fact that prior service as an arbitrator is the pre-eminent qualification for an arbitrator candidate”); Malcolm Langford, Daniel Behn, and Laura Létourneau-Tremblay, *Empirical Perspectives on Investment Arbitration: What Do We Know? Does It Matter?*, ISDS ACADEMIC FORUM WORKING GROUP 7 PAPER, Mar. 15, 2019, at 35; Lucy Greenwood and C. Mark Baker, *Getting a Better Balance on International Arbitration Tribunals*, 28 ARB. INT’L 653, 654 (2012). In 2018, for example, only 13% of arbitrator appointments in LCIA cases had not previously been appointed to LCIA-administered arbitrations. Gemma Anderson, Richard Jerman, Sampaguita Tarrant, and Morrison Foerster, *Diversity in International Arbitration*, THOMSON REUTERS PRAC. L. (last updated Mar. 1, 2020), [https://uk.practicallaw.thomsonreuters.com/w-019-5028?transitionType=Default&contextData=\(sc.Default\) &firstPage=true&bhcp=1](https://uk.practicallaw.thomsonreuters.com/w-019-5028?transitionType=Default&contextData=(sc.Default) &firstPage=true&bhcp=1).

138. Catherine A. Rogers, *The Vocation of the International Arbitrator*, 20 AM. U. INT’L L. REV. 957, 967 (referring to the “elite group of insiders” that dominate the field); Malcolm Langford, Daniel Behn and Laura Létourneau-Tremblay, *Empirical Perspectives on Investment Arbitration: What Do We Know? Does It Matter?*, ISDS ACADEMIC FORUM WORKING GROUP 7 PAPER, Mar. 15, 2019, at 34-36.

139. Anonymous female arbitrator, interviewed by the Task Force in preparation for this Report.

140. Anonymous female arbitrator, interviewed by the Task Force in preparation for this Report.

perhaps particularly problematic for women when other barriers – such as unconscious bias – compound the perceived inexperience of the candidate. Studies have shown that men tend to be promoted on potential, whereas women tend to be promoted based on experience.¹⁴¹ This, in turn, suggests that women may find it harder to obtain first-time appointments compared to men.

As one member of the Task Force noted, “[i]nstitutively people seem more comfortable taking a risk on a man (perhaps because he is perceived as more authoritative/with more gravitas/impressive to clients) than a woman, unless she comes recommended.”¹⁴² The result may be that those in the position of choosing an arbitrator reduce the pool of candidates they are considering for reasons that may not reflect merit. As one commentator notes “this calculation – that older white men will likely be better at influencing other older white men, as well as others through their natural gravitas – may be wrong ... And it should also not be overlooked that clever, knowledgeable individuals in all demographic categories may be extremely persuasive.”¹⁴³ She adds that “we may even be underestimating the very individuals to whom we are trying to appeal by miscalculating their ability to interact with and listen to individuals who do not outwardly resemble them or individuals who do not project a traditional image of gravitas.”¹⁴⁴

(iv) Limited access to information about qualified female candidates

Limited access to information about more diverse or junior candidates can be an exacerbating factor. As Professor Catherine Rogers notes: “[g]iven the confidential nature of arbitration, the traditional way to collect intelligence on an arbitrator is through *ad hoc*, person-to-person phone calls with individuals who have appeared before that arbitrator or, better yet, sat as a co-arbitrator with them.”¹⁴⁵ The 2018 QMUL Survey found that “[t]he most selected source of information about arbitrators was ‘word of mouth’ (77%), followed by ‘from internal colleagues’ (68%).”¹⁴⁶ However, word of mouth recommen-

141. Lucy Greenwood, *Moving Beyond Diversity Toward Inclusion in International Arbitration*, 2019 STOCKHOLM Y.B. 93, 98 (2019).

142. Anonymous female arbitrator, interviewed by the Task Force in preparation for this Report.

143. Elizabeth Oger-Gross, *Gravitas: Persuasion and Legitimacy*, 12 TRANSNAT’L DISP. MGMT 1, 6-7 (2015).

144. Elizabeth Oger-Gross, *Gravitas: Persuasion and Legitimacy*, 12 TRANSNAT’L DISP. MGMT 1, 7 (2015).

145. Catherine Rogers, *A new intel tool will drive diversity forward*, ARBITRATOR INTELLIGENCE IN RESOLVER MAGAZINE, CHARTERED INSTITUTE OF ARBITRATORS, 2019. See also Lucy Greenwood, *Tipping the Balance – Diversity and Inclusion in International Arbitration*, 33(1) ARB. INT’L 99, 106 (2017).

146. White & Case and Queen Mary University of London School of International Arbitration, *2018 International Arbitration Survey: The Evolution of International Arbitration*, at 20.

dations may be imprecise and may reflect unconscious bias.¹⁴⁷ This has led commentators to criticize word of mouth recommendations for “stifl[ing] the ability of newer arbitrators from more diverse backgrounds to develop international reputations.”¹⁴⁸

A further difficulty arises if publicly available statistics on arbitrators do not enable arbitration users to access information about the talent available among female candidates. The 2018 QMUL Survey found that the third most popular source of information about arbitrators was from “publicly available information (e.g. industry reviews, legal directories and other databases or review tools) (63%).”¹⁴⁹ However, some publicly available directories have come under criticism for under-representing qualified women. For example, the 2019 Chambers & Partners’ list of *Most In Demand Arbitrators in Global-wide* includes three women in a list of 30 for Band 1 and two women in a list of 14 for Band 2.¹⁵⁰ In the Legal 500 list of *Leading Arbitrators in London for 2020*, no women are included in the 16 individuals listed in the “Band 1” category, and only two women out of 21 individuals listed in “Band 2.”¹⁵¹

147. Greenwood describes this as the “solicited feedback loop.” See Lucy Greenwood, *Tipping the Balance – Diversity and Inclusion in International Arbitration*, 33 ARB. INT’L 99, 105 (2017).

148. Catherine Rogers, *A new intel tool will drive diversity forward*, ARBITRATOR INTELLIGENCE IN RESOLVER MAGAZINE, CHARTERED INSTITUTE OF ARBITRATORS, 2019. See also Lucy Greenwood, *Tipping the Balance – Diversity and Inclusion in International Arbitration*, 33(1) ARB. INT’L 99, 106 (2017) (“In international arbitration, despite our best efforts, the process of selecting an arbitrator is significantly less scientific than it could be. Given the lack of available information, particularly in relation to how an arbitrator is likely to conduct a case, parties looking for an arbitrator base their decision largely on three factors: word of mouth, nationality of the arbitrator, and legal education.”). See also Gemma Anderson and Richard Jerman, *Diversity in International Arbitration*, THOMSON REUTERS PRACTICAL LAW (Mar. 2019) (discussing the problems associated with a lack of visibility and information about diverse candidates).

149. White & Case and Queen Mary University of London School of International Arbitration, *2018 International Arbitration Survey: The Evolution of International Arbitration*, at 20.

150. Chambers & Partners, 2019 Global Rankings, *International Arbitration: Most In Demand Arbitrators Global-wide*. See also Gemma Anderson and Richard Jerman, *Diversity in International Arbitration*, THOMSON REUTERS PRACTICAL LAW (Mar. 2019) (referring to the rankings). The directory was publicly criticized for failing to recognize female lawyers in sufficient numbers in other fields of law. See Eduardo Reyes, *City partner publicly berates top legal directory over lack of women*, THE LAW SOCIETY GAZETTE (Oct. 16, 2019) (referring to public criticism by Chris Arnold (a London-based partner at Mayer Brown) of Chambers & Partners 2019 ranking of lawyers practicing in derivatives law. Arnold stated that it is “completely unrepresentative of the extraordinary female talent in this sector.” In a letter to Chambers & Partners, Arnold asked the editors to remove him from their rankings until women represent at least 25% of the list).

151. Legal500, 2020 Rankings for International Arbitration: Arbitrators, London Bar.

Directories recognize that they can and do play a role in addressing diversity issues in law¹⁵² and some directories include specific categories of their rankings that focus on women.¹⁵³ However, their ability to promote qualified female candidates in part depends on members of the arbitration community championing women when approached by directory researchers.¹⁵⁴ Georgina Stanley, UK editor of Legal 500, called on employers of female lawyers to do more to promote qualified female candidates, noting that “[o]ur individual rankings will not change fast enough if our research team are not told about talented women – and other minority lawyers – within your ranks.”¹⁵⁵ Similarly, Chambers & Partners has recently announced that it will be requesting diversity and inclusion related information as part of the submissions process for its 2020/2021 research cycles, calling on firms and chambers “to participate in this process and work with us on shifting the inclusion dial.”¹⁵⁶

A similar concern was reiterated in a letter from Dr. Katherine Simpson to the Parties to the CETA, calling on the EU and Canada to “remedy the serious under-representation of women in the agreed roster of arbitrators of dispute settlement under Article 29 of the

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152. Georgina Stanley, *We’ll be championing women but we need your help*, FIVEHUNDRED MAGAZINE (Feb. 25, 2019), <https://www.legal500.com/fivehundred-magazine/diversity-and-inclusion/well-be-championing-women-but-we-need-your-help/> (last accessed May 24, 2020) (“Leading legal research businesses like The Legal 500 can and should play a role in addressing the lack of diversity within the industry.”); Chambers & Partners, *Diversity FAQs*, <https://chambers.com/info/diversity-faqs> (last accessed May 20, 2020) (noting that by including diversity and inclusion in its research, “we will be assisting the legal profession on its inclusion journey and providing in-house counsel with the information they have been requesting”).
153. See, e.g., *Who’s Who Legal, Women in Law*, <https://whoswholegal.com/women-in-law> (last accessed May 20, 2020).
154. Georgina Stanley, *Women in The Legal 500 – A step in the right direction but we need your help*, FIVEHUNDRED MAGAZINE (Nov. 26, 2019), <https://www.legal500.com/fivehundred-magazine/editors-views/women-in-the-legal-500-a-step-in-the-right-direction-but-we-need-your-help/>. See also Georgina Stanley, *We’ll be championing women but we need your help*, FIVEHUNDRED MAGAZINE (Feb. 25, 2019), <https://www.legal500.com/fivehundred-magazine/diversity-and-inclusion/well-be-championing-women-but-we-need-your-help/> (last accessed May 24, 2020) (“As firms and practice heads, the onus is on you to put forward more of your female stars – both up and coming and established – across every practice you can so that we can consider them for our rankings.”).
155. Georgina Stanley, *Women in The Legal 500 – A step in the right direction but we need your help*, FIVEHUNDRED MAGAZINE (Nov. 26, 2019), <https://www.legal500.com/fivehundred-magazine/editors-views/women-in-the-legal-500-a-step-in-the-right-direction-but-we-need-your-help/> (last accessed May 24, 2020).
156. Chambers & Partners, *Diversity & Inclusion 2020 Research – Statement*, <https://chambers.com/research/diversity-statement> (last accessed May 20, 2020).

CETA.”¹⁵⁷ Simpson objected to the fact that 50% of the Canadian, 30% of the EU and 0% of the Chairperson roster nominees are female – figures which she argued misrepresent the pool of available, qualified female arbitrators. Simpson analyzed the credentials of the individuals nominated to the roster and prepared a list of 70 equally qualified women who were similarly eligible to be placed on the list. She noted that “there is no shortage of qualified women in international trade law, or in international dispute resolution, generally.”¹⁵⁸ In response to Dr. Simpson’s letter, the European Commission commented that “reflections are ongoing on how best to promote gender balance both in the drawing of the list of arbitrators as well as in composing an arbitration panel in a specific case.”¹⁵⁹ While this is a positive development, the CETA example nevertheless shows that there are occasions where women are failing to be given the same opportunities to obtain arbitral appointments as their male counterparts. The under-representation of women on rosters compiled pursuant to multilateral trade agreements appears to be a persistent problem.¹⁶⁰

The threefold challenge going forward is therefore: to find opportunities to provide women with the experience they need to act as arbitrators, to improve the visibility of already qualified women so that they can position themselves for appointment, and to make decision-makers cognizant of the importance of including talented, experienced women on arbitral tribunals.

157. Dr. Katherine Simpson made submissions to Canada and the EU regarding the under-appointment of women to the List of Arbitrators (trade dispute settlement roster) under Article 29 of the Comprehensive Economic and Trade Agreement (CETA) between Canada, the EU and its Member States. Simpson Dispute Resolution, Pro Bono, <https://www.simpsonadr.net/pro-bono.php> (last accessed May 20, 2020).

158. ArbitralWomen, *CETA List of Arbitrators – Where are the Women?* (Jan. 28, 2020), <https://www.arbitralwomen.org/ceta-list-of-arbitrators-where-are-the-women/> (last accessed May 24, 2020).

159. Letter from Rupert Schlegelmilch, Director, Eur. Comm’n to Katherine Simpson (Apr. 24, 2020), <https://www.simpsonadr.net/files/2020.04.24CETAResponse.pdf> (last accessed May 24, 2020). At the time of writing, Canada had also recently announced that it is accepting applications to serve on the CETA Roster.

160. See, e.g., the roster shortlisted for the CPTPP, which includes among a list of 15 roster panel Chairs only three women.

PART THREE

IV. OPPORTUNITIES TO ADDRESS GENDER DIVERSITY IN ARBITRATOR APPOINTMENTS

This Part of the Report collates the Task Force’s recommendations for how to address the lack of gender diversity in arbitral tribunals. Tackling this issue requires a multi-pronged approach as well as the active involvement of a range of participants and stakeholders. There are many efforts underway to enable more women working in law to reach senior positions within their respective institutions and/or to promote the appointment of qualified women as arbitrators. We highlight a few of those initiatives in this Section in order to provide readers with easy access to advice on how they can contribute to improving the representation of female arbitrators on tribunals.

The recommendations in this Section also draw on the feedback that the Task Force received from a number of successful female arbitrators, ranging from those with decades of experience to those who have more recently commenced their arbitrator practices.¹⁶¹

A. I nominate or appoint arbitrators: *What can I do?*

“Meaningful change for ADR diversity depends on clients and their lawyers – the ultimate selectors, the purchasers of arbitration services.”¹⁶²

“It’s the parties that close the circle.”¹⁶³

Those in the position of making appointments – primarily parties and their representatives – may have the greatest influence on changing gender diversity in arbitral tribunals. We highlight below a few simple and effective steps that can be taken by those in the position of nominating or appointing arbitrators.

(i) **Commit to do more**

There are a number of opportunities for counsel, clients and appointing authorities to commit either publicly or internally to do more in including more female arbitrators on tribunals.

161. Participants included 18 female arbitrators. *See also* Deutsche Zusammenarbeit & Arbitral-Women, *Women Pioneers in Dispute Resolution* (2d ed., 2018).

162. Linda Gerstel, *Stop ADR Diversity From Falling Through the Cracks: A General Counsel Checklist Manifesto*, 37(1) NYSBA INSIDE 9-10 (2019).

163. Brigitte Stern, quoted in Won L. Kidane, *The Culture of International Arbitration*, 114 (2017) (commenting on the importance of parties in tackling the lack of gender diversity on arbitral tribunals).

a. *The ERA Pledge*

The ERA Pledge was drawn up in 2015 and sets out concrete and actionable steps that members of the arbitration community can take towards achieving two primary objectives: improving the profile and representation of women in international arbitration; and promoting the appointment of women as arbitrators on an equal opportunity basis. These actionable steps include a commitment by signatories to ensure that wherever possible lists of potential arbitrators or tribunal chairs provided to or considered by parties, counsel, in-house counsel or otherwise, include a fair representation of female candidates, and that where they have the power to do so, counsel, arbitrators, representatives of corporations, states and arbitral institutions appoint a fair representation of female arbitrators.¹⁶⁴ Signatories also commit to collate and make publicly available gender statistics for appointments. This has led directly to many arbitral institutions publishing statistics of the appointment of female arbitrators since 2016, when the ERA Pledge was launched.

The ERA Pledge Steering Committee members and sub-committee members have taken a number of steps to further promote gender diversity of arbitrator appointments. For example: Steering Committee members frequently speak at conferences about the ERA Pledge, reminding those attending of their commitment to promote the appointment of female arbitrator candidates; they also write to conference organizers to note, where relevant, that there is an under-representation of female speakers and offer to assist with finding suitable female speakers; the ERA Pledge launched the annual ERA Pledge Award in conjunction with Global Arbitration Review aimed at recognizing and celebrating initiatives that promote gender diversity in arbitration;¹⁶⁵ ERA Pledge signatories receive an annual “new year resolution” email, which serves as a reminder of the steps that signatories should be taking to implement their pledge; and, finally, regional sub-committees organize and implement initiatives tailored to the local market, to achieve maximum impact.

As of May 2020, the ERA Pledge has received nearly 4,200 signatures, including around 782 organizations from 113 different countries (of which around 63% are law firms and barristers’ chambers, 20% are arbitral institutions and dispute resolution practitioners, and 7% are corporations).¹⁶⁶

164. For more information, see <http://www.arbitrationpledge.com/> (last accessed May 24, 2020). A full list of Steering Committee members and individual Sub-Committee members is available at <http://www.arbitrationpledge.com/steering-committees> (last accessed May 24, 2020).

165. See, e.g., Global Arbitration Review, *GAR Awards 2020 – the Pledge Award* (Feb. 19, 2020), <https://globalarbitrationreview.com/article/1214717/gar-awards-2020-%E2%80%93-the-pledge-award> (last accessed May 24, 2020).

166. The number of signatories is kept updated weekly on the homepage of the website <http://www.arbitrationpledge.com> (last accessed May 24, 2020). For more information see Ashley

b. *The CPR Diversity and Inclusion Pledge*

A similar campaign aimed at promoting diversity and inclusion more generally is the International Institute for Conflict Prevention & Resolution (“CPR”) Diversity and Inclusion Pledge, which allows companies to state that they recognize the value of diversity and inclusion, not only in their workforce, but also in providers of services, including arbitration and mediation.¹⁶⁷

c. *The ADR Inclusion Network Pledge*

There are other pledges through which signatories commit to promoting diversity more broadly within the arbitration community, together with the gender diversity of arbitral tribunals. For example, members of the ADR Inclusion Network¹⁶⁸ sign a pledge through which signatories will, *inter alia*, “[e]nhanc[e] and increas[e] selection opportunities for experienced, diverse ADR neutrals, including the inclusion of qualified, diverse neutrals among any list of mediators or arbitrators proposed for selection by parties, counsel, in-house counsel, or other relevant users.”¹⁶⁹

d. *The JAMS Diversity and Inclusion Rider*

As an alternative or in addition to signing a pledge, parties can include an optional rider in their arbitration clause committing to promote gender diversity in arbitrator appointments. JAMS has a model clause, which includes a statement that: “[t]he parties agree that, wherever practicable, they will seek to appoint a fair representation of diverse arbitrators (considering gender, ethnicity and sexual orientation) and will request administering institutions to include a fair representation of diverse candidates on their rosters and list of potential arbitrator appointees.”¹⁷⁰

Jones and Stephanie Mbonu, *The ERA Pledge surpasses 4,000 signatories*, KLUWER ARB. BLOG, May 28, 2020.

167. The CPR Diversity and Inclusion Pledge is available at <https://www.cpradr.org/programs/committees/diversity-task-force-adr/Diversity-Pledge> (last accessed Mar. 9, 2020).

168. Ashley Jones and Stephanie Mbonu, *The ERA Pledge surpasses 4,000 signatories*, KLUWER ARB. BLOG, May 28, 2020. For more information about the ADR Inclusion Network, see <https://www.adrdiversity.org> (last accessed Mar. 9, 2020).

169. The ADR Inclusion Network pledge is available at <https://www.adrdiversity.org/pledge#> (last accessed Mar. 9, 2020).

170. See *JAMS Introduces Inclusion Rider, Promotes Diversity Initiatives in ADR*, CISION PR NEWSWIRE, June 6, 2018. The JAMS Diversity and Inclusion Rider is available at <https://www.jamsadr.com/diversity/> (last accessed Mar. 9, 2020).

(ii) Find and consider qualified female candidates

Professor Lucy Reed has challenged the arbitration community to “spend just five minutes longer when drawing up a list of potential arbitrators to think of some suitably experienced women.”¹⁷¹ Several resources list qualified female candidates and highlight their credentials, allowing users to identify names of candidates to consider when nominating or appointing arbitrators. We describe some of them below.

a. The ArbitralWomen database

The ArbitralWomen database is a search tool that allows users to find recommended female dispute resolution practitioners and arbitrators.¹⁷² The database includes nearly 1,000 members from over 40 countries specializing in multiple jurisdictions and areas of law. Its objective is to promote and improve the visibility of female practitioners in international dispute resolution.

b. The ERA Pledge Search Committee

The ERA Pledge Search Committee¹⁷³ allows any person seeking assistance to submit a confidential form online to the Committee specifying the key credentials that they are looking for and the Committee returns a list of proposed candidates. The Committee’s aim is to provide proposals for female arbitrator candidates who are less well known, but who are considered to have relevant experience and credentials, thereby increasing their visibility among users of international arbitration. The assistance provided is made without any commitment or liability and is made to facilitate the search for potential female arbitrators. The proposals are made only to provide ideas for potential candidates and do not constitute official recommendations.

In addition, the ERA Pledge arranges “Meet the female arbitrator” events, which bring together counsel, in-house counsel and female arbitrators in an informal format to allow attendees to meet female arbitrators from a particular region and/or in a particular sector. There have been several such events held in various jurisdictions and organized by different members of the ERA Pledge Steering Committee in conjunction with law firms or arbitral institutions. In addition to meeting arbitrators and arbitrator candidates

171. Global Arbitration Review, *Reed’s Diversity Equation*, Apr. 6, 2018.

172. For more information, see <https://www.arbitralwomen.org/Find-Practitioners/> (last accessed Mar. 9, 2020).

173. This form is available at <http://www.arbitrationpledge.com/arbitration-search> (last accessed May 20, 2020).

face-to-face, attendees receive printed details of the names and CVs of the female arbitrators to refer to when the time comes to make a nomination.¹⁷⁴

c. Arbitrator Intelligence

The Arbitrator Intelligence (“AI”) project, born in 2005¹⁷⁵ and launched in 2016, is a non-profit project that provides information about diverse qualified arbitrators.¹⁷⁶ In addition to acting as a database of names, AI will provide information about arbitrators’ past decision-making to enable users to make more informed decisions about arbitrator candidates, based on objective assessment criteria.¹⁷⁷ Information used by AI is gathered through an online survey maintained by Penn State University, which is provided to parties, in-house counsel, outside or external counsel and third-party funders after the close of an arbitration.¹⁷⁸ As of August 2019, AI had collected responses from more than 700 surveys on more than 850 arbitrators, and is in the process of preparing reports that will provide data on individual arbitrators.¹⁷⁹ By April 2020 the number of surveys collected had risen to 1,000 on more than 1,200 arbitrators. AI will soon be offering for sale reports that will provide data analytics on individual arbitrators.

d. Women Way in Arbitration, Latin America

Women Way in Arbitration (“WWA LatAm”), launched in June 2019, has set up a list of female Latin American arbitrators on which parties can draw for potential appointments, including profiles describing areas of expertise.¹⁸⁰

174. For more information about past and future events, see <http://www.arbitrationpledge.com/events> (last accessed May 20, 2020).

175. Catherine A. Rogers, *The Vocation of the International Arbitrator*, 20 AM. U. INT’L L. REV. 957 (2005).

176. More information about Arbitrator Intelligence can be found at <https://arbitratorintelligence.com/> (last accessed Mar. 9, 2020).

177. Catherine A. Rogers, *Arbitrator Intelligence: The Basics*, KLUWER ARB. BLOG, Feb. 27, 2018. See also Patricia Shaughnessy and Catherine A. Rogers, *Arbitrator Intelligence – An Interview with its Founder and Director, Professor Catherine Rogers*, 1(1) J. TECH. IN INT’L ARB., 87-96 (2015).

178. See Catherine A. Rogers, *Arbitrator Intelligence: The Basics*, KLUWER ARB. BLOG, Feb. 27, 2018.

179. Catherine Rogers, *A new intel tool will drive diversity forward*, ARBITRATOR INTELLIGENCE IN RESOLVER MAGAZINE, CHARTERED INSTITUTE OF ARBITRATORS, 2019.

180. For more information, see <https://wwarb.org/>.

e. *Other available databases*

Many other databases and rosters provide information on qualified female arbitrator candidates. These include:

- *The lists of members of key arbitral institutions.* Several examples of these are discussed in Section IV.A(iv), below.
- *Panels and databases overseen by arbitral institutions and associations.* For example, the database of panel and list arbitrators administered by HKIAC, which allows users to search by (among other criteria) gender title;¹⁸¹ the AAA roster of arbitrators and mediators that is composed of 24% women and minorities;¹⁸² the JAMS directory of mediators, arbitrators and dispute resolution professionals;¹⁸³ and the International Arbitration Institute’s (“IAI”) database of arbitration practitioners and arbitrators.¹⁸⁴
- *Directories and other online tools.* For example, the Global Arbitration Review Arbitrator Research Tool (“ART”) provides information about arbitration practitioners and arbitrators, including CVs and procedural preferences.¹⁸⁵ The ART allows users to search for practitioners, including by gender.
- *The lists of members of key arbitral associations.* For example, the list of Members of the ICCA Governing Board and Executive Body, which reflects full gender parity;¹⁸⁶ and the list of Officers of the IBA Arbitration Committee.¹⁸⁷

(iii) Address unconscious bias

Section III.B identifies the effect of unconscious bias on the appointment of female arbitrators. There are a number of initiatives set up to directly tackle unconscious bias. We set out a few key examples here.

181. The database is available at <https://www.hkiac.org/arbitration/arbitrators/panel-and-list-of-arbitrators> (last accessed Mar. 9, 2020).

182. For more information *see* <https://www.adr.org/DiversityInitiatives> (last accessed Mar. 9, 2020).

183. The full list of JAMS ADR’s available neutrals is published online at: <https://www.jamsadr.com/neutrals/search?name=&keyword=&location=&practice=arbitration&language=> (last accessed Mar. 9, 2020).

184. Available at <http://www.iaiparis.com/index.asp> (last accessed Mar. 9, 2020).

185. Available at <https://globalarbitrationreview.com/arbitrator-research-tool> (last accessed Mar. 9, 2020).

186. For more information, *see* <https://www.arbitration-icca.org/about.html> (last accessed Mar. 4, 2020).

187. For more information, *see* https://www.int-bar.org/Officers/Index.cfm?unit=10_0_0_1_0 (last accessed Mar. 4, 2020).

a. *The ArbitralWomen Diversity Toolkit*

The ArbitralWomen Diversity Toolkit™, launched in November 2018, is a training program delivered by specially trained instructors, designed to help dispute resolution stakeholders recognize unconscious bias and explore ways to address and overcome it.¹⁸⁸

The one-day seminar examines the value that diversity brings to international dispute resolution, identifies bias in the workspace and considers how to address it, and provides participants with practical tips to promote diversity and inclusiveness.¹⁸⁹ The first training was delivered in New York on the launch day, and was followed by other trainings in Mexico, the US, Canada, and Hong Kong.

b. *Alliance for Equality in Dispute Resolution*

Training on unconscious bias is also provided by the Alliance for Equality in Dispute Resolution (the “Alliance”).¹⁹⁰ The Alliance is a non-profit organization that advocates for increased diversity more broadly in international dispute resolution. The Alliance holds workshops that are designed to bring awareness to the problems faced by those who are being treated unfairly or unjustly, whether deliberately or through unconscious prejudices, using case studies, role-play and small group work. It specifically targets the dispute resolution community. The Alliance’s first workshop on unconscious bias took place in June 2019 in New York in collaboration with the CPR Institute.¹⁹¹

c. *Implicit Association Tests*

The Harvard Implicit Association Tests provide a free and easy way for users to identify unconscious influences on their decision making. There are a number of tests that target different biases, including “Gender-Career.” Although the tests do not provide advice on how to address implicit biases, they are useful for raising awareness of them. The tests were set up by Project Implicit, which is a non-profit organization founded in 1998 by

188. For more information, see <https://www.arbitralwomen.org/diversity-toolkit/> (last accessed Mar. 4, 2020).

189. For more information, see the ArbitralWomen Diversity Toolkit FAQ, available at <https://www.arbitralwomen.org/arbitralwomen-diversity-toolkit-faq/> (last accessed Mar. 4, 2020).

190. For more information on the Alliance, see <https://www.allianceequality.com/> (last accessed Mar. 4, 2020).

191. For more information on the Alliance workshops, see <https://www.allianceequality.com/the-workshop> (last accessed Mar. 4, 2020). See also discussion in The Alliance Council, *Equality and Inclusion Revolution*, KLUWER ARB. BLOG, July 7, 2018, <http://arbitrationblog.kluwerarbitration.com/2018/07/07/equality-and-inclusion-revolution/> (last accessed Mar. 4, 2020).

researchers from the University of Washington, Harvard University and the University of Michigan.¹⁹²

d. Other approaches and resources

There is a range of other approaches to tackling bias that may be better suited for different contexts.¹⁹³ Google, for example, has published a training session that was held for its employees to track unconscious bias, recommending among other strategies, to ensure that before looking for a candidate to hire, it is important to clarify an objective test for what you are looking for. Once you have that objective test set out, other characteristics such as gender should be secondary or even inconsequential.¹⁹⁴ This was a suggestion proposed by one of the speakers at the 15th Annual ITA-ASIL Conference, held in Washington, D.C. on April 4, 2018. Specifically, the speaker proposed that those considering appointing arbitrators might consider an alternative approach to arbitrator selection that is blind to gender, for example by compiling a list of desired gender-neutral characteristics before proceeding to assess more diverse candidates against this list.¹⁹⁵ While recognizing the complexities involved, Lucy Greenwood has similarly proposed that counsel advising clients on potential arbitrators could consider using standardized CVs that remove identifying information, or otherwise that institutions compile lists for parties in a way that removes any indication of the individual's gender, including names.¹⁹⁶

(iv) Reflect greater diversity in institutional panels/rosters

Arbitral institutions and other arbitration organizations can commit to ensuring that their panels/rosters reflect gender diversity or gender parity. As one commentator noted, “[e]very treaty-based roster of arbitrators serves as public verification of the listed persons’ credentials, backed by public accountability. The credence paid to these listings is enormous: disputing parties, academic institutions, governments ... rely on these lists

192. For more information about Project Implicit, see <https://www.projectimplicit.net/about.html> (last accessed Mar. 4, 2020).

193. Sheryl Sandberg’s “*Lean In*” initiative includes a number of video resources that explain different types of biases, how they can manifest themselves and how they might be addressed. These video resources can be found at <https://leanin.org/education/what-is-unconscious-bias> (last accessed Mar. 4, 2020).

194. Google Ventures, *Unconscious Bias @ Work*, YOUTUBE (Sept. 25, 2014), <https://www.youtube.com/watch?v=nLjFTHTgEVU> (last accessed May 24, 2020).

195. See discussion in Apoorva Patel, *Implicit Bias in Arbitrator Appointments: A Report from the 15th Annual ITA-ASIL Conference on Diversity and Inclusion in International Arbitration*, KLUWER ARB. BLOG, May 7, 2018.

196. Lucy Greenwood, *Could “Blind” Appointments Open Our Eyes to the Lack of Diversity in International Arbitration?*, 12 TRANSNAT’L DISP. MGMT 1, 8 (2015).

when making appointments. Achieving gender parity in treaty-based lists of arbitrators could be the quickest and most effective step toward achieving gender parity in international dispute resolution.”¹⁹⁷

We note the following, as positive examples:

- The list of Members of the ICC, whose Court’s 2018-2021 term reflects full gender parity including 97 female arbitration practitioners;¹⁹⁸
- The list of Members of the LCIA Court, which reflects gender parity among its Vice Presidents;¹⁹⁹
- The ICSID Panels of Arbitrators and Conciliators, which have recently been updated and include a more diverse and qualified pool of arbitrator and conciliator candidates;²⁰⁰
- The HKIAC Panel of Arbitrators (for experienced arbitrators), which includes 62 women out of 138 panelists (45%) and the HKIAC List of Arbitrators (for less experienced arbitrators), which includes 51 women out of 252 members (20.2%);²⁰¹
- The International Commercial Arbitration Court (“ICAC”) at the Ukrainian Chamber of Commerce, where five out of 11 members of the ICAC Presidium are female arbitration practitioners, and all three Vice-Presidents of the ICAC are female;²⁰²

197. See Simpson Dispute Resolution at <https://www.simpsonadr.net/pro-bono.php> (last accessed May 24, 2020).

198. International Chamber of Commerce, *ICC Renews Alexis Mourre as President and Nominates Court with Full Gender Parity and Unprecedented Diversity* (June 21, 2018). See also Mireze Philippe, *How Has Female Participation at ICC Evolved?*, ICC DIGITAL LIBRARY 46-47 (Mar. 9, 2018), available at <https://cdn-arbitral.pressidium.com/wp-content/uploads/2018/08/2017-How-has-Female-Participation-at-ICC-evolved.pdf> (describing the increase in the number of female Court members from 2000 to 2018, listing those members by name).

199. For more information, see <https://www.lcia.org/LCIA/the-lcia-court.aspx> (last accessed Mar. 4, 2020).

200. For more information, see <https://icsid.worldbank.org/en/Documents/icsiddocs/ICSID%2010%20-%20Latest.pdf> (last accessed Mar. 4, 2020). See also Meg Kinnear, *Advancing Diversity in International Dispute Settlement*, WORLD BANK BLOG, Mar. 8, 2019 (noting that “[a]s of 2018, 19% of designees made by states were women” and that “of the 20 new designations made by the Chair of the Administrative Council in 2018, 50% were women”).

201. For more information, see <https://www.hkiac.org/arbitration/arbitrators/panel-and-list-of-arbitrators> (last accessed Mar. 4, 2020).

202. For more information, see <https://icac.org.ua/en/pro-icac/struktura/> (last accessed May 24, 2020).

- The panel of CAS arbitrators includes the names of 53 qualified women.²⁰³ The International Council of Arbitration for Sport (“ICAS”) reflects gender parity, with ten female and ten male members.²⁰⁴ The ICAS Board, which is the body that acts on behalf of ICAS throughout the year, is composed of three women and two men;²⁰⁵
- The American Chamber of Commerce of Peru (“AmCham Peru”), whose Arbitration Court members are, by majority, female (five out of nine).²⁰⁶

Leaders and laggards can be identified, in order to incentivize progress and promote progression towards greater inclusiveness. Dr. Katherine Simpson, for example, made submissions to Canada and the EU regarding the under-representation of women on the List of Arbitrators (trade dispute settlement roster) under Article 29 of the CETA, which, at the time of writing, includes no women among the proposed chairpersons and only one woman among five EU panelists.²⁰⁷ Dr. Simpson reiterates that “[e]very gender imbalance created in a treaty-based list of arbitrators can be corrected,” including “by appointing more women until parity is achieved.”²⁰⁸ As noted above, Dr. Simpson’s submission prompted a response from the European Commission noting that “reflections are ongoing

203. Notably, however, CAS reports that 53 qualified female arbitrators make up only 13.5% of the total 393 CAS arbitrators. Anecdotally, although the ICAS Membership Commission encourages the candidatures of female arbitrators, in practice, female arbitrators are rarely appointed by parties, and most female arbitrators appointed to CAS panels are nominated by the CAS Division Presidents, when the parties have no influence on the appointment. This could potentially be attributed to the fact that parties in CAS proceedings rarely are represented by female counsel on a regular basis. There thus remains much room for improvement in the world of sports arbitration, both in terms of arbitrators and practitioners. For more information, see <https://www.tas-cas.org/en/arbitration/liste-des-arbitres-liste-generale.html> (last accessed May 24, 2020).

204. For more information, see <https://www.tas-cas.org/en/icas/members.html> (last accessed May 26, 2020)

205. For more information, see <https://www.tas-cas.org/en/icas/the-board.html> (last accessed May 26, 2020)

206. See AmCham Peru, *José Daniel Amado y Cayetana Aljovín liderarán Corte Internacional de Arbitraje de AmCham en el Perú* (Dec. 18, 2019), <https://amcham.org.pe/nota-de-prensa/jose-daniel-amado-y-cayetana-aljovin-lideraran-corte-internacional-de-arbitraje-de-amcham-en-el-peru/>.

207. See Simpson Dispute Resolution at <https://www.simpsonadr.net/pro-bono.php> (last accessed May 24, 2020).

208. See Simpson Dispute Resolution at <https://www.simpsonadr.net/pro-bono.php> (last accessed May 24, 2020).

on how best to promote gender balance both in the drawing of the list of arbitrators as well as in composing an arbitration panel in a specific case.²⁰⁹

(v) Promote transparency

*“Statistics allow us not only to see the scale of the problem, but also to celebrate victories.”*²¹⁰

*“I am convinced that sharing experience about such initiatives may inspire other firms.”*²¹¹

As Section II of this Report identifies, a significant trend in recent years has been improved transparency in the number of women appointed to arbitral tribunals, which in turn has helped to promote awareness of the issue of gender diversity and identify where additional work is needed.²¹² Increased transparency regarding arbitral appointments is also generally favored by users of arbitration. For example, the International Court of Arbitration publishes on the ICC website the list of arbitrators nominated and the method of their nomination each month.²¹³ As the 2016 BLP Survey found, a “substantial majority (70%)” of respondents “thought that it was desirable for such statistics to be published. Interestingly, 28% said that the content of the statistics would influence their choice of institutional rules in the future.”²¹⁴

However, the tracking and publication of data and statistics about arbitrator appointments has come almost exclusively from arbitral institutions and there are few initiatives that attempt to collate and track this information from law firms.

One initiative in Germany, the joint DIS-ERA Pledge Gender Champion Initiative, has been set up specifically to track the extent to which law firms are promoting gender diversity on arbitral tribunals. The DIS-ERA Pledge Gender Champion Initiative, led by Francesca Mazza, uses “Gender Champions” appointed at each of the leading arbitration practices in Germany to monitor their own firm’s arbitrator appointment data and join

209. Letter from Rupert Schlegelmilch, Director, Eur. Comm’n to Catherine Simpson (Apr. 24, 2020), <https://www.simpsonadr.net/files/2020.04.24CETAResponse.pdf> (last accessed May 24, 2020). At the time of writing, Canada had also recently announced that it is accepting applications to serve on the CETA Roster.

210. Jacomijn van Haersolte-van Hof quoted in *Deutsche Zusammenarbeit & ArbitralWomen, Women Pioneers in Dispute Resolution*, at 218 (2d ed., 2018).

211. Anonymous female arbitrator, interviewed by the Task Force in preparation for this Report.

212. See Section II of this Report, above.

213. See <https://iccwbo.org/dispute-resolution-services/arbitration/icc-arbitral-tribunals/>.

214. Berwin Leighton Paisner, *International Arbitration Survey: Diversity on Arbitral Tribunals. Are We Getting There?*, at 10 (2017).

regular calls to report on progress and share best practice. The hope is that this regular reporting will motivate the law firms to take proactive steps to improve their firm’s performance and the Gender Champions can share ideas about what has worked within their respective firms to ensure more women are being put forward and appointed.²¹⁵ The initiative came about as a result of the very poor figures for party appointments of female arbitrators at the DIS. If successful, the ERA Pledge Steering Committee may consider rolling out similar initiatives in other jurisdictions.

Anecdotally, the Task Force is also aware that the annual GAR 100 questionnaire may include a question asking law firms to confirm the proportion of female arbitrators appointed during the research period (with the option to report this information anonymously, and/or naming best performers). Law firms should generally be encouraged to track and disclose the number of female arbitrator appointments. Tracking this data will allow those firms that are committed to improved gender diversity on arbitral tribunals to track their own progress and publishing it will incentivize other law firms to take proactive action.

(vi) Champion women

As noted in Section III.B, women are under-represented in legal directories, which, in turn, means that qualified and experienced female candidates may not have the same opportunities to promote their credentials. Directories have called on the arbitration community to champion women when approached by directory researchers.²¹⁶ Those in the position to do so, particularly those who have nominated or appointed female arbitrators, should be encouraged to provide their feedback on the female arbitrator(s) when approached by directories.

215. More details on the project as well as the names of the Gender Champions who have signed up so far can be found here: <http://www.disarb.org/en/80/content/gender-champion-initiative-id80> (last accessed May 24, 2020).

216. Georgina Stanley, *Women in The Legal 500 – A step in the right direction but we need your help*, FIVEHUNDRED MAGAZINE (Nov. 26, 2019), <https://www.legal500.com/fivehundred-magazine/editors-views/women-in-the-legal-500-a-step-in-the-right-direction-but-we-need-your-help/>; see also Georgina Stanley, *We’ll be championing women but we need your help*, FIVEHUNDRED MAGAZINE, (Feb. 25, 2019), <https://www.legal500.com/fivehundred-magazine/diversity-and-inclusion/well-be-championing-women-but-we-need-your-help/> (last accessed May 24, 2020) (“As firms and practice heads, the onus is on you to put forward more of your female stars – both up and coming and established – across every practice you can so that we can consider them for our rankings.”).

B. I am an in-house counsel or a litigation funder: *What can I do?*

Funders and in-house counsel have significant influence over the approach taken to arbitrator selection in their arbitration. We highlight a few steps that can be taken by funders or in-house general counsel to contribute to improving gender diversity on arbitral tribunals.

(i) Commit to do more

*“Gender equality and diversity at large should become a standard feature of the collaboration between in-house counsel and external law firms, on both sides.”*²¹⁷

Several initiatives highlighted in Section IV.A(i) are equally available to in-house counsel as they are to external counsel, including the option to sign existing pledges or prepare tailored commitments.

In 2019, a group of 65 general counsel spanning major companies from the UK and Europe signed a statement supporting diversity and inclusion in the workplace.²¹⁸ Among the various commitments made, signatories pledged to “encourage greater diversity and inclusion in our own businesses and cooperate to foster these same values throughout the legal profession and the broader business community,” and to “undertake to practice and advance diversity and inclusion by ... [e]ncouraging and partnering with our law firms to adopt best practices in diversity and inclusion.”²¹⁹ A similar “Open Letter to Law Firm Partners” was published in 2019 by more than 170 general counsel from top US companies stating that they “*expect the outside law firms we retain to reflect the diversity of the legal community and the companies and the customers we serve*” and noting disappointment that “many law firms continue to promote partner classes that in no way reflect the demographic composition of entering associate classes” (referring to partnership classes that “remain largely male and largely white”).²²⁰ The letter concludes that the signatory

217. Felix Ehrat, Chair of the IBA Corporate Counsel Forum and former Group General Counsel and Member of the Executive Committee at Novartis, quoted in Ruth Green, *GCs Must Do More to Help Law Firms Address ‘Glacial Progress’ on Equality*, IBANET.ORG, Nov. 20, 2019.

218. European General Counsel for Diversity & Inclusion, A Statement of Support, <https://images.law.com/contrib/content/uploads/sites/378/2019/03/Statement-of-intent.jpg> (last accessed May 20, 2020).

219. European General Counsel for Diversity & Inclusion, A Statement of Support, <https://images.law.com/contrib/content/uploads/sites/378/2019/03/Statement-of-intent.jpg> (last accessed May 20, 2020).

220. Christine Simmons, *170 GCs Pen Open Letter to Law Firms: Improve on Diversity or Lose Our Business*, THE AMERICAN LAWYER, Jan. 27, 2019.

companies “will direct our substantial outside counsel spend to those law firms that manifest results with respect to diversity and inclusion, in addition to providing the highest degree of quality representation.”²²¹ Similar initiatives could be undertaken by users of arbitration in or across other jurisdictions.

The ERA Pledge is also open to signatories representing governments, clients, funders and lawyers.²²² In addition, the ERA Pledge Corporate Sub-Committee (“CSC”) has been specifically set up to engage with corporate users of arbitration and in order to improve gender diversity in party nominations.²²³ In 2019, the CSC decided on various action points to help promote the ERA Pledge and raise the profile of female arbitrators among corporate users of arbitration. Two initiatives underway include: (a) developing corporate guidelines on how to implement the ERA Pledge in practice within their organization; and (b) organizing “meet the female arbitrator” events for in-house counsel involved in arbitrator appointments. One of the most recent of these events took place on February 4, 2020 in London, aimed at the energy and infrastructure sectors.²²⁴

(ii) Require diversity

a. Require female representation and promotion in legal counsel teams

“One of the most important ways that GCs can use their ‘power of the purse’ is to retain women to run their cases and serve as first chairs in any disputes. If

221. Christine Simmons, *170 GCs Pen Open Letter to Law Firms: Improve on Diversity or Lose Our Business*, THE AMERICAN LAWYER, Jan. 27, 2019.

222. For more information, see <http://www.arbitrationpledge.com/> (last accessed Mar. 4, 2020). Government signatories include: the Government of Canada (Global Affairs Canada and Justice Canada), the Government of Panama (Autoridad del Canal de Panamá), the Government of Egypt (Egyptian Office For Trading), the Government of India (Ministry of Finance), the Government of Malaysia (Attorney General’s Office) and the Government of Palestine (Ministry of National Economy). Funding institutions that have signed up to the ERA Pledge include: Burford Capital, Vannin Capital, Bentham IMF, Nivalion AG and Tenor Capital.

223. Members of the ERA Pledge Corporate Sub-Committee include representatives of: BP (Sam Bakstad), Freshfields Bruckhaus Deringer LLP (Sylvia Noury and Ashley Jones), Conoco-Phillips (Kelly Herrera), Bentham IMF (Dana MacGrath), Veolia (Alison Pearsall), Enel (Beatriz Sais Marti), Anglo American (Kate Wilford), Barclays (Patrizia Masselli), Coty (Thomas Wright Jr), Total (Gwendoline Brooker), AECOM (Nav Juty), Chevron (Arjun Agarwal), Burford Capital (Giulia Previti), Vannin Capital (Yasmin Mohammad), Standard Chartered Bank (Sapfo Constantatos), Airbus (Karl Hennessee) and Shell (Sarah Walsh).

224. For more information see <http://www.arbitrationpledge.com/events> (last accessed May 20, 2020).

women are not provided with such opportunities and direct support by GCs, they will not significantly advance and the gender gap will persist."²²⁵

*"GCs should use their considerable economic clout to incentivize law firms to promote gender equity and to consider taking away business from those who fail to do so. They should insist upon gender diverse legal teams, with women being given leadership roles, and equitable treatment of the women who handle their matters in the firm's origination credit and client succession decisions."*²²⁶

In-house counsel can significantly influence the gender diversity of external counsel teams working for them and, in doing so, can contribute to enabling women lawyers to gain additional experience that may one day lead to arbitral appointments.

A simple way to achieve this is to require that external counsel teams reflect gender diversity. According to a recent report published by the Burford Equity Project, "[m]ost companies lack a formal policy that outside counsel must meet gender-based diversity requirements."²²⁷ However, such policies can influence how law firms treat the issue of gender diversity.

Many companies have in recent years taken a more proactive approach to requiring law firms or specific legal teams to reflect greater gender diversity. The Burford Equity Project's study found that "[a]lmost half of all interviewees (48%) say that their companies have asked their law firm to put a woman on a litigation or arbitration team."²²⁸ Examples of companies with diversity policies include HP, which in 2017 made it a requirement for its panel of firms to meet diversity targets, or otherwise be subject to a 10% invoice withholding provision.²²⁹ In the same year, Facebook adopted a new

225. Carolyn Lamm, Partner at White & Case LLP, quoted in 2020 Burford Equity Project study: *General counsel & the gender gap in law*, BURFORD EQUITY, May 2020.

226. Roberta Liebenberg, Partner at Fine, Kaplan & Black, quoted in 2020 Burford Equity Project study: *General counsel & the gender gap in law*, BURFORD EQUITY, May 2020, p. 43.

227. 2020 Burford Equity Project study: *General counsel & the gender gap in law*, BURFORD EQUITY, May 2020, p. 18 (noting that "80% of GCs and senior in-house lawyers say their companies lack such a policy")

228. 2020 Burford Equity Project study: *General counsel & the gender gap in law*, BURFORD EQUITY, May 2020, p. 28 (noting that the motivation for doing so varies: "[s]ome say they asked for the best lawyer who happened to be a woman; others for strategic reasons such as relevance to a jury or type of matter; and others for diversity of perspective").

229. See Jennifer Williams-Alvarez, *HP, Mandating Diversity, Will Withhold Fees From Some Firms*, LAW.COM (Feb. 14, 2017). See also Legal Executive Institute, *Making the Business Case for Diversity*, THOMSON REUTERS (Nov. 8, 2018) (recording an interview with Kim Rivera, HP's Chief Legal Officer and General Counsel, in which she stated, "[H]ow I lead is with the unwavering intention of walking the talk by creating a diverse, innovative, high-performing in-house legal team that has demonstrated the power of diversity

policy that requires that women and ethnic minorities account for at least 33% of law firm teams working on its matters. This includes the requirement that law firms show that they “actively identify and create clear and measurable leadership opportunities for women and minorities” when representing the company in litigation and other legal matters, including opportunities such as “serving as relationship managers and representing Facebook in the courtroom.”²³⁰ More recently, General Motors reduced the number of outside counsel firms it engages to just 19 strategic legal partners, using diversity as a factor in its selection.²³¹ Similarly, BT reduced its panel of advisors and announced that new appointments would be influenced in part by law firms’ diversity and inclusion statistics across its partners, associates, and trainees.²³² The arbitration and litigation funder, Bentham IMF (now known as Omni Bridgeway), has also observed that “[m]any companies ... will no longer tolerate pitches from legal teams with no gender diversity and – critically – women included on those teams cannot be ‘tokens’ relegated to non-speaking, background roles.”²³³

Members of the Task Force noted anecdotally the increasing occurrence of in-house counsel demanding teams of lawyers that represent a balance of male and female associates, including senior female advocates. For instance, Burford Capital noted an anecdotal example of growing pressure from clients in a recent Q&A with Sophie Nappert and Saadia Bhatty from the law firm Gide:

“[M]y firm was recently invited by one of the biggest French companies to pitch its services and the core six partners across our firm were interviewed by a

professionally and personally. I set clear expectations and incentives – including financial incentives – around D&I that are applied with fairness and rigor. My approach is the same for our outside law firms. Last year we established a mandate with our external firms requiring them to meet exacting diversity staffing requirements and levying a 10 percent invoice withholding provision for failure to meet the requirements.”)

230. Ellen Rosen, *Facebook Pushes Outside Law Firms to Become More Diverse*, N.Y. TIMES (Apr. 2, 2017), <https://www.nytimes.com/2017/04/02/business/dealbook/facebook-pushes-outside-law-firms-to-become-more-diverse.html> (last accessed May 24, 2020).
231. See discussion in Laura Noonan, *Female lawyers: initiatives to break through career barriers*, FIN. TIMES (Dec. 10, 2019), <https://www.ft.com/content/a8a6ddea-0637-11ea-a958-5e9b7282cbd1> (last accessed May 24, 2020).
232. *BT throws down gauntlet to panel: “Out most diverse firm gets rehired automatically,”* THE LAWYER (Apr. 27, 2020) https://www.thelawyer.com/bt-throws-down-gauntlet-to-panel-our-most-diverse-firm-gets-rehired-automatically/?cmpid=dnews_13397974&utm_medium=email&utm_source=newsletter&utm_campaign=dnews&adg=32CCF51F-7155-4F4B-8DED-8EF3892EE1F5 (last accessed May 24, 2020).
233. *How Bentham’s Gender Diversity Helps Clients*, BENTHAM IMF BLOG, Nov. 26, 2019, <https://www.benthamimf.com/blog/blog-full-post/bentham-imf-blog/2019/11/26/how-bentham’s-gender-diversity-helps-clients> (last accessed May 24, 2020).

women-only group of more than ten in-house lawyers representing the company. Clearly, the company wanted to send over a message: We take gender diversity very seriously and we want to know what you are actively doing to promote diversity within the firm.

*We had to put our numbers out there and during the interview the company representatives said something as specific as ‘when you send over a team pitch and there are no women in the team or it’s led by a non-woman, it’s insulting for us who are making the decision.’*²³⁴

Initiatives such as this have led to reshuffling of team members in order to ensure a more inclusive team. Where there are shortages of female team members, these shortages have exposed the need to hire and retain female talent.

Clients can also take a proactive approach to developing relationships with more junior, female members of a team, in an effort to enable women to build client relationships. In a 2019 report, the IBA noted that “[a]lthough some firms have made progress on establishing sponsorship programs for female lawyers, there’s still a strong tendency for male partners to look to more junior male lawyers to pass on clients,” making it “very difficult for women in firms to inherit client relationships from the more senior partners.”²³⁵ The same report quotes Richard Price, Group General Counsel and Company Secretary at Anglo American, who allude to the benefits of engaging with more junior (often female) members of the team, and explained that “[o]ne thing I’ve asked my team to do is to be really thoughtful about who they call for an instruction. If you call the guy who took you out golfing last weekend that has consequences. If you call the junior partner who happens to be the woman who does all the work, that has consequences. So think about who gets the call. That will help.”²³⁶ Similarly, one commentator has suggested that clients “make a point of championing a particular female associate whose work is valued, by asking specific questions about what provision has been made to set out her route to partnership.”²³⁷

The recent study by the Burford Equity Project cites a number of other ways in which in-house counsel can help promote gender equality in law firms, including: rewarding law firms that adopt sponsorship programs that ensure retention of diverse

234. *Q&A: Sophie Nappert and Saadia Bhatti (Part II)*, BURFORD CAPITAL BLOG, Nov. 1, 2019, <https://burfordcapital.com/insights/insights-container/qa-sophie-nappert-and-saadia-bhatti-part-ii/> (last accessed May 24, 2020).

235. Ruth Green, *GCs Must Do More to Help Law Firms Address ‘Glacial Progress’ on Equality*, IBANET.ORG (Nov. 20, 2019).

236. Ruth Green, *GCs Must Do More to Help Law Firms Address ‘Glacial Progress’ on Equality*, IBANET.ORG (Nov. 20, 2019).

237. Alice Southall, *Tackling Gender Inequality in the Law – the Role of In-House Lawyers, and Quotas*, THOMSON REUTERS (Aug. 14, 2019).

talent; requiring transparency in how origination credit is awarded within the firm; asking for women who take maternity leave during the life-span of a case to be reassigned to those matters when they return to work; considering awarding or deducting success fees based on diversity metrics and billing by diverse professionals; and establishing mentorship schemes between mid-level associates and outside counsel to cultivate talent.²³⁸

b. Require diversity in arbitrator appointments

The initiatives highlighted above are a positive way to incentivize action to address “leaks” and “plugs” in the pipeline of female arbitrators. A similar approach to affirmative action could be taken in the context of arbitrator appointments. Clients can, for example, require that when counsel advise them on suggested names for arbitrator nominations, the suggestions reflect gender diversity or gender parity.

Linda Gerstel has proposed that in-house counsel adopt an “action-based checklist: Account, Awareness, Access, Ask, and Appoint” that contains “five basic categories with specific suggestions for General Counsel to implement in coordination with outside counsel, ADR provider organizations and administrators of local court panels.”²³⁹ Specifically, the “Account” category proposes that counsel create a committee which will be accountable for establishing goals, benchmarks and time periods to reach those goals; the “Awareness” category proposes that counsel raise awareness within the client organization as well as with outside counsel and ADR providers; the “Access” category proposes that clients promote the need to address pipeline “leaks”; the “Ask” category proposes that external counsel take a number of steps to demand diversity:

“First, ask ADR provider organizations about policies and practices regarding diversity and how they can be improved and ask them to stretch their benchmarks. Second, ask your corporate outside counsel to consider adding the JAMS diversity inclusion language in your dispute resolution clauses [as to which, see Section IV.A(i)(d), above]. Third, ask outside counsel to have a program offering young lawyers ... opportunities to shadow neutrals and buddy systems. Fourth, ask your ADR provider organizations and your outside counsel to have programs to meet diverse neutrals. Fifth, ask and research information about diverse neutrals outside of your bubble. Do not stop at one email circulated

238. 2020 Burford Equity Project study: *General counsel & the gender gap in law*, BURFORD EQUITY, May 2020, p. 39.

239. Linda Gerstel, *Stop ADR Diversity From Falling Through the Cracks: A General Counsel Checklist Manifesto*, 37 NYSBA INSIDE 10 (2019). See also Atul Gawande, *The Checklist Manifesto: How to Get Things Right* (2009).

*within the firm. Sixth, ask your outside counsel what steps were taken to research diverse neutrals before settling on a name brand.*²⁴⁰

The final “Appoint” category urges outside counsel to select diverse arbitrators whenever practicable and based on informed decisions.²⁴¹

(ii) Sponsor diversity initiatives

Both clients and litigation funders can reinforce diversity in international arbitration by encouraging and sponsoring initiatives undertaken by other stakeholders. For funders, this includes providing funds or similar risk pooling/transfer opportunities; for clients and other stakeholders, this includes leveraging that funding to promote gender diversity in international arbitration. We identify two key examples in this Section.

a. *The Burford Capital Equity Project*

One example is the strategy undertaken by Burford Capital through its “Equity Project.”²⁴² The Equity Project was born out of the observation that, since Burford’s inception in 2009, of the thousands of matters brought to it each year for funding, less than 10% had a woman in a leading role. Burford concluded that an economic incentive for change was needed in the form of a pool of capital through which women lawyers and the clients and firms for which they work could shift risk to a third party for matters they lead. Through this initiative, Burford seeks to “help close the gender gap in law by providing an economic incentive for change through a \$50 million pool of capital earmarked for financing commercial litigation matters led by women.”²⁴³

Arbitration is a focus area for Burford and the Equity Project. Of the 22 global Equity Project Champions – men and women who help Burford ensure that women lawyers are aware of the capital available – nine are leaders in international arbitration and dispute resolution. Initiatives that may attract financing include matters where a woman

240. Linda Gerstel, *Stop ADR Diversity From Falling Through the Cracks: A General Counsel Checklist Manifesto*, 37 NYSBA INSIDE 10 (2019).

241. Linda Gerstel, *Stop ADR Diversity From Falling Through the Cracks: A General Counsel Checklist Manifesto*, 37 NYSBA INSIDE 10 (2019).

242. *The Equity Project*, BURFORD CAPITAL, <https://www.burfordcapital.com/customers/the-equity-project/> (last accessed May 24, 2020). See also Press Release, *Burford Capital Launches The Equity Project to Help Close the Gender Pay Gap in Law*, BURFORD CAPITAL, Oct. 10, 2018.

243. *The Equity Project*, BURFORD CAPITAL, <https://www.burfordcapital.com/customers/the-equity-project/> (last accessed May 24, 2020). See also Press Release, *Burford Capital Launches The Equity Project to Help Close the Gender Pay Gap in Law*, BURFORD CAPITAL, Oct. 10, 2018.

lawyer is first chair, serves as lead counsel, chairs the steering committee, earns the origination credit, is the client-relationship manager, or where the client is being represented by a woman-owned law firm.

By introducing an economic incentive allowing women lawyers more flexibility in offering clients alternative fee solutions, Burford’s Equity Project gives the women an edge in competitive new business situations. The capital pool also incentivizes law firms to proactively promote women as the lead on cases and to build business, while simultaneously attempting to compensate for the implicit bias women lawyers often face in their firms and with their clients.

b. The Move the Needle Fund

In late 2019, over two dozen general counsel together with five large law firms initiated the “Move the Needle Fund,” investing \$5 million in new approaches to be adopted over the course of five years to better reflect diversity in the upper ranks of law firms.²⁴⁴ The founding firms involved include Eversheds Sutherland, Goodwin, Orrick, and Stoel Rives LLP, which have each committed to setting “aggressive, measurable diversity goals, ... experiment[ing] with research-based and data-driven ways to achieve them, and ... publicly report[ing] their progress.”²⁴⁵ The founding general counsel include representatives from Uber, Pfizer, eBay, PNC Financial Services, Starbucks Coffee Company, Ford Motor Company, and others, each of which “will invest time and resources to support each [Move the Needle] firm with achieving their goals, while also piloting new diversity initiatives in [their] own legal departments and with [their] current outside counsel firms.”²⁴⁶ The specific goals for law firms target new approaches to hiring, work/life integration, professional development, and addressing implicit bias, as well as pitching innovative and novel initiatives that address diversity.²⁴⁷

244. For more information on the Move the Needle Fund, see <https://www.mtnfund2025.com/> (last accessed Mar. 4, 2020).

245. Kibkabe Araya, *General Counsel Announce Move the Needle Fund with Diversity Lab in Letter*, LAW.COM, Sept. 20, 2019, <https://www.law.com/corpcounsel/2019/09/20/general-counsel-announce-diversity-lab-move-the-needle-fund-in-letter/> (last accessed May 24, 2020).

246. Kibkabe Araya, *General Counsel Announce Move the Needle Fund with Diversity Lab in Letter*, LAW.COM, Sept. 20, 2019, <https://www.law.com/corpcounsel/2019/09/20/general-counsel-announce-diversity-lab-move-the-needle-fund-in-letter/> (last accessed May 24, 2020).

247. Recent examples of innovative ideas include those shortlisted at the 2018 Diversity Lab’s “Law Hackathon.” See *Diversity in Law Hackathon: Summary of Ideas*, Spring 2018 available at <https://diversitylab.app.box.com/s/geimnljab0889j9dxzit2mfngqeqab0ma> (last accessed Feb. 4, 2020).

C. I am a qualified female candidate: *What can I do?*

This Section summarizes the opportunities available to women who are qualified arbitrator candidates, but who may be struggling to get arbitrator appointments.

(i) **Be brave; be proactive; be patient**

*“Don’t give up!”*²⁴⁸

*“An approach of not actively seeking appointments is NOT a good strategy for someone seeking to break into the market and establish a reputation, leading to regular appointments.”*²⁴⁹

Competition for arbitral appointments is fierce in today’s market. One of our interviewees advises arbitrator candidates that “[i]t is not enough to be hard-working and clever and expect that your capabilities will be discovered by Parties seeking to appoint arbitrators.” Instead, women need to “actively work” to create and find these opportunities, including by “increas[ing] their visibility, foster[ing] collegial relationships, develop[ing] their reputations and grow[ing] their network.” Another interviewee explained that her first few arbitral appointments “would not have happened unless I put myself out there as a candidate in the first place; I did not simply wait and hope that others would find me, but rather took a leap of faith and actively sought opportunities.”

Below, we set out a number of tips for creating and actively seeking out opportunities to promote qualified female arbitrator candidates. Above all, however, candidates need to be patient. One of our interviewees advised that she is “convinced that a strong reputation as a leader in the field and as an able arbitrator can overcome [barriers to entry]” but that “one needs to be patient. It takes time to build a reputation.” Other interviewees gave similar advice, including one suggestion that female candidates should be careful not to “put all your eggs in the ‘arbitrator’ basket too soon,” and another who expressed “concern with the recent compulsion among young arbitration practitioners to ‘score’ a first appointment.” Another explained that her first party appointment came four years after her first institutional appointment. “[P]atience is a virtue,” she stated, advising further that “as a woman, don’t be discouraged if it takes longer to prove yourself on your own market than it takes elsewhere!”

248. Anonymous female arbitrator, interviewed by the Task Force in preparation for this Report.

249. Anonymous female arbitrator, interviewed by the Task Force in preparation for this Report.

(ii) Start small

“I was appointed by an arbitral institution as a sole arbitrator in a small case when I was 34. It was a great opportunity and I am very grateful to that institution for the trust they placed in me. Their policy of giving younger practitioners a chance in small cases is to be lauded and demonstrates how arbitral institutions can play a major role in the career development of an arbitrator. I believe it would have been several more years before a party would have first considered naming me.”²⁵⁰

Small, lower value disputes occur more frequently, and provide useful opportunities for first-timers to cut their teeth as arbitrators, including by managing the process and writing awards. Several interviewees explained that their first appointments were small, low-value claims, including domestic cases. For example, a female arbitrator recalled that her first appointments arose because the institutions “needed young good and reliable sole arbitrators for a number of complex cases with a rather low value at stake, that would not be paid well enough for seasoned arbitrators and for which they wanted to ensure quality services.” Another female arbitrator, based in Australia, gave the illustration of being asked “if I was prepared to take a Singapore-seated case on the basis that I would be treated as if I were based in Singapore. This meant that no travel or hotel expenses would be covered. I accepted this, on the understanding that the experience and the fees (when ultimately paid) would be worth that initial cost set back.” Similarly, another recalled her first case as an arbitrator, which was “a \$35,000 claim by homeowners against the contractor who had built a sun porch behind their home, for allegedly shoddy construction that led to major cracks in the foundation. We had a one-day hearing, and I earned pittance for my work as solo arbitrator.” She explains that “I handled a few other such modest matters, until I felt that I could realistically describe myself as having had case management experience,” at which point she began applying for work on international disputes.

As described in further detail below, one way to secure these smaller scale appointments is to invest in and build your relationships with arbitral institutions.

(iii) Invest in relationships with arbitral institutions

The vast majority of women who we interviewed obtained their first appointment from an arbitral institution. One interviewee explained that “institutions today practice ‘affirmative action,’ favoring female arbitrators in the situation of equal qualifications,” noting

250. Ank Santens (Arbitrator and Partner at White & Case LLP), quoted in *Look Who’s Joined ADR’s Most Exclusive Club*, INT’L INST. FOR CONFLICT PREVENTION & RESOLUTION 4 (Nov. 2018), <https://cdn-arbitral.pressidium.com/wp-content/uploads/2019/03/Female-Neutrals-Book-min.pdf>.

further that “I know of female lawyers who – because of these changes – left their law firms to become successful solo practitioners and full time arbitrators.” This is reflected in the statistics described in Section II of this Report, which show that arbitration institutions are responsible for most of the female arbitrator appointments, and are increasingly appointing “first-timers.”²⁵¹ As one of our interviewees (also a member of an arbitral institution) commented: “in my institutional capacity I really want to see more younger arbitrators flourish; the profession should not be a ‘third career.’”

A first step towards obtaining an institutional appointment is to apply to join rosters administered by arbitral institutions. One of our interviewees advises candidates to “[a]pply to join every panel or list of arbitrators that you can. Even if you don’t receive appointments from the institutions as a result, simply being on the relevant lists provides visibility.” As another interviewee illustrated: “[m]y first two SIAC appointments came about because the Secretariat staff had seen my name on the ICC list and thus learned I was available to sit as an arbitrator.” Applications should include both domestic and international arbitral institutions. Domestic institutions, which often handle smaller-scale cases, can be a useful source of arbitral appointments for first-timers. Examples for US lawyers, recommended by our interviewees, include the AAA’s commercial roster of arbitrators,²⁵² the ICDR list, and the CPR list.²⁵³ One interviewee noted that “[t]he AAA and ICDR have had a diversity initiative in place for many years, which required every list that went out to be at least 20% diverse. I undoubtedly benefitted from that policy.”

Women can do more than simply applying to join rosters. One of our interviewees advised that “to be appointed by an institution, the institution needs to be aware of the potential candidate” and recommended that candidates “[g]et involved in the activities of the institution and attend seminars, conferences and events.” For all candidates, get to know your ICC national committee.²⁵⁴ One of our interviewees suggested connecting with the ICC national committee that represents both the country where you reside, as well as the country of your nationality, since “[i]f you are not based in the jurisdiction of your nationality, then they may not know you or be familiar with your experience.” Several interviewees explained the importance of building relationships with individuals working at institutions. One female arbitrator, for example, explains how she “made a point with each institution of getting to know the administrators personally, not just by greeting them at conferences, but also by going to visit with them to discuss my

251. *See supra* Section II.

252. For more information on the AAA commercial roster, *see* <https://www.adr.org/aaa-panel> (last accessed Mar. 4, 2020).

253. For more information on the ICDR panel, *see* <https://www.icdr.org/panels> (last accessed Mar. 4, 2020), and for more information on the CPR list, *see* <https://www.cpradr.org/ neutrals/ become-a-neutral> (last accessed Mar. 4, 2020).

254. For a list of ICC national committees, *see* <https://iccwbo.org/about-us/global-network/ regional-offices/> (last accessed Mar. 4, 2020).

eagerness to help.” Another explained that “[s]ince the arbitration institutions are the real promoters of female arbitrators it is important to submit the CV to the institutions and possibly seek personal contact with them.”

When you do engage with institutions, let them know of your availability and experience and make sure that your CV profiles you as an arbitrator and/or potential arbitrator (and not just as counsel). If you have prior arbitrator experience, or are interested in gaining further experience in smaller arbitrations, let the arbitration institutions know that you are willing to take on even very small local law matters, at a substantially reduced rate, in order to gain experience. One of our interviewees emphasized that, in her experience, “it was important for the people making the appointments to be aware that I was available to serve as an arbitrator” and that “it happened quite organically through conversations, as well as by joining [my local] ICC [group] and attending their biannual networking event with the Secretariat in Paris.” Another interviewee suggests advertising your availability to work over the summer months or holiday period, when others may not be available to take on the work.

(iv) Seek out leadership opportunities

There is a range of opportunities for women to take up positions of leadership in arbitral institutions, organizations and associations. These positions provide opportunities to build and promote your reputation among peers and clients. Several women interviewed by the Task Force stated that their first arbitral appointment was in part the result of them being elected to a senior position within an international arbitration institution or organization. As one interviewee explained, “[l]eadership positions in bar associations are important and a very productive way and achievable to gain a reputation. I always tell younger colleagues that if they are willing to put in the work there are many bar association committees where you can rise to a leadership position in a relatively short period of time.” She reflected on the range of leadership positions she took on throughout her career, noting that “[i]n every one of these positions I meet people and they have a chance to see me and assess me. The same would be true for others as they become active on bar committees.”

(v) Be visible

“The difference between international arbitration and national courts is of course that the world is one’s catchment area. How does someone in Korea know about say an English lawyer like myself unless they have heard of you or met you or seen you speak?”²⁵⁵

255. Hilary Heilbron QC quoted from Deutsche Zusammenarbeit & ArbitralWomen, *Women Pioneers in Dispute Resolution*, at 91 (2d ed. 2018).

*“In the market where the potential supply of arbitrators exceeds the demand and where a limited number of arbitrators obtain a large number of the available appointments, it is necessary to stand out.”*²⁵⁶

A key theme in the advice received from our interviewees is the importance of visibility.²⁵⁷ One member of the Task Force noted the need to be vocal and actively communicate your achievements in way that is authentic and deliberate.²⁵⁸ Look for opportunities to distinguish yourself from and promote yourself within your peers. Standing out is particularly important for female arbitrator candidates. As one of our interviewees noted, “[gaining] [v]isibility is increasingly difficult, particularly for women who are often overlooked, under-estimated, and under-valued, as potential arbitrators.” Another recommended that candidates “[t]ry to stand out in a tangible area of law, or on the basis of unique skills such as languages or other specific know-how. This will make it easier to be appointed because the specific know-how compensates for lack of such skills in other more experienced arbitrators.”

Our interviewees highlighted a number of ways for women to increase their visibility, including attending and speaking at conferences, joining committees and task forces, and participating in other opportunities to grow a network and build a reputation.²⁵⁹ One of our interviewees advises that female arbitrator candidates should be “speaking at conferences, publishing, posting on the international list servers, joining committees and taking an active role on them, attending meetings and conferences, taking on major projects in the field and leading them to successful completion, all in order to establish a reputation and build a path to success.”

Speaking at conferences is a particularly valuable way to develop a reputation within international arbitration. If you are struggling to obtain speaking opportunities at conferences, find an opportunity to organize a panel discussion, for example by proposing

256. Anonymous female arbitrator, interviewed by the Task Force in preparation for this Report.

257. See also Interview with Andrea Meier in WWL Editorial, *Arbitration Future Leaders 2018: Women in Law Roundtable Discussion*, WHO’S WHO LEGAL (Jan. 12, 2018) (“Visibility in the industry is of the essence”).

258. Elizabeth Fisher, *Key takeaways: London’s leading women lawyers share tips on origination and career growth at ‘Rising Stars’ breakfast panel*, BURFORD CAPITAL BLOG, Dec. 13, 2019, <https://burfordcapital.com/insights/insights-container/key-takeaways-london-s-leading-women-lawyers-share-tips-on-origination-and-career-growth-at-rising-stars-breakfast-panel/> (quoting Alexandra Conroy, Executive Coach to the Legal Industry: “[w]omen may feel a bit uncomfortable about bragging about their achievements, but there are other ways that you can articulate the great things that you are doing. There are nuanced ways to promote yourself, but we have to do it more deliberately than our male counterparts.”).

259. Appendix F includes information about working groups, task forces, committees, and boards connected with arbitral institutions, as well as the number of female practitioners represented in each instance.

an event to a young arbitration practitioners network.²⁶⁰ One of our interviewees also recommended publishing, including by contributing to blogs and other opportunities that require less time commitment.²⁶¹ Moreover, even if attending conferences as a delegate, “speak up from the audience,” and “take the floor in conferences with pertinent observations.” Another interviewee emphasized that public speaking provides an opportunity to demonstrate your perspectives and experiences as arbitrator (and not just as counsel), so as to help gradually shift the market’s perception of the overall balance of your work. Even attending conferences can be valuable, if it means you are able to speak publicly from the audience and connect with lawyers attending the conference on a more personal basis. As one of our Task Force members noted, “[p]eople need to have met or at least seen an arbitrator speak before they will feel comfortable recommending them. Transparency initiatives such as [the Global Arbitration Review ART] and [Arbitrator Intelligence²⁶²] are excellent, but after getting the information [from these initiatives], people will still either want a personal recommendation from someone they trust, or to have seen someone personally.” Similarly, another interviewee noted that “I generally don’t know the lawyers who appoint me on behalf of their client, but with some frequency they say they saw me speak at a conference somewhere. As someone once told me, you only have to get one ‘file’ ... in order to make many years of conference attendance worthwhile. So true.”

ArbitralWomen have taken steps to further promote the profile of women speaking at conferences. They invite members to write to ArbitralWomen with information about the event so that it can be promoted on the ArbitralWomen website and mentioned in the ArbitralWomen events email alerts.²⁶³ The ABA likewise supports opportunities for women to speak at conferences, and requires all of its CLE events to include diverse group members (including women) as speakers and/or the moderator.²⁶⁴ To facilitate

260. For example, there are a variety of moderated discussions, including virtual panel discussions, organized by the ICDR Y&I group. For more information, see <https://www.icdr.org/young-and-international> (last accessed Jun. 1, 2020).

261. There are many different opportunities to post blogs. For example, consider submitting to the AAA-ICDR Blog (more information at <https://www.adr.org/blog/home>), or the Kluwer Arbitration Blog (more information at <http://arbitrationblog.kluwerarbitration.com>) (both last accessed Jun. 1, 2020).

262. The Global Arbitration Review ART and Arbitrator Intelligence are discussed in further detail in Section III.A(ii), above.

263. Information about the event should be sent to events@arbitralwomen.org.

264. Specifically, any ABA CLE program with three or more panelists (including the moderator) must have at least one member from a diverse group (race, ethnicity, gender, sexual orientation, gender identity, and disability); a CLE program with five to eight panelists (including the moderator) must have at least two members from a diverse group; and a CLE program with nine or more panelists (including the moderator) must have at least three members from a diverse group. Failure to adhere to this policy results in the ABA not sponsoring,

compliance with this rule, the ABA prepared the Diverse Speaker Directory, which conference organizers may use to select speakers for events.²⁶⁵

Being involved in committees and/or task forces provides another useful way to promote your credentials.²⁶⁶ One of our interviewees recommended “finding a subject or a project that will draw widespread recognition” and getting involved in initiatives set up to address that subject or project. Another explained that her participation in IBA and ICC committees provided her with “a real ‘boost’ for my career” and put her in touch with “persons who would then remember me when it came to appointments.” Another benefit of being involved in committees and/or task forces is that it allows you to stay abreast of recent developments in international arbitration. One of our interviewees emphasized how important it is to ensure that you are equipped to discuss these recent developments in an informed way, as this will then help to establish you as someone who is knowledgeable about, and interested in, arbitration.

(vi) Demonstrate the qualities of an arbitrator

“Parties recognize arbitrators with integrity as the overriding driving force and that is a good reputation to strive for and one that is attainable.”²⁶⁷

Several interviewees commented on the need to hone and demonstrate the qualities of an arbitrator. In addition to being substantively excellent, arbitrators need to demonstrate good judgment, integrity, self-confidence, and congeniality. They need “courage to ask if you do not know or understand” as well as “breadth of experience, sensitivity to all cultures and humility to recognize your limitations.” One of our interviewees advises candidates to be on the lookout for opportunities to develop and foster these traits and “to develop and demonstrate your decision-making ability.” Another added that “many of the most respected arbitrators are those who navigate naturally in conflicts with a good inner compass (which is a result of a deep understanding of their role as attorney and

co-sponsoring or seeking CLE accreditation for the event. Information about the ABA’s Diversity & Inclusion CLE Policy can be found at https://www.americanbar.org/groups/taxation/publications/abataxtimes_home/20feb/20feb-villalobos-diversity-inclusion-overview/ (last accessed June 1, 2020).

265. The ABA Diverse Speaker Directory can be found at <https://www.americanbar.org/groups/diversity/resources/diverse-speakers-directory/> (last accessed June 1, 2020).

266. The ABA, for example, publishes annual reports to track the progress of women lawyers in the ABA’s leadership positions as a part of its Goal III strategy – “To eliminate bias and enhance diversity.” The ABA started publishing this information in 1991, as a part of the previous strategy – Goal IX – which merged with Goal III in 2008. The Goal III reports may be found at <https://www.americanbar.org/groups/diversity/resources/goal3-reports/> (last accessed June 1, 2020).

267. Anonymous female arbitrator, interviewed by the Task Force in preparation for this Report.

adjudicator)” and suggested that candidates should hone a “deep understanding of the capacity in which you [as arbitrator] serve.” This includes being “trusted to always have only one agenda and that is to serve the Parties right to resolve their dispute, without other interests at play, and the courage to stay on this course.”²⁶⁸

Interviewees also encouraged female candidates not to compromise the qualities that define each as an individual, particularly where those qualities establish suitability to act as an arbitrator. One of our interviewees suggests candidates “[b]uild[] on their inner and natural strengths and not allow themselves to be coached into behavior and matters that are not naturally theirs,” adding that “[a]uthority has many faces,” and “there are many ways to lead and to manage proceedings.” Others interviewed by the Task Force encourage candidates to be aware of character traits that are “inherently feminine” and to recognize that these traits may be just as relevant to your qualifications as an arbitrator as others. “[W]omen should not forget their gender and appearance when acting as arbitrators,” noted one interviewee. However, she cautioned that, while the move towards greater gender diversity provides women with new opportunities in the field of arbitration, female arbitrator candidates should be careful not to rely too heavily on gender:

“[W]omen arbitrators must use their intelligence, skills and self-knowledge with a view to further showing that such trend – or affirmative action – is correct and fruitful; [the] gender contest may be obsolete, but [the] international arbitrators contest is more and more intense.”²⁶⁹

(vii) Continue to network

Find time to invest in and expand your network of contacts at institutions, with clients, and among colleagues. Interviewees commented on the “enormous number of networking opportunities available,” and the importance of trying to find time to attend and meet people.

One female arbitrator interviewed by the Task Force emphasized the importance of networking, noting that “[e]arly opportunities [for appointments as arbitrator] are often a question of being in the right place at the right time. You need to make sure that when an opportunity arises, yours is the first name that springs to mind.” This is particularly important for candidates who are living abroad and want to be considered for appointments in their home jurisdictions. Interviewees advise candidates to think broadly about

268. See, e.g., LeanIn.org, which includes video resources discussing, *inter alia*, women and leadership, how to build confidence, and how to learn and develop negotiating strategies. These video resources can be found at <https://leanin.org/education#leadership>, <https://leanin.org/education#build-confidence>, and <https://leanin.org/education#negotiation> (all last accessed Mar. 5, 2020).

269. Anonymous female arbitrator, interviewed by the Task Force in preparation for this Report.

the scope of your contacts and look for opportunities to step out of your regular professional circle so as to expand your network. For example, candidates can “join a mentoring program where mentors meet together as well as with their mentees, join a group that supports a cause you want to support, offer to hold a workshop or lecture at a local university, get involved in groups supporting women’s professional development, etc. Not only will such activities expand your network, but you can contribute to making a difference in causes that matter to you.” Another interviewee commented that “[u]seful contacts can come from unexpected places, e.g. my former professor helped me get appointed to the CAS List of Arbitrators, as did an arbitrator with whom I had taught a course a decade ago.”

Other examples include programs like the business development bootcamp for women launched by Burford Capital in late 2019. Burford’s bootcamp brings together rising stars of litigation and arbitration along with senior women partners to develop practical book-building skills under the guidance of an expert business development coach. This is both an opportunity to network in and of itself as well as a forum to discuss networking and business development challenges faced by women in law. Burford Capital also regularly holds dinners aimed at female lawyers in key Equity Project jurisdictions. These informal dinners provide networking opportunities for women to meet other arbitrators and their peers in arbitration practices at rival law firms. To keep up to date with future bootcamps and dinners, join the Equity Project LinkedIn group.²⁷⁰

Consider joining professional networks, including those specifically intended to provide a platform for women seeking arbitrator appointments. These include, among others:

- *ArbitralWomen*. ArbitralWomen is a global network of women active in international dispute resolution, which includes nearly 1,000 members from over 40 countries. Its objective is to promote and improve the visibility of female practitioners in international dispute resolution.²⁷¹ Through its various activities and initiatives,²⁷² ArbitralWomen promotes female practitioners on its website by featuring events at which they speak, publishing news about their promotions and professional developments, publishing news that they draft for the website and report for the newsletter, promoting articles and books they publish and issuing periodic news alerts. ArbitralWomen publishes books featuring female practitioners, such as the book on *Women Pioneers*

270. For more information, see <https://www.linkedin.com/groups/13689091/> (last accessed Apr. 14, 2020).

271. For more information, see <https://www.arbitralwomen.org/> (last accessed Mar. 5, 2020).

272. For more information, see Mirèze Philippe, *Walk the Talk – The ArbitralWomen Experience*, 17 RUSS. ARB. ASS’N J. 7 (Mar. 2020).

in Dispute Resolution.²⁷³ ArbitralWomen also provides opportunities for networking and connecting with other female practitioners. The ArbitralWomen SpeedNet event, inspired by speed dating, allows several practitioners to meet in a short space of time. ArbitralWomen Connect is another initiative that allows practitioners to network and make new connections on a one-to-one basis.²⁷⁴ More recently, ArbitralWomen launched “Mute Off Thursdays,” an online initiative designed to bring together women leaders in international arbitration for presentations and group discussions on a regular basis.

- *The Alliance for Equality in Dispute Resolution* (the “Alliance”). The Alliance is a non-profit organization that advocates for increased diversity and inclusion in all aspects of dispute resolution.²⁷⁵
- *The HKIAC Women In Arbitration* (the “WIA”) initiative. The WIA initiative is a forum for members to consider and discuss current topics, grow networks and business relationships, and develop the next generation of leading female practitioners. The WIA is committed to the promotion and success of female practitioners in international arbitration and related practice areas in China.²⁷⁶
- *The Swedish Women in Arbitration Network* (the “SWAN”). SWAN is a professional network for women with an interest in arbitration and provides a platform for promoting women in arbitration and knowledge sharing. While the organization is based in Sweden, it welcomes members from any country.²⁷⁷
- *The Women Way in Arbitration, Latin America* (“WWA LatAm”). WWA LatAm has set up a list of Latin American female arbitrators on which parties can draw for potential appointments, including profiles describing areas of expertise.²⁷⁸
- *The American Society of International Law’s Women in International Law Interest Group* (“WILIG”). WILIG was created to promote and enhance the careers of women in the field of international law and promote awareness of gender in all areas of international law. WILIG also runs a Prominent Women

273. Deutsche Zusammenarbeit & ArbitralWomen, *Women Pioneers in Dispute Resolution* (2d ed. 2018).

274. This is an initiative by Elizabeth Chan, associate at Three Crowns LLP. For more information, see <https://www.arbitralwomen.org/launch-of-arbitralwomen-connect-pilot-programme/> (last accessed Jun. 4, 2020).

275. For more information, see <https://www.allianceequality.com/> (last accessed Mar. 5, 2020).

276. For more information, see <https://www.hkiac.org/news/hkiac-launches-women-arbitration-initiative> (last accessed Mar. 5, 2020).

277. For more information, see <http://swannetwork.se/> (last accessed Apr. 13, 2020).

278. For more information, see <https://wwarb.org/> (last accessed May 20, 2020).

- in International Law Award, which is intended to recognize the work of outstanding women in the field of international law.²⁷⁹
- *ABA Women in Dispute Resolution* (“WIDR”). WIDR is the American Bar Association’s women’s group. WIDR has largely focused during the last few years on the passage and rollout of ABA Resolution 105,²⁸⁰ which promotes the use of diverse arbitrators and mediators.
 - *Women in Law Empowerment Forum* (“WILEF”). WILEF brings together women from law firms and corporate law departments in the United States, London and Paris. Its vision is to enable women in law to become leaders in the workplace and in the community.²⁸¹

Other institutions are also taking steps to ensure equal representation of women on their working groups, tasks forces, committees and boards.²⁸²

In addition, make sure that your network of contacts is made aware that you have experience in the role of an arbitrator. One of our interviewees noted that “[t]his means more than just updating your web biography to mention your arbitrator work. There is no substitute for taking the time to personally reach out to various people in your network (whether at institutions, other law firms, etc.) to update them that you are now moving along the arbitrator track and would welcome consideration for additional appointments.”

(viii) Be excellent in your first (and subsequent) appointment(s)

“In some ways, it’s a ‘good time’ to be a woman in international arbitration, in light of the institutional push for diversity, and increased client interest in diversity. But a ‘diversity appointment’ will only get your foot in the door – from there, you have to be an excellent arbitrator in every way (responsiveness, due process, quality of awards, cost- and time-efficient, etc.).”²⁸³

Several interviewees emphasized that the most important credential for attracting repeat appointments is to be excellent the first time round. One interviewee, for example, noted that after being appointed by an institution in her first arbitration, the parties were

279. For more information, see <https://www.asil.org/community/women-international-law> (last accessed Mar. 5, 2020).

280. For more information on ABA Resolution 105, see https://www.americanbar.org/content/dam/aba/administrative/dispute_resolution/leadership/aba-resolution-105-summary-and-action-steps.pdf (last accessed May 20, 2020).

281. For more information, see <https://wilef.com/> (last accessed May 20, 2020).

282. See, for example, the information relating to the International Bar Association, set out at Appendix F.

283. Anonymous female arbitrator, interviewed by the Task Force in preparation for this Report.

impressed by her and appointed her directly in a subsequent related case. Similarly, another interviewee advised that what is “[m]ost important ... is to work hard and do a good job on every arbitration in order to develop a reputation not only as a thorough leader, but as an arbitrator who is diligent, responsive, a good case manager, sensible, exercises good judgment, and make[s] sound decisions which, while maybe in favor of one side, are expressed in a way that satisfies the loser that their positions were carefully considered and the matter intelligently decided.”

Doing a good job on your first appointment can be hard for those who are juggling it with a full-time day job. For women whose day job involves acting as counsel, one of our interviewees suggested “ensuring that you devote sufficient time to the role of arbitrator and that the role does not take a back seat to client work.” Another noted that “[h]aving a full-time teaching position with substantial year-round administrative responsibilities limited my available time [to act as arbitrator]” and advised candidates in that position to “[e]nsure that you will have the time and if in a firm, the support, to have the needed availability and flexibility.”

It can of course be difficult to know whether you have done a good job. One way to obtain feedback, recommended by our interviewees, is to ask the institution administering the dispute. You can also reflect on the quality of your award by reading similar awards written by others and comparing them with your own.

D. I want to develop experience and expertise: *What can I do?*

(i) **Gain experience in international arbitration**

All the women that we interviewed stated that the most important career decision or opportunity that equipped them with the skills and experience necessary for their first appointment was experience in international arbitration.

For most of our interviewees, this meant working as counsel in arbitration cases. One female arbitrator, for example, explained that “[a]s a young associate, I sought out as much arbitration work as I could find, while also honing my general written and oral advocacy skills through a broad range of litigation projects.” She also explains that “the platform of doing high-level counsel work at a well-respected law firm gave me credibility in the market, both with institutions looking to expand their rosters and with counsel at other firms, who would have to accept me as a viable arbitrator for their cases.” Another interviewee advised aspiring arbitrators to “[t]ake as many cases as possible to hearing as counsel,” noting that doing so “made it possible for me to competently handle my arbitrations from the start.” One of our interviewees suggested that, while working on cases at law firms, women should “start thinking about practice through the prism of ‘decision-maker,’ in addition to ‘counsel.’”

For other interviewees, this meant working at arbitral institutions or in academia, usually in combination with law firm experience. One of our interviewees, who was

formerly in a senior role at an arbitral institution and is now a full time independent arbitrator, noted that “significant experience as counsel in a big law firm” coupled with “insight into the arbitral process from having worked at an institution” contributed to her being appointed to her first tribunal. Another interviewee in full-time academia noted that it was the combination of both her time in private practice as well as her academic career that provided her with the skills and experience needed to act as an arbitrator.

In addition to gaining experience through professional positions, there are other opportunities to gain exposure to arbitration (and therefore to help develop the skills and experience needed to become an arbitrator). The rest of this Section highlights a number of suggestions.

(ii) Attend trainings, workshops and moots

There is a variety of specialist training and workshops that focus specifically on the skills needed to act as an arbitrator. These events are often *ad hoc*, so it is difficult to provide a comprehensive review of them here. Generally, they can be found by monitoring the websites of the major arbitration institutions and professional associations. We note a few of these below.

- *The Chartered Institute of Arbitrators* (“CI Arb”). CI Arb offers a number of different training courses in dispute resolution, including introductory courses and courses in specialist areas of dispute resolution (such as international arbitration).²⁸⁴ In addition, there are different types of membership of CI Arb that require completing specific training and potentially passing a peer interview.²⁸⁵ The most advanced Membership is as a Chartered Arbitrator. Those interested in applying should look at which type of Membership best reflects the stage in your career. In an interview with the Task Force, one female arbitrator reflected on the benefit to her of becoming a CI Arb Fellow: “the fellowship required me to learn how to write an arbitration award and to sit a four-hour exam on award writing. If nothing else, passing the exam gave me the confidence that I knew the basics of how to write an award.” CI Arb often collaborates with regional professional bodies to conduct one-day trainings, so keep up to date with events listed on their website in case there is a conveniently located event.
- *The ICC*. The ICC provides online training in ICC arbitration and the application of the 2017 ICC Rules. Participants are trained by members of the ICC Secretariat and the Chairman of the ICC Institute of World Business Law. It is

284. For more information, see <https://www.ciarb.org/training/> (last accessed Mar. 5, 2020).

285. For more information, see <https://www.ciarb.org/membership/> (last accessed Mar. 5, 2020).

- specifically targeted at both arbitrators and other legal professionals, academics, and lawyers interested in learning more about ICC arbitration.²⁸⁶
- *ICSID*. ICSID provides full or half-day training in English, French, or Spanish on the ICSID processes and the steps in an ICSID arbitration case. The course is hosted by ICSID Legal Counsel and it covers every aspect of ICSID arbitration proceedings.²⁸⁷ The ICSID website also gathers information about other training events relevant to international arbitration.²⁸⁸
 - *Other arbitration institutions*. The SCC holds a number of *ad hoc* events including training events for arbitrators. For example, last year the SCC hosted an “Award Writing Training Programme” in cooperation with the International Bar Association’s under-40 sub-committee (“IBA Arb40”). Similarly, HKIAC has in the past run arbitrator training programs. Again, it is worth keeping up to date with forthcoming training opportunities hosted by these and other arbitral institutions.
 - *Arbitration associations and organizations*. Most arbitration organizations host annual and *ad hoc* training events targeting arbitrators, in-house counsel, and advocates, or issue useful publications. For example, the ABA holds an Annual Arbitration Training Institute; the IBA holds *ad hoc* training days that have a specific focus on international arbitration, as well as an Annual IBA Arbitration Day conference; and the IBA Arb40 publishes useful materials that are intended to assist new or first-time arbitrators.²⁸⁹ Similarly, ICCA hosts a widely attended biennial Congress.²⁹⁰ The conferences offer an opportunity to learn more about the practice of international arbitration – including from the perspective of arbitrators who frequently speak on panels and attend the events.

286. For more information, see <https://iccwbo.org/training/online-training-and-certificates/dispute-resolution-online-training/> (last accessed Mar. 5, 2020).

287. For more information, see <https://icsid.worldbank.org/en/Pages/about/Introduction-to-ICSID-Courses.aspx> (last accessed Mar. 5, 2020).

288. This webpage is available at: <https://icsid.worldbank.org/en/Pages/about/Upcoming-Events-and-Training.aspx> (last accessed Mar. 5, 2020).

289. See e.g. the IBA Arb40 Subcommittee, *Toolkit for Award Writing* (2016), available at <https://www.ibanet.org/Document/Default.aspx?DocumentUid=C2AF46AA-5D7A-4DF3-817E-F94149004219> (last accessed Mar. 5, 2020).

290. For more information on the ABA 13th Annual Arbitration Training Institute, see <https://www.americanbar.org/events-cle/mtg/inperson/378745510/>; for information on IBA Arbitration Committee events, see https://www.ibanet.org/LPD/Dispute_Resolution_Section/Arbitration/Default.aspx; for information on the ICCA Congress, see <https://www.arbitration-icca.org/conferences-and-congresses.html> (all last accessed Mar. 5, 2020).

One of our interviewees recommended that aspiring arbitrators also find opportunities to develop their understanding of arbitrator ethics. She noted that “[s]ince an arbitrator’s integrity and the highest moral (ethical) standards are a fundamental requirement for a sustainable arbitrator practice, I would advise young practitioners to be well versed in deontological rules and understand the fundamentals of attorney ethics.” Look out for committees and task forces hosted by national and international bar associations that have a specific focus on arbitrator ethics.

Funding also is available to those seeking to develop experience and expertise. The AAA-ICDR Foundation Diversity Scholarship Fund, for example, aims to encourage diversity and inclusion within the field of ADR by supporting the pursuit of knowledge and skill development through training experiences that encourage inclusive leadership growth in the field of ADR. It grants diverse law students and professionals up to \$2,000 of financial assistance towards alternative dispute resolution continuing education, training, or seminar expenses.²⁹¹

Moot arbitration competitions are another opportunity for aspiring arbitrators to attempt to sit on a tribunal complete with a sample fact sheet of the case, evaluating submissions on behalf of the claimants and respondents of the arbitration, and hearing oral arguments advanced by participating students. Usually, moots encompass both an oral and a written phase. Additionally, a moot round of arguments can also provide a snapshot of other important aspects of being an arbitrator – ensuring fairness of arbitral proceedings, understanding the importance of impartiality and independence, fostering collegiate exchanges with co-arbitrators on the bench, and honing the ability to question counsel on pertinent issues of arbitration law. Moots also offer the advantage of providing a space to network and meet colleagues and senior professionals in the practice in a low-intensity and interesting atmosphere enabled by the shared interest in international arbitration of professionals and students alike.

There are many different moot competitions that take place across the world. We have listed some moots that are specific to international arbitration below:

- *Willem C. Vis International Commercial Arbitration Moot*. The “Vis Moot” has been held annually since 1994 and witnesses the participation of more than 300 law schools in pre-moot rounds in cities around the world and at the global rounds in Vienna. The moot is devoted to complex issues in commercial law and provides a valuable opportunity for judging arbitrators to meet senior professionals and to interact with those in the arbitration community.²⁹²

291. See <https://www.aaacdrfoundation.org/grants>. Applications are accepted on a rolling basis and reviewed quarterly until appropriated funds are expended.

292. For more information, see <https://vismoot.pace.edu/site/about-the-moot> (last accessed Mar. 5, 2020).

- *The Foreign Direct Investment International Arbitration Moot*. The “FDI Moot” is focused on procedural and substantive issues of the law that arise in investment arbitrations and has been held annually since 2008.²⁹³
- *The Moot Madrid*. This moot competition is conducted in Spanish with a focus on international commercial law and arbitration procedure and has been conducted annually since 2009.²⁹⁴
- *The Frankfurt Investment Arbitration Moot*. The “FIAC” presents interesting questions of the law by combining the history of international law with the law of investment protection. The moot problem is based on historical events and is held in Frankfurt, Germany every year.²⁹⁵
- *El Concurso Internacional de Arbitraje Comercial*. The “MOOT Mexico” is a simulation of a commercial arbitration in practice to offer law students in Spanish-speaking countries a real insight into how complex arbitrations work. The MOOT Mexico was founded in 2002.²⁹⁶

There are also other ways to participate in moot competitions, including volunteering to act as a team’s coach, which helps view the arbitration process through another perspective, and assisting teams through financial sponsorship. ArbitralWomen highlighted the importance of supporting student teams through its successful moot funding program developed by Louise Barrington in 2009.²⁹⁷ Supporting moot teams and coaching young students can also be a means to identify talented students with a displayed passion for international arbitration and help address some leaks and plugs in the “pipeline.”

(iii) Act as tribunal secretary or spend time working in an arbitration institution

A valuable way to gain experience in international arbitration is to act as tribunal secretary. One of our interviewees strongly recommended working as a secretary or assistant to arbitral tribunals to develop the necessary skills and experience. Others added that, not only is this a good way to build up experience, it is also a way to connect with arbitrators who might then promote you as a candidate in future, and that acting as a tribunal secretary “helped me secur[e] an appointment at a very early stage in my career when I was a fairly junior associate but with demonstrable arbitration know how.”

293. For more information, see <https://fdimoot.org/> (last accessed Mar. 5, 2020).

294. For more information, see <http://www.mootmadrid.es/2019/> (last accessed Mar. 5, 2020).

295. For more information, see <http://www.investmentmoot.org/> (last accessed Mar. 5, 2020).

296. For more information, see <https://mootmexico.com.mx/> (last accessed Mar. 5, 2020).

297. ArbitralWomen Newsletter, ARBITRALWOMEN (Dec. 2019) at 37-38, https://cdn-arbitral.pressidium.com/wp-content/uploads/2019/12/AW_Newsletter_Issue_36.pdf (last accessed Mar. 5, 2020).

Research by Malcolm Langford, Daniel Behn, and Runar Hilleren Lie in 2016-2017 showed that a majority of the top 25 individuals who were tribunal secretaries in ICSID proceedings were women (*see* Appendix E to this Report).²⁹⁸ Consistent with this statistic, acting as tribunal secretary can perpetuate certain gender stereotypes. An arbitrator interviewed by the Task Force noted that “I have personally benefited greatly from sitting as tribunal secretary, [but] I would caution that this is not something people should do indefinitely. In large practices I have also seen counsel/arbitrators who seem to involve male associates in counsel work and women in the more supportive, less visible, tribunal secretary work. This is obviously not a helpful allocation of work.” She added that “as important as tribunal secretary work is, being active on the counsel side of things is of the essence.”

There are a few ways to obtain tribunal secretary appointments. The first is to approach senior lawyers in your firm and offer to act as an assistant or secretary. Another is to apply to work at one of the arbitration institutions, either as a legal counsel, or as a fellow or intern. For example, the Permanent Court of Arbitration in The Hague advertises positions for legal counsel, as well as opportunities to participate in the Fellowship Program or Internship Program.²⁹⁹ Other arbitral institutions offer similar opportunities, including the ICC,³⁰⁰ ICSID,³⁰¹ LCIA,³⁰² SIAC,³⁰³ and HKIAC.³⁰⁴ There are also a number of opportunities to participate in tribunal secretary training, including sessions hosted by

298. Malcolm Langford, Daniel Behn, and Runar Hilleren Lie, *The Revolving Door in International Investment Arbitration*, 20 J. INT’L ECON. L. 319 (2017). (The top 25 names from Table 5 are: 1. Gonzalo Flores (Chile); 2. Martina Polasek (Czech); 3. Eloïse Obadia (France); 4. Aurélie Antonietti (France); 5. Ucheora Onwuamaegbu (Nigeria); 5. Natalí Sequeira (Costa Rica); 7. Claudia Frutos-Peterson (Mexico); 8. Gabriela Alvarez-Avila (Mexico); 9. Mercedes Cordido-Freytes de Kurowski (Venezuela); 10. Aïssatou Diop (Senegal) and Anneliese Fleckenstein (Venezuela); 12. Marco Monañés-Rumayor (Mexico) and Milanka Kostadinova (Bulgaria); 14. Paul-Jean Le Cannu (France); 15. Alicia Martín Blanco (Spain); 16. Frauke Nitschke (Germany) and Janet Whittaker (UK); 18. Tomás Solís (El Salvador), Alejandro Escobar (Chile), and Ann Catherine Kettlewell (Mexico); 21. Margrete Stevens (Denmark); 22. Martin Doe (Canada) and Mairée Uran-Bidegain (Colombia); 24. Geraldine Fischer (US) and Katia Yannaca-Small (Greece)).

299. For more information, *see* <https://pca-cpa.org/en/about/employment/> (last accessed Mar. 5, 2020).

300. Internship opportunities are advertised on the following web-page: <https://iccwbo.org/careers/internship-opportunities/> (last accessed Jan. 23, 2019).

301. Internship opportunities are advertised on the following webpage: <https://icsid.worldbank.org/en/Pages/about/Internships.aspx> (last accessed Mar. 5, 2020).

302. Internship opportunities are advertised on the following webpage: <https://www.lcia.org/careers.aspx> (last visited May 20, 2020).

303. Employment opportunities are advertised on the following webpage: <https://www.siac.org.sg/open-position> (last accessed Mar. 5, 2020).

304. Internship opportunities are advertised on the following webpage: <https://www.hkiac.org/about-us/careers/internship-programme-legal> (last accessed Mar. 5, 2020).

CIArb³⁰⁵ and HKIAC.³⁰⁶ Young ICCA has also published a “Guide on Arbitral Secretaries,” available in five different languages, which discusses a range of issues relating to the use of tribunal secretaries in international arbitration.³⁰⁷ As one of our interviewees explained, working in an arbitration institution, either as an intern or as an employee, can further add to your experience of arbitration procedure from the point of view of arbitrators and administering institutions and can therefore provide valuable insight into the practice of international arbitration.

(iv) Find mentors and sponsors

*“As a woman venturing into legal practice, having a mentor is vital.”*³⁰⁸

In her interview with the Task Force, one female arbitrator recommended that those starting out should look for a mentor – “someone who will introduce [you] to the arbitration world and share some guidance.”³⁰⁹ Mentors might be male or female, and you may have several different mentors. Paula Hodges QC, for example, cites Charles Plant, former head of litigation at legacy firm Herbert Smith, as her mentor. She says that Plant taught her to “[t]hink ahead about your career progression rather than waiting for it to come to you; be open to new opportunities (such as specializing in international arbitration as opposed to doing a mix of litigation and arbitration); make your clients look good; and nurture the star performers in your team.”³¹⁰ She refers to his mentorship as a “very

305. For more information, see <https://www.ciarb.org/training/non-membership-courses/> (last accessed Mar. 5, 2020).

306. For more information, see <https://www.hkiac.org/arbitration/tribunal-secretaries/tribunal-secretary-training-programme> (last accessed Mar. 5, 2020).

307. See the ICCA Reports No. 1, Young ICCA Guide on Arbitral Secretaries, available at https://www.arbitration-icca.org/publications/Young_ICCA_Guide_on_Arbitral_Secretaries.html (last accessed Jun. 4, 2020).

308. Olufunke Adekoya, Vice President, ICCA Governing Board Partner at ÆLEX, quoted in Deutsche Zusammenarbeit & ArbitralWomen, *Women Pioneers in Dispute Resolution*, at 18 (2d ed., 2018).

309. See also the advice from Wendy Miles QC in *Women in Arbitration: Wendy Miles QC, Part 2/2: Diversity, the Future and Career Tips*, PRACTICAL LAW ARBITRATION BLOG, Apr. 5, 2017, <http://arbitrationblog.practicallaw.com/women-in-arbitration-wendy-miles-qc-part-22-diversity-the-future-and-career-tips/> (“The key to moving up within a large law firm structure (or even a smaller firm structure) is to find a mentor or ‘sponsor’ within the firm.”).

310. Interview with Paula Hodges QC, cited in *Female Practice and Office Heads on the Mentors who Helped Lay the Foundations for Their Career Success*, LAW.COM, Mar. 26, 2018, <https://www.law.com/international-edition/2018/03/26/female-practice-and-office-heads-on-the-mentors-who-helped-lay-the-foundations-for-their-career-success/> (last accessed May 24, 2020).

rewarding and refreshing experience.”³¹¹

Mentors might be in your law firm or institution, or they may be elsewhere within your professional sphere. If you are struggling to find mentors, there are a number of initiatives that offer mentoring opportunities, including opportunities specifically for women working in international law and/or arbitration. For example:

- *ArbitralWomen Mentorship Program*. This program is open to ArbitralWomen members and allows “[y]ounger members or those with less experience or experienced members who wish to benefit from the programme” to match “with more experienced members who act as their mentors.” Mentorship includes, *inter alia*, “providing assistance to support their career development and to enable the smooth and proper development of their practice.”³¹²
- *The AAA’s Higginbotham Fellows Program*. The Higginbotham Fellows Program provides training, networking, and mentorship for up-and-coming diverse ADR practitioners. According to AAA, “[a]lmost all Fellows who have applied have advanced to AAA Roster appointment, with a majority selected to serve on cases. One even has been elected to the AAA’s Council.”³¹³
- *ASIL Women in International Law Interest Group Mentoring Program*. The WILIG Mentoring Program has been in place since 2013 and has enrolled over 550 women as mentors and mentees in 13 countries. The program is “designed to foster the next generation of female international lawyers” and “connects experienced female international law professionals with female law students and new attorneys interested in professional development in the field of international law.”³¹⁴
- *Young ICCA Mentoring Program*. The Young ICCA Mentoring Program provides “a unique platform for young professionals to connect with and learn from the experience of more senior members of the arbitration community.” The program pairs mentees with a mentor (a senior arbitration expert) as well as a buddy (a mid-level arbitration practitioner). The program lasts for two

311. Interview with Paula Hodges QC, cited in *Female Practice and Office Heads on the Mentors who Helped Lay the Foundations for Their Career Success*, LAW.COM, Mar. 26, 2018, <https://www.law.com/international-edition/2018/03/26/female-practice-and-office-heads-on-the-mentors-who-helped-lay-the-foundations-for-their-career-success/> (last accessed May 24, 2020).

312. For more information, see <https://www.arbitralwomen.org/mentorship/> (last accessed Mar. 5, 2020).

313. For more information, see <https://www.adr.org/HigginbothamFellowsProgram> (last accessed Mar. 5, 2020).

314. For more information, see <https://www.asil.org/asil-women-international-law-mentoring-program> (last accessed Mar. 5, 2020).

years, during which time the mentee receives career guidance and exposure to international arbitration.³¹⁵

- *Breaking Through*. Under the slogan “Hast Du Dein Vorbild schon gefunden?” (“Have you already found your role model?”), the breaking through platform showcases successful women with a legal background working in a variety of different fields. The interviews aim to inspire the next generation of male and female practitioners by shining a spotlight on German, Swiss, and international role models.³¹⁶

In addition to seeking out guidance from a mentor, consider finding a sponsor – i.e. a senior person who will advocate for you within your firm or organization, or an arbitrator who will promote your profile as a potential candidate.³¹⁷ In her interview with the Task Force, one female arbitrator refers to how important it was for her to have the support of mentors and sponsors when developing her career. She notes that her first appointment was due to an experienced arbitrator acting as her sponsor and pushing for her nomination as the chair of a tribunal. These sponsors ultimately entrusted her with her first mandate as co-arbitrator, and shortly thereafter as president of a tribunal.

(v) Build your network

Build up your professional network from early on in your career. Your professional contacts may one day be important for securing arbitral appointments. In her interview with the Task Force, a female arbitrator suggested that aspiring arbitrators “first endeavor to develop professional and friendship relations with people one’s own age, who will eventually either recommend you as counsel or introduce you to major clients and will also be in a position of designating or appointing you as an arbitrator.” She added that “it so happened that the in-house counsel of major arbitration users were women at the time and about my age; we all had young children and lots of pressure and this created a special link between us because there was no taboo about this in our collaboration and discussions.” She recommended that those starting out should join one of the “below 40 groups” administered by the major arbitration associations and build close links with other participants of the same age. Similarly, another interviewee noted that “while finding one or more mentors or role models can be helpful ... connecting with peers is

315. For more information, see <https://www.arbitration-icca.org/YoungICCA/mentoring.html> (last accessed Mar. 5, 2020).

316. For more information, see <https://www.breakingthrough.de/> (last accessed May 20, 2020).

317. See also discussion in Amy Bell, *Six Rules for Harnessing the Power of a Mentor*, FINANCIAL TIMES (Mar. 5, 2018), <https://www.ft.com/content/2ce849e0-10ad-11e8-a765-993b2440bd73> (last accessed May 24, 2020).

important. Not only are these the people going through the same challenges, in addition, in the near future, they will be calling the shots and making the selection decisions.”

There are numerous young arbitration practitioner groups and organizations, including those that specifically target women in arbitration. We list a few useful examples here:

- *Young ArbitralWomen Practitioners* (“YAWP”). YAWP provides a networking platform for women below the age of 40 who are seeking to address challenges arising in the early stages of their practice.³¹⁸ In 2019, ArbitralWomen also held an event to enable female practitioners to have answers to important questions relating to profile building and business development.³¹⁹
- *ArbitralWomen SpeedNet events*. ArbitralWomen organizes speed networking events in various cities around the world to offer women practitioners (members and non-members) the opportunity to meet and network.³²⁰
- *The International Bar Association’s Arb40 Subcommittee*. The Arb40 subcommittee aims to engage younger members of the arbitration community and promote thought-leadership by the next generation of arbitration practitioners.³²¹
- *Young ICSID*. Young ICSID is a network of arbitration lawyers under age 45, intended to encourage professional development and provide a forum to discuss ideas and meet other professionals.³²²
- *The ICC’s Young Arbitrators Forum* (“YAF”). YAF is open to those aged 40 and under, and provides opportunities for individuals to network, gain knowledge, and develop skills. YAF organizes a number of networking events and conferences in different countries around the world throughout the year.³²³
- *The Young International Arbitration Group* (“YIAG”). YIAG is an LCIA-sponsored association for young practitioners, students, and members of the arbitration community. It currently has over 10,000 members from

318. For more information, see https://www.arbitralwomen.org/young_arbitralwomen_practitioners/ (last accessed Mar. 5, 2020).

319. See *Becoming a Rising Star in International Arbitration*, <https://www.arbitralwomen.org/events/becoming-a-rising-star-in-international-arbitration/> (last accessed Apr. 14, 2020).

320. For more information, see <https://www.arbitralwomen.org/newsletters/> (last accessed Mar. 5, 2020).

321. For more information, see https://www.ibanet.org/LPD/Dispute_Resolution_Section/Arbitration/Default.aspx (last accessed Mar. 5, 2020).

322. For more information, see <https://icsid.worldbank.org/en/Pages/about/Young-ICSID.aspx> (last accessed Mar. 5, 2020).

323. For more information, see <https://iccwbo.org/dispute-resolution-services/professional-development/young-arbitrators-forum-yaf/> (last accessed Mar. 5, 2020).

more than 140 countries. YIAG organizes conferences, training seminars, and other events. It also publishes a newsletter and hosts a prestigious essay-writing competition.³²⁴

- *The CIArb’s Young Members Group* (“YMG”). In addition to providing networking opportunities, the YMG offers members exclusive access to events and seminars, as well as training and access to conferences.³²⁵
- *The CPR Young Attorneys in Dispute Resolution Program* (“Y-ADR”). Y-ADR provides networking opportunities “with in-house counsel and experts in the field” as well as seminars and other initiatives targeted at young arbitration lawyers.³²⁶
- *The ICDR Young and International* (“Y&I”). Y&I is a networking group for arbitration and other ADR practitioners under 40, sponsored by the ICDR and AAA. It provides networking opportunities in the areas of commercial and public interest arbitration, as well as alternative dispute resolution.³²⁷
- *The International Association of Young Lawyers* (“AIJA”). AIJA is a global association devoted to lawyers and in-house counsel aged 45 and under. It currently has around 4,000 members and supporters in 90 different countries. It hosts events and training on a range of different topics, including arbitration.³²⁸
- *Young ICCA*. Young ICCA is a network for young arbitration practitioners. It provides a forum to exchange ideas about international arbitration, access to other senior members of the international arbitration community and promotes the use of arbitration. Young ICCA hosts skills training workshops and seminars throughout the year.³²⁹
- *HK45*. The HK45 is an association formed for practitioners and students under the age of 45 aiming “to promote awareness and understanding of international arbitration and to provide opportunities for professional development.”³³⁰ It

324. For more information, see https://www.lcia.org/Membership/YIAG/Young_International_Arbitration_Group.aspx (last accessed Mar. 5, 2020).

325. For more information, see <https://www.ciarb.org/membership/ymg/> (last accessed Mar. 5, 2020).

326. For more information, see <https://www.cpradr.org/programs/y-adr> (last accessed Mar. 5, 2020).

327. For more information, see <https://www.icdr.org/young-and-international> (last accessed Mar. 5, 2020).

328. For more information, see <https://www.ajja.org/en/> (last accessed Mar. 5, 2020).

329. For more information, see <https://www.arbitration-icca.org/YoungICCA> (last accessed Mar. 5, 2020).

330. HK45, *Past Events*, HKIAC, <https://www.hkiac.org/hk45/hk45-past-events> (last accessed May 24, 2020). The HK45 organizes regular seminars, career events, and socials, and with HKIAC publishes a newsletter with a readership of over 5,000 individuals. HKIAC

currently has over 1,600 members. The governing committee of the HK45 is 50% female (two of the three Co-Chairs are women and five of the 11 committee members are women), reflecting the impetus toward enabling informed conversations that includes ensuring young female professionals an equal seat at the table.

- *Young Arbitrators Sweden* (“YAS”). YAS is an association for young practitioners (aged 45 and below) in the field of arbitration. It has more than 700 members in Sweden and abroad. It provides a platform for networking and exchanging knowledge in the international arbitration community.³³¹
- *Young Austrian Arbitration Practitioners* (“YAAP”). YAAP promotes arbitration among young practitioners from various countries and professional backgrounds. It provides young practitioners and academics with a forum for exchanging ideas and establishing a professional network. It regularly organizes conferences including the Vienna Arbitration Days, the Young Approaches to Arbitration Conferences (which has become an integral part of the Willem C. Vis Moot week) and an annual conference. Membership is open to anyone interested in arbitration under the age of 40.³³²
- *Young ITA*. Young ITA is the youth branch of the Institute for Transnational Arbitration (“ITA”). It promotes the involvement of young professionals (under the age of 40) in the international arbitration community through programs, publications, and other activities.³³³

In addition, the ERA Pledge is in the process of setting up a Young Practitioners sub-committee to launch new and innovative initiatives targeting the future generation of female arbitrators. This sub-committee will work closely with the young international arbitration community (including young associations) to raise awareness about the ERA Pledge among their peers and to understand the needs and challenges that new generations are facing. The sub-committee members will also be able to assist with the organization of the ERA Pledge events by the different regional sub-committees to ensure these events also attract and reach younger practitioners.

also actively welcomes collaboration with the arbitration community over novel projects or events. See HK45, Hong Kong International Arbitration Centre, <https://www.hkiac.org/hk45> (last accessed Mar. 5, 2020).

331. For more information, see <http://youngarbitrators.se/> (last accessed Apr. 13, 2020).

332. For more information, see <http://www.yaap.at/index.php> (last accessed Apr. 13, 2020).

333. For more information, see <https://www.cailaw.org/Institute-for-Transnational-Arbitration/Young-ITA/index.html> (last accessed Apr. 13, 2020).

E. I employ future female arbitrators: *What can I do?*

There is a wealth of information on gender-specific diversity initiatives for employers in the legal profession and there are also resources specifically geared to the international arbitration community. Many of these initiatives are already being put into action by members of the Task Force, as recorded in Appendix H to this Report. In this Section, we provide an overview of these initiatives and highlight a few particular examples that may be useful to the international arbitration community in seeking to promote women in international arbitration, with a view to ultimately increasing the number of female tribunal appointees in international arbitration.

(i) Recognize and address unconscious bias

A key step to creating a more inclusive working environment is acknowledging conscious and unconscious bias and taking steps to eliminate it.³³⁴ Initiatives to address unconscious bias need to be driven by those in leadership positions, including men.³³⁵ Section IV.A(iii) above identifies a number of initiatives available to assist with identifying, acknowledging, and addressing the existence of unconscious bias and its effects on the appointment of women as arbitrators. Some of those initiatives are also relevant in the context of addressing barriers to the retention and development of female talent in law firms and legal institutions. We note that firms like Freshfields Bruckhaus Deringer LLP³³⁶ and White & Case LLP³³⁷ have taken a number of measures to try to address the impacts of unconscious bias in the workplace. Similarly, many of the institutions represented on the Task Force implement unconscious bias training.³³⁸

334. The 2019 Law Society Report, at 43.

335. The 2019 Law Society Report, at 43 (noting that “[c]hanging mindsets and attitudes are imperative for eliminating conscious and unconscious bias and the involvement of men is crucial to adopt relevant policies”).

336. See Appendix H, referring to “our bespoke program [that] aims to help leaders explore how to mitigate bias in talent decisions and provide tangible take-aways to strengthen inclusive behaviors and leadership” and noting that “[t]o date, over 240 partners, counsel and senior business services directors have completed the workshop.” The firm has also taken steps to create and promote a “feedback culture” that enables it to “monitor and adapt our diversity and inclusion strategy.”

337. See Appendix H, explaining that “Unconscious Bias has been a priority as part of the five-year Diversity & Inclusion strategy, and the decision was taken to offer a learning opportunity for all employees across the firm,” and noting that “training has been delivered globally to 44 of 46 offices to date, which has included 88 sessions and 2983 participants,” with “additional training to a number of our US offices in 2019 to bring greater focus to inclusive leadership, cultural competence and bias.”

338. As noted in Appendix H, these include, amongst others, ICSID, LCIA and VIAC.

Below, we highlight and summarize a selection of initiatives that might be undertaken by employers committed to addressing unconscious bias in the workplace.³³⁹

a. *Be conscious of the effects of likeability bias*

Consider whether younger female lawyers and advocates are being stigmatized or otherwise disadvantaged because of gender stereotyping.³⁴⁰ For example, research shows that, for women, being assertive is often received negatively as being aggressive, whereas for men the same character trait is received more positively as confident or strong.³⁴¹ Identifying a likeability bias can have implications for proactively addressing disparities in the way that employees are valued in the workplace, including in the way that they are staffed on particular cases, rewarded (including financially),³⁴² promoted or otherwise given professional development opportunities.³⁴³ Companies like Facebook have developed publicly available training materials specifically looking at unconscious bias in the workplace³⁴⁴ and have created a checklist of actions that can be taken to address unconscious bias in the workplace.³⁴⁵ On likeability bias in particular, the Facebook checklist includes the following suggested actions:

339. See generally the discussion in *8 Powerful Ways Managers Can Support Equality*, LEANIN.ORG, <https://leanin.org/tips/managers>.

340. The 2019 Law Society Report, at 46 (recommending that employers “actively counter[] conscious and unconscious bias, presumptions and low expectations of colleagues based on their gender”).

341. See, e.g., discussion in Kim Elsesser, *Female Lawyers Face Widespread Gender Bias, According to New Study*, FORBES (Oct. 1, 2018) (quoting a female lawyer as noting that “[i]n the past year, I’ve been called ‘overconfident’ and ‘not deferential enough’ by co-counsel, another Asian American female. It was extremely frustrating as I was finally starting to feel confident and assertive and direct-acting as any normal white male attorney in a law firm would. I was subsequently removed from that case,” and quoting another as stating that “my only feedback [in my performance review] is ‘you need to find your more feminine or softer side. You need to act more like a woman.’”).

342. See, e.g., discussion in Kim Elsesser, *Female Lawyers Face Widespread Gender Bias, According to New Study*, FORBES (Oct. 1, 2018) (referring to the gender pay gap). See also the various toolkits published by the American Bar Association for addressing the gender pay gap, available at http://www.americanbar.org/groups/diversity/women/initiatives_awards/gender-equity (last accessed Mar. 5, 2020).

343. The 2019 Law Society Report, at 46 (recommending that employers ensure that “equal numbers of both male and female candidates are considered for all significant opportunities”).

344. Facebook, *Managing Unconscious Bias*, <https://managingbias.fb.com/> (last accessed May 20, 2020).

345. To view the checklist, see <https://fbmanagingbias.files.wordpress.com/2019/10/2019-01-18-what-you-can-do-2-1.pdf> (last accessed May 16, 2020).

- Vouch for the competence or accomplishments of others, regardless of your position.
- Encourage team members to speak up when credit is not given to the right person.
- Ask individual team members to keep track of their roles and contributions on each project.
- Seek out the advice or opinion from those whom you do not typically get feedback from or discuss it with.³⁴⁶

b. *Be conscious of how gender stereotyping affects the allocation of work*

Commentary suggests that women tend to take on more of the support and administrative work than men, which in turn may result in women being less exposed to professional development opportunities.³⁴⁷ Those in positions of managing teams can audit workload and make sure that administrative work is evenly allocated among team members.³⁴⁸ In addition, commentary suggests that employers should be conscious of whether work is allocated differently to women who are parents.³⁴⁹ It is important that employers are aware of the different assumptions that they may be making between men and women who chose to have children.

c. *Be conscious of how women's voices and opinions are treated*

Studies indicate that women tend to be interrupted more than their male counterparts, tend to be given less credit for their ideas, and generally have less influence in the context of a conversation than their male colleagues.³⁵⁰ If women are discouraged from speaking,

346. Facebook, *Managing Bias Checklist*, <https://fbmanagingbias.files.wordpress.com/2019/10/2019-01-18-what-you-can-do-2-1.pdf> (last accessed May 16, 2020).

347. See, e.g., discussion in Kim Elsesser, *Female Lawyers Face Widespread Gender Bias, According to New Study*, FORBES (Oct. 1, 2018) (“Women are expected to be helpful and therefore tend to feel social pressure to volunteer for these tasks. Organizations are also more likely to assign women to these tasks, because women are more likely to agree to perform them.”).

348. See, e.g., Facebook, *Managing Bias Checklist*, <https://fbmanagingbias.files.wordpress.com/2019/10/2019-01-18-what-you-can-do-2-1.pdf> (last accessed May 16, 2020) (recommending that employers “[r]otate team ‘housework’ such as setting agendas, taking notes, event planning, etc.”).

349. See, e.g., discussion in Kim Elsesser, *Female Lawyers Face Widespread Gender Bias, According to new Study*, FORBES (Oct. 1, 2018) (referring to evidence that while fatherhood can lead to an increase in pay, motherhood comes with professional disadvantages).

350. See, e.g., the discussion in Tonja Jacobi and Dylan Schweers, *Female Supreme Court Justices Are Interrupted More by Male Justices and Advocates*, HARV. BUS. REV., Apr. 11, 2017,

voicing opinions, and participating in discussions, they can lose out on opportunities to impress clients, senior colleagues, or demonstrate advocacy potential. Employers may therefore wish to look for opportunities to allow and enable contributions to discussions from all colleagues where appropriate. One practical option might be to focus on internal meetings among teams working on cases. In this context, the Facebook “Managing Bias” checklist referred to above suggests that employees “[d]evelop a practice in meetings for signaling interruptions” and “[a]sk your teammates for their preferred communication styles,” for example, whether they feel more comfortable sharing thoughts with a large group, or corresponding separately by email.³⁵¹

d. Track progress and be accountable

In order to observe any beneficial impact of unconscious bias training, employers may wish to consider developing metrics for tracking bias, including identification of pay differences, types of assignments given to different employees, and the number of women returning after maternity leave. They may also wish to provide an anonymous procedure for reporting unconscious bias to ensure that it is effectively dealt with.³⁵²

(ii) Mentor, sponsor, and train women

The importance of mentorship and sponsorship is addressed in detail at Sections III.A and IV.D(iv), above. As noted in those Sections, studies have shown that people with mentors and sponsors are most likely to succeed in their careers.³⁵³ Employers should ensure that women are given mentorship and sponsorship opportunities within their organization to enable women to have access to advice and support at a range of levels of professional

<https://hbr.org/2017/04/female-supreme-court-justices-are-interrupted-more-by-male-justices-and-advocates> (noting that “[p]rior research in linguistics and psychology has shown that women are routinely interrupted by men, be it in one-on-one conversations or in groups, at work, or in social situations”); Madeline E. Heilman and Michelle C. Haynes, *No Credit Where Credit is Due: Attributional Rationalization of Women’s Success in Male-Female Teams*, 90 J. APPLIED PSYCHOL. 905 (2005).

351. Facebook, *Managing Bias Checklist*, <https://fbmanagingbias.files.wordpress.com/2019/10/2019-01-18-what-you-can-do-2-1.pdf> (last accessed May 16, 2020).

352. The 2019 Law Society Report, at 43.

353. Tammy D. Allen *et al.*, *Career Benefits Associated with Mentoring for Proteges: A Meta-Analysis*, 89 J. OF APPLIED PSYCHOL. 127 (2004). *See also* Sylvia Ann Hewlett *et al.*, *The Sponsor Effect: Breaking Through the Last Glass Ceiling*, HARV. BUS. REV. RESEARCH REPORT (2010) (“the majority of ambitious women underestimate the pivotal role sponsorship plays in their advancement – not just within their current firm, but throughout their careers and across their industry”).

development, including with men in senior positions within the organization.³⁵⁴ The Law Society recommends, for example, creating forums and peer groups that encourage collaboration between women in the firm or organization, increasing networking opportunities with different women from other areas and levels of the firm or organization, and organizing roundtables to allow women in the firm or organization to share experience and advice.³⁵⁵ An example is the Mentoring and Reverse Mentoring programs at Freshfields Bruckhaus Deringer LLP. The Mentoring program is led across the levels and the different offices worldwide, including a women’s network. The Reverse Mentoring program functions across the firm’s global networks for various under-represented groups where one can connect with a senior colleague, learn from each other, and share perspectives.³⁵⁶ The firm also runs a Global Sponsorship Program, which involves a year of sponsorship, coaching, and learning and development opportunities for high-performing mid- to senior-level female associates.³⁵⁷ White & Case LLP similarly offers a Sponsorship Program for its associates, counsel, and partners, and its Global Women’s Initiative provides programs for women partners as support for business development and preparation for leadership roles.³⁵⁸ The firm also supports returnship programs, such as the OnRamp Fellowship and Reignite Academy, which match experienced lawyers who return to the workforce following a career hiatus with law firms and legal departments for year-long paid positions, which often become permanent roles.³⁵⁹

In addition to providing mentorship and sponsorship, employers can offer women training in the soft skills needed to withstand the high pressure and demands of work in international arbitration, in an effort to promote retention of female talent. For example,

354. *See, e.g.*, Foley Hoag’s Women’s Forum, which involves a number of “mentoring circles” for female lawyers consisting of “8-10 women attorneys from various departments at different experience levels who meet informally on a regular basis to discuss professional development issues such as business development, career advancement and work/life balance.” *Women’s Forum*, FOLEY HOAG LLP, <https://foleyhoag.com/our-firm/womens-forum> (last accessed Mar. 5, 2020).

355. The 2019 Law Society Report, at 47.

356. For more information, *see* Appendix H.

357. For more information, *see* Appendix H.

358. For more information, *see* Appendix H.

359. For more information, *see* Appendix H.

the American Bar Association offers a Toolkit for teaching a “Grit and Growth Mindset”³⁶⁰ to female lawyers, in order to enable successful long term careers in law.³⁶¹

(iii) Enable flexible working arrangements

*“[F]lexibility in the workplace should be seen as the number one driver in bridging the gender gap in the legal industry.”*³⁶²

As noted in Section III.A, strict work arrangements continue to be a barrier for women to advance in the legal profession. Embracing flexibility can show that employers are serious about their commitments to supporting progress in women’s careers. By introducing plans for flexible working arrangements, employers can facilitate women reclaiming their agency in the workplace by allowing them to participate more fully in the decisions that shape their career. Male colleagues should also be encouraged to adopt flexible working, as this can help to mainstream these practices and make others feel more confident in asking for flexible working arrangements.³⁶³ White & Case LLP, for example, has introduced an enhanced Paid Parental Leave Policy across all its U.S. offices and distributed a written parental leave toolkit in the United States that serves as a model for use in all regions globally, with varying information depending on local policies and statutory leave requirements. The firm also provides free access to parental leave coaching through an expert provider.³⁶⁴

(iv) Promote a positive work culture

The International Bar Association’s recent Report, *Us Too? Bullying and Sexual Harassment in the Legal Profession*, provides insights into the nature, prevalence, and impact

360. *Programme Toolkit: Using Grit and Growth Mindset to Advance Women in Law*, ABA COMMISSION ON WOMEN IN THE PROFESSION, <http://www.ambar.org/grit> (last accessed May 24, 2020) (“In short, grit – defined as ‘perseverance and passion for long-term goals’ – teamed with a growth mindset – the view that one’s abilities can be developed – were found to be important tools that aided highly successful women attorneys in handling challenging situations.”).

361. See also discussion in Megan Bess, *Grit, Growth Mindset, and the Path to Successful Lawyering*, Sept. 23, 2019.

362. Karen Bailey, *Is lack of flexible working a barrier for women in the legal industry?*, WOMEN IN LAW SUMMIT (Sept. 5, 2018).

363. The 2019 Law Society Report, at 45. See, in this regard, Appendix H noting that at firms like Freshfields Bruckhaus Deringer LLP, there is an ongoing review of maternity, paternity and shared parental leave offerings “to ensure we are supporting our people before, during, and after this critical time in their career.”

364. See Appendix H.

of bullying and sexual harassment in the legal profession. The Report finds that “workplaces are not doing enough” to prevent or adequately respond to misconduct, with policies regarding bullying and sexual harassment present in only 53% of workplaces, and that women often do not report sexual assault due to “fear of repercussions and a lack of confidence in reporting procedures.”³⁶⁵

Employers should send a strong message that harassment and bullying will not be tolerated in the workplace.³⁶⁶ There are a number of ways that law firms and organizations can tackle and avoid harassment and bullying in the workplace.³⁶⁷ Several ideas are promoted by the ABA’s Commission on Women in the Profession, including:

- Conducting training sessions about sex-based harassment as part of orientation for new lawyers and other new employees;
- Providing yearly reviews of a firm’s sexual harassment policy to all employees;
- Providing specific and separate training for all individuals responsible for enforcing that policy;
- Establishing mechanisms for detecting sexual harassment (e.g. anonymous employee surveys and/or exit interviews);
- Demanding and modeling respect, mentoring young lawyers to behave professionally and appropriately, and discussing sex-based harassment openly in order to make it a more comfortable topic to raise.³⁶⁸

The Commission also provides guidance on best practices for developing and enforcing anti-harassment policies.³⁶⁹

Cultural change can be targeted at every-day actions that, with simple adjustments, can make a meaningful impact. Freshfields Bruckhaus Deringer LLP, for example, has implemented an “Every Day Gender Equality” (“EDGE”) commitment, whereby members of the firm commit to taking ten very practical, everyday actions that are intended to cause incremental but tangible changes to foster equality in the workplace. The firm

365. Kieran Pender, International Bar Association, *Us Too? Bullying and Sexual Harassment in the Legal Profession*, at 11, 87, 106 (2019).

366. The 2019 Law Society Report, at 44.

367. *See, e.g.*, the advice and tools available at [LeanIn.org/sexual-harassment](https://leanin.org/sexual-harassment) (last accessed Mar. 5, 2020).

368. *Zero Tolerance Program Toolkit: Identifying and Combating Sex-Based Harassment in the Legal Profession*, ABA COMM’N ON WOMEN IN THE PROFESSION (2018), available at https://www.americanbar.org/content/dam/aba/events/women/ZeroTolerance_brochure_download2018.authcheckdam.pdf (last accessed May 24, 2020).

369. *Zero Tolerance Program Toolkit: Identifying and Combating Sex-Based Harassment in the Legal Profession*, ABA COMM’N ON WOMEN IN THE PROFESSION (2018), https://www.americanbar.org/content/dam/aba/events/women/ZeroTolerance_brochure_download2018.authcheckdam.pdf (last accessed May 24, 2020).

has also taken steps to promote understanding and awareness of broader, intersectional issues that arise in professional practice. For example, it hosts intersectional events that explore the often interwoven nature of class, race, gender, sexual orientation, and disability in our society.³⁷⁰

(v) Consider the use of gender-neutral terminology

“[L]anguage not only reflects and defines culture, but actually shapes cultural norms.”³⁷¹

Gender-exclusive terminology can have an impact on unconscious bias. As one study reports: “[g]endered linguistic structures create and maintain structural differences throughout society, including labor market dynamics,” noting empirical evidence that “countries in which the dominant language has more gendered linguistic structures have lower levels of female labor force participation, shorter maternity leaves, and greater tolerance for gender-based discrimination. These countries also have fewer female board directors, senior managers and leaders of corporate teams; higher wage gaps between men and women; and greater marginalization of women in certain professions”³⁷² Another study suggests that using gender-neutral pronouns can significantly mitigate unconscious bias:

“[E]xperiments suggest that language is meaningfully associated with the construction and maintenance of attitudes toward gender roles and categories. Compared with masculine pronouns, gender-neutral ones decrease individuals’ mental bias in favor of men, and enhance the salience of women and other heterodox gender groups in speakers’ minds. This effect has significant downstream consequences, as it is associated with individuals expressing political opinions that are more gender equal and tolerant of LGBT individuals.”³⁷³

370. For more information, see Appendix H.

371. Chelsea A. Harris *et al.*, *What’s in a pronoun? Why gender-fair language matters*, 266(6) ANN SURG. 932–933 (2017). See also Margit Tavits and Efrén O. Perez, *Language influences mass opinion toward gender and LGBT equality*, 116(34) PNAS 16,781–16,786 (2019).

372. Hechavarría *et al.*, *More Than Words: Do Gendered Linguistic Structures Widen the Gender Gap in Entrepreneurial Activity?*, 42(5) ENTREPRENEURSHIP THEORY AND PRACTICE 797–817 (2017).

373. Tavits and Perez, *Language influences mass opinion toward gender and LGBT equality*, 116(34) PNAS 16,781–16,786 (2019).

Employers wishing to promote an inclusive working environment and to promote gender equality in the workplace should consider the use of gender-neutral terminology where appropriate, including, for example, when referring to arbitrators. As noted in Appendix H of this Report, some institutions have amended their rules and draft guidance using gender neutral terminology when referring to arbitrators. HKIAC, ICSID, and VIAC, for example, refer to “chairperson” instead of “chairman,” and the SCC’s Arbitrator Guidelines uses similar gender-neutral terminology.

(vi) Promote women

Increasing the number of women in leadership positions not only drives positive cultural change in the workplace, but also creates more female role models and mentors for other lawyers and staff.³⁷⁴ Promoting women into more senior positions will enable them to gain valuable experience needed to act as arbitrators. Baker McKenzie, for example, has committed to gender ratios of at least 40% men, 40% women and 20% unspecified gender (men, women, or non-binary individuals) by July 2025, across all partners, senior business professionals, committee leadership, and candidate pools for recruitment.³⁷⁵

(vii) Promote greater visibility of qualified candidates

Consider ways to enable women in your organization to gain greater visibility among their peers in international arbitration. Section IV.C(v) provides advice for women to seek out these opportunities proactively, but employers can provide additional support and assistance.³⁷⁶ For example, employers can demand the inclusion of female professionals, arbitrators, and counsel on conference panels, and create opportunities for female-led scholarship. In 2018, the World Business Women of the International Chamber of Commerce published the “ICC Gender Balance Pledge,” which commits the ICC to increasing gender diversity in panel discussions at conferences in which the ICC participates.³⁷⁷ The Gender Balance Pledge was submitted to all National Committees and Members of the ICC. Among other things, the ICC Gender Balance Pledge commits ICC staff to “[w]here possible, refuse to speak in any male-only or highly gender-imbalanced panels and suggest alternative diverse speakers,” to invite more junior women to speak

374. The 2019 Law Society Report, at 44.

375. Laura Noonan, *Female Lawyers: Initiatives to Break Through Career Barriers*, FINANCIAL TIMES, Dec. 10, 2019, <https://www.ft.com/content/a8a6ddea-0637-11ea-a958-5e9b-7282cbd1> (last accessed May 24, 2020).

376. *Advocating for Change: Transforming the Future of the Legal Profession Through Greater Gender Equality*, THE LAW SOCIETY, June 2019, at 46.

377. See the ICC Gender Balance Pledge signed by ICC leadership on Oct. 17, 2018, available at <https://iccwbo.org/publication/icc-gender-balance-pledge/> (last accessed Mar. 5, 2020).

at ICC conferences (recognizing that “[a] good speaker is not necessarily high-ranking” and with the objective of empowering younger women), and to “[o]ffer[] public speaking guidance/training for women and young professionals.”³⁷⁸ Similarly, HKIAC has published guidelines to encourage diversity at arbitration events, including promoting gender diversity among panel speakers.³⁷⁹ These guidelines have been adopted by HKIAC for all of its events and they apply to events where HKIAC is a venue sponsor and for events organized by other bodies. For events it organizes, HKIAC itself is fully committed to gender diversity.

In addition, and further to the discussion on missing metrics in Section II.C, arbitral institutions and other organizations may wish to consider tracking the number of male and female participants and speakers at conference panels and networking events. Looking at and tracking these numbers can help provide a clear picture of whether intentional inclusion is occurring in spaces which have been historically occupied and dominated by male lawyers and arbitrators. Lucy Greenwood and Freshfields Bruckhaus Deringer LLP have compiled data on the number of women participating in arbitration conferences as speakers or panel chairs. The data, compiled at Appendix E, reviews 231 arbitration conferences in 2019 and indicates that, of the conferences reviewed, approximately two thirds of panel chairs, keynote speakers, moderators, and panelists were male. The exception is for conferences/panels organized by young arbitrator groups or diversity-related initiatives, where it appears that more women speak compared with men.³⁸⁰

(viii) Enable women to accept appointments

Several of the arbitrators we interviewed commented that law firm policies (both formal and informal) can prevent women and men from accepting arbitrator appointments. For example, one interviewee commented that law firms may be “reluctant to allow their associates (or partners) to be appointed as arbitrators” in part because of “monetary considerations.” She noted further that “I have repeatedly seen with younger lawyers that this is a cause of frustration: here you get your first appointment but then you cannot accept it! I think it is important to have a discussion with the law firm before accepting a position as associate about how this is handled if there is the wish to become an arbitrator.” Another interviewee commented along the same lines that “[m]any firms may see younger women as facilitating established partners’ work and may see arbitrator appointments as creating conflicts and generating relatively low income to the firm. Women who

378. The ICC Gender Balance Pledge signed by ICC leadership on Oct. 17, 2018 available at <https://iccwbo.org/publication/icc-gender-balance-pledge/> (last accessed Mar. 5, 2020).

379. The Guidelines have most recently been adopted for the Hong Kong Arbitration Week 2020, <https://www.hkiac.org/events/2020-hong-kong-arbitration-week> (last accessed May 3, 2020).

380. See Appendix E, Table E.3.

want to develop as arbitrators may need to encourage their firms to consider a broader and longer-term view.”

Firms and organizations should consider whether such barriers exist in their practices and, if so, whether steps can be taken to enable women to take important professional opportunities such as first-time arbitrator appointments. There may be creative ways to address concerns about time and money, for example by using funds that have been earmarked specifically to support women practicing in international arbitration (as discussed above, in Section IV.B(iii)).

V. CONCLUSIONS AND NEXT STEPS

This Report has several objectives. The first is to provide a platform for publishing much-needed statistics on the appointment of female arbitrators. We believe it is the first of its kind to be published by a coalition of arbitral institutions and we hope that it will be a document that evolves and is updated in years to come. We acknowledge that through the statistics we have been able to collect, significant progress has been made with respect to the appointment of women to international arbitral tribunals, particularly between 2015 and 2019. That progress is attributable to the substantial efforts by certain arbitration practitioners and professionals, co-arbitrators and institutions, as well as by organizations raising awareness of the importance of gender diversity, such as Arbitral-Women and the ERA Pledge. But with women only comprising just over 20% of all appointments in 2019, more progress is needed.

As a first step, the significant statistics and data that are assembled in this Report and published in its Appendices need empirical analysis and academic study in order to better understand the reasons for the continued gap in gender diversity of arbitrators and to assist us in defining how best to inspire further and more profound change. While we have described certain trends that emerge from the data, the analysis is not complete and we hope others will be inspired to analyze the information in more detail.

The second objective of this Report is to collate the various opportunities that exist for us all to take positive and proactive action to address the lack of diversity in international arbitration. We also hope that this Report will be used as a toolkit – or a roadmap – for those in the international arbitration community who, like the members of the Task Force, are committed to improving gender diversity in international arbitration. There is a wealth of opportunities for all of us to promote women in arbitration, including as arbitrators, ranging from minor changes to our everyday actions, to implementing broader initiatives that allow women to succeed in this profession. Significantly, there are also many opportunities for women to take advantage of, and we hope that they do.

Finally, the Task Force acknowledges that gender is only one aspect of a broader discussion on diversity in international arbitration, and that gender is itself a complex and non-binary issue. We nevertheless hope that the narrow focus of this Report is a useful contribution to this broader movement towards a more diverse future. As the great Chinese philosopher, Lao Tzu, observed “[a] journey of 1,000 miles begins with a single step” and so too does meaningful change and progress in this area. We have defined a roadmap for such beginning steps and hope others will join us on the journey forward.

APPENDIX A

A.1 Data on female arbitrator appointments compiled by Task Force members

Insti't'n	Year	Total appts	Total male appts no. (%) ¹	Total female appts no. (%) ²	Female party appts no. (%) ³	Female insti't'nal appts no. (%) ⁴	Female co-arbitrator appts no. (%) ⁵
DIS	2019	189	156 (82.5)	33 (17.5)	17 (14.9)	10 (37)	6 (12.5)
	2018	233	204 (87.6)	29 (12.4)	17 (11.3)	7 (35)	5 (7.9)
	2017	328	278 (84.8)	50 (15.2)	19 (9.1)	11 (33.3)	20 (23)
	2016	265	232 (87.6)	33 (12.4)	16 (9.6)	7 (33.3)	10 (12.5)
	2015	298	258 (86.6)	40 (13.4)	14 (7.6)	10 (34.5)	16 (18.8)
	2014	252	223 (88.5)	29 (11.5)	16 (9.9)	7 (24.0)	6 (9.8)
	2013	210	187 (89)	23 (11)	16 (12.1)	2 (13.3)	5 (7.9)
HKIAC	2019	284	233 (82.0)	51 (18.0)	16 (13.9)	25 (20.5)	10 (21.3)
	2018	252	220 (87.3)	32 (12.7)	8 (8.7)	22 (19.9)	2 (6.7)
	2017	188	161 (85.6)	27 (14.4)	7 (11.1)	16 (16.2)	4 (15.4)
	2016	157	138 (87.9)	19 (12.1)	11 (17.7)	5 (6.8)	3 (14.3)
	2015	165	149 (90.3)	16 (9.7)	6 ([U/R] ⁶)	8 ([U/R])	2 ([U/R])
ICC	2019	1476	1164 (78.9)	312 (21.1)	131 (15.3)	134 (34)	45 (20)
	2018	1484	1211 (81.6)	273 (18.4)	115 (13.5)	113 (27.6)	45 (20.4)
	2017	1488	1239 (83.3)	249 (16.7)	102 (11.8)	112 (29.5)	34 (14.2)
	2016	1411	1202 (85.2)	209 (14.8)	86 (10.8)	95 (23.3)	26 (12.6)
	2015	1313	1177 (89.6)	136 (10.4)	53 (6.9)	73 (19.6)	10 (6.1)

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1. % Female Appointments = Total Female Appointments / Total Appointments.
 2. % Female Appointments = Total Female Appointments / Total Appointments.
 3. % Female Party Appointments = Total Female Appointments by Party / Total Appointments by Parties.
 4. % Female Institutional Appointments = Total Female Appointments by Institution / Total Appointments by Institution.
 5. % Female Co-Arbitrator Appointments = Total Female Appointments by Co-arbitrators / Total Appointments by Co-arbitrators.
 6. [U/R] indicates unreported or unrecorded data.

THE ICCA REPORTS

Instit'n	Year	Total appts	Total male appts no. (% ¹)	Total female appts no. (% ²)	Female party appts no. (% ³)	Female instit'nal appts no. (% ⁴)	Female co-arbitrator appts no. (% ⁵)
ICC (cont.)	2014	1327	1198 (90.3)	129 (9.7)	54 (6.9)	53 (16.6)	21 (9.6)
	2013	1329	1210 (91.0)	119 (9.0)	44 (5.9)	65 (16.7)	9 (4.6)
	2012	1301	1199 (92.2)	102 (7.8)	40 (5.2)	43 (12.0)	17 (9.7)
	2011	1341	1238 (92.3)	103 (7.7)	45 (5.8)	41 (11.4)	16 (8.2)
	2010	1331	1235 (92.8)	96 (7.2)	34 (4.3)	48 (13.6)	14 (7.6)
ICDR	2019	897	684 (76)	213 (24)	[U/R]	[U/R]	[U/R]
	2018	1023	794 (78)	229 (22)			
	2017	1127	881 (78)	246 (22)			
	2016	1158	978 (84)	180 (16)			
	2015	802	662 (83)	140 (17)			
ICSID	2019	192	155 (80.7)	37 (19.3)	19 (15.4)	16 (25.8)	2 (28.6)
	2018	231	176 (76.2)	55 (23.8)	32 (21.5)	21 (29.2)	2 (20.0)
	2017	195	158 (81.1)	37 (18.9)	22 (18.3)	14 (24.1)	1 (5.9)
	2016	159	138 (86.8)	21 (13.2)	14 (12.3)	7 (18.9)	0 (0)
	2015	184	163 (88.6)	21 (11.4)	15 (12.8)	3 (5.9)	3 (18.8)
	2014	155	136 (87.8)	19 (12.2)	14 (13.5)	5 (10.6)	0 (0)
	2013	142	124 (87.3)	18 (12.7)	16 (16.0)	2 (5.1)	0 (0)
	2012	140	132 (94.3)	8 (5.7)	6 (6.3)	2 (5.0)	0 (0)
LCIA	2019	566	403 (71)	163 (29)	30 (12.0)	105 (48.0)	28 (30.0)
	2018	449	347 (77)	102 (23)	14 (6.0)	71 (43.0)	17 (23.0)
	2017	412	315 (76)	97 (24)	34 (17.0)	55 (34.0)	8 (17.0)
	2016	496	394 (79.5)	102 (20.5)	9 (4.1)	80 (40.6)	13 (16.3)
	2015	449	378 (84.2)	71 (15.8)	14 (6.9)	55 (28.2)	2 (4.0)
	2014	420	371 (88.4)	49 (11.6)	9 (4.4)	32 (19.8)	8 (14.5)
	2013	372	329 (88.5)	43 (11.5)	11 (9.6)	32 (19.8)	0 (0)
	2012	344	311 (90.4)	33 (9.6)	7 (5)	26 (15)	0 (0)
SCC	2019	226	174 (77.0)	52 (23.0)	22 (16.1)	25 (32.4)	5 (38.4)
	2018	225	164 (73)	69 (27)	35 (24)	21 (29)	5 (56)
	2017	254	208 (81.9)	46 (18.1)	13 (8)	33 (37)	0 (0)
	2016	250	209 (84.0)	41 (16)	17 (11.0)	22 (22.5)	2 (20)
	2015	279	240 (86.0)	39 (14.0)	11 (6.5)	27 (26.7)	1 (10.0)

GENDER DIVERSITY IN ARBITRAL APPOINTMENTS AND PROCEEDINGS

Instit'n	Year	Total appts	Total male appts no. (%¹)	Total female appts no. (%²)	Female party appts no. (%³)	Female instit'nal appts no. (%⁴)	Female co-arbitrator appts no. (%⁵)
VIAC	2019	67	56 (83.6)	11 (16.4)	3 (9.4)	8 (40.0)	0 (0)
	2018	61	46 (75.4)	15 (24.6)	1 (3.6)	14 (43.8)	0 (0)
	2017	42	35 (83.3)	7 (16.7)	3 (10.7)	3 (30.0)	1 (25.0)
	2016	70	58 (82.9)	12 (17.1)	7 (14.9)	5 (62.5)	0 (0)
	2015	56	48 (85.7)	8 (14.3)	4 (10.3)	4 (80.0)	0 (0)

APPENDIX B

B.1 Data on female arbitrator appointments compiled from publicly available sources

The data in this Appendix B have been compiled by reviewing case information published on the website of the Permanent Court of Arbitration (the “PCA”) and the Court of Arbitration for Sport (the “CAS”).

Inst'n	Year	Total appts	Total male appts (%)	Total female appts (%)	Individuals apptd		Female party appts (%) ⁸	Female instit'nal appts (%) ⁹	Female co-arbitrator appts (%) ¹⁰
					F	M			
CAS ¹¹	2019 ¹²	8	6 (75.0)	2 (25.0)	2	6	[U/R]	[U/R]	[U/R]
	2018	148	140 (94.6)	8 (5.4)	6	63			
	2017	361	354 (98.1)	7 (1.9)	6	80			
	2016	497	454 (91.3)	43 (8.7)	12	107			
	2015	348	335 (96.3)	13 (3.7)	10	93			

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7. % Female Appointments = Total Female Appointments / Total Appointments.
 8. % Female Party Appointments = Total Female Appointments by Party / Total Appointments by Parties.
 9. % Female Institutional Appointments = Total Female Appointments by Institution / Total Appointments by Institution.
 10. % Female Co-Arbitrator Appointments = Total Female Appointments by Co-arbitrators / Total Appointments by Co-arbitrators.
 11. Please refer to Appendix C for underlying data. The source of the data compiled in Appendices B and C concerning CAS cases is <http://jurisprudence.tas-cas.org/Shared%20Documents/Forms/ByYear.aspx> (last accessed Jun. 30, 2020). The data reflect all decisions, including from the Ordinary, Appeals and ad hoc Divisions that are published on the CAS website. The data in Appendices B and C concerning CAS cases are incomplete and have not been confirmed by the CAS. The data do not include confidential cases for which no information has been made publicly available.
 12. At the time of publishing this Report, the CAS has not published a list of all pending cases registered in 2019. Accordingly, this Appendix B only includes cases that were registered in 2019 and for which awards have been published.

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Inst'n	Year	Total appts	Total male appts (%)	Total female appts (%)	Individuals apptd F/M		Female party appts (%) ⁸	Female instit'nal appts (%) ⁹	Female co-arbitrator appts (%) ¹⁰
					F	M			
PCA ¹³	2019	25	20 (80.0)	5 (20.0)	5	16	[U/R]	[U/R]	[U/R]
	2018	46	37 (80.4)	9 (19.6)	7	34			
	2017	33	28 (84.8)	5 (15.2)	5	25			
	2016	38	34 (89.5)	4 (10.5)	4	29			
	2015	48	42 (87.5)	6 (12.5)	3	42			

13. Please refer to Appendix D for underlying data. The source of the data compiled in Appendices B and D concerning PCA cases is <https://pca-cpa.org/en/cases/> (last accessed Jun. 30, 2020) and other public sources. The data in Appendices B and D concerning PCA cases are incomplete and have not been confirmed by the PCA. The data do not include confidential cases for which no information has been made publicly available. For information on the PCA's full caseload, including the number of unreported cases, please refer to the PCA Annual Reports, available at <https://pca-cpa.org/en/about/annual-reports/> (last accessed Jul. 5, 2020).

APPENDIX C

CAS cases

The data in Table C.1 have been compiled by reviewing case information published on the website of the CAS.¹⁴ Case information for each year is contained in the Tables C.2 to C.6.

C.1 Composition of tribunals/role of female arbitrators in CAS cases, 2015-2019

Year	Total cases	Tribunal composition						Individual role			
		All female/male		Two of a kind		At least one		Sole arbitrator		Tribunal President ¹⁵	
		F (%)	M (%)	F (%)	M (%)	F (%)	M (%)	F (%)	M (%)	F (%)	M (%)
2019 ¹⁶	6	0 (0)	5 (83.3)	1 (16.7)	0 (0)	1 (16.7)	6 (100)	0 (0)	5 (83.3)	1 (16.7)	5 (83.3)
2018	72	3 (4.1)	64 (88.8)	0 (0)	5 (6.9)	8 (11.1)	69 (95.8)	3 (4.1)	31 (43.1)	4 (5.6)	68 (94.4)
2017	167	2 (1.2)	160 (95.8)	0 (0)	5 (3)	7 (4.2)	165 (98.8)	2 (1.2)	68 (40.7)	4 (2.4)	163 (97.6)
2016	217	6 (2.8)	183 (84.3)	5 (2.3)	23 (10.6)	34 (15.7)	211 (97.2)	4 (1.8)	73 (33.6)	18 (8.3)	199 (91.7)
2015	162	1 (0.6)	149 (91.9)	0 (0)	12 (7.4)	13 (8)	161 (99.4)	1 (0.6)	68 (42)	1 (0.6)	161 (99.4)

14. The source of the data compiled in Appendices B and C concerning CAS cases is <http://jurisprudence.tas-cas.org/Shared%20Documents/Forms/ByYear.aspx> (last accessed Jun. 30, 2020). The data reflect all decisions, including from the Ordinary, Appeals and ad hoc Divisions that are published on the CAS website. The data in Appendices B and C concerning CAS cases are incomplete and have not been confirmed by the CAS. The data do not include confidential cases for which no information has been made publicly available.

15. Data on Tribunal President composition in this table include sole arbitrator panels as well.

16. Please refer to footnote 17, below.

C.2 Compilation of CAS cases for 2019¹⁷

No.	Case	Female appointee(s)	Male appointee(s)
1	<i>Red Tiger FC v. Fenerbahçe SK</i> (Case 2019-6095)	–	H. Pat Barriscale (Sole Arbitrator)
2	<i>Cruzeiro E.C. v. Independiente del Valle</i> (Case No. 2019-6130)	–	Prof. Gustavo Albano Abreu (Sole Arbitrator)
3	<i>Mohamed Ahmed Al Owais v. Fédération Equestre Internationale (FEI)</i> (Case No. 2019-6186)	Sylvia Schenk (President) Susan Ahern	Dirk-Reiner Martens
4	<i>Qingdao Jonoon FC v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2019-6241)	–	Manfred Nan (Sole Arbitrator)
5	<i>FK Željezničar v. Football Federation of Bosnia and Herzegovina (FFBH)</i> (Case No. 2019-6334)	–	Jacopo Tognon (Sole Arbitrator)
6	<i>Paris Saint-Germain & Neymar Da Silva Santos Junior v. Union des Associations Européennes de Football (UEFA)</i> (Case No. 2019-6367)	–	Prof. Ulrich Haas (Sole Arbitrator)

C.3 Compilation of CAS cases for 2018

No.	Case	Female appointee(s)	Male appointee(s)
1	<i>International Olympic Committee (IOC) & World Curling Federation (WCF) v. Aleksandr Krushelnitskii</i> (Case No. OG AD 2018-003)	–	The Hon. Mark Williams SC (Sole Arbitrator)
2	<i>International Ice Hockey Federation (IIHF) v. Ziga Jeglic</i> (Case No. OG AD 2018-004)	–	Ken Lalo (Sole Arbitrator)
3	<i>International Olympic Committee (IOC) & International Bobsleigh & Skeleton Federation (IBSF) v. Nadezhda Sergeeva</i> (Case No. OG AD 2018-005)	Prof. Cameron Myler (Sole Arbitrator)	–
4	<i>Virgin Islands Olympic Committee (VIOC) v. International Olympic Committee (IOC)</i> (Case No. OG 2018-001)	Carol Roberts (President)	Prof. Martin Schimke Bernhard Welten
5	<i>Tatyana Borodulina, Pavel Kulizhnikov, Alexander Loginov, Irina Starykh, Dimitry Vassiliev, Denis Yuskov v. International Olympic Committee (IOC)</i> (Case No. OG 2018-004)	Prof. Laurence Boisson de Chazournes	Mohamed Abdel Raouf (President) Jinwon Park

17. At the time of publishing this Report, the CAS has not published a list of all pending cases registered in 2019. Accordingly, this Appendix C only includes cases that were registered in 2019 and for which awards have been published.

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No.	Case	Female appointee(s)	Male appointee(s)
6	<i>Pavel Abratkiewicz, Victor Sivkov, Anna Vychik, Evgeny Zykov, Anatoly Chelyshev, Danil Chaban, Konstantin Poltavets v. International Olympic Committee (IOC)</i> (Case No. OG 2018-005)	Prof. Laurence Boisson de Chazournes	Mohamed Abdel Raouf (President) Jinwon Park
7	<i>Jeffrey Zina v. Lebanon Olympic Committee (LOC)</i> (Case No. OG 2018-006)	Thi My Dung Nguyen	John Faylor (President) Martin Schimke
8	<i>Lao Toyota Football Club v. Asian Football Confederation (AFC)</i> (Case No. 2018-5500)	–	Marco Balmelli (President) Prof. Massimo Cocchia Mark Hovell
9	<i>Christian Constantin & Olympique des Alpes SA (OLA) v. Swiss Football League (SFL)</i> (Case No. 2018-5501)	–	Olivier Carrard (Sole Arbitrator)
10	<i>Ivan Skobrev v. International Olympic Committee (IOC)</i> (Case No. 2018-5502)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
11	<i>Nikita Kryukov v. International Olympic Committee (IOC)</i> (Case No. 2018-5503)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
12	<i>Alexander Bessmertnykh v. International Olympic Committee (IOC)</i> (Case No. 2018-5504)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
13	<i>Artem Kuznetsov v. International Olympic Committee (IOC)</i> (Case No. 2018-5505)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
14	<i>Natalia Matveeva v. International Olympic Committee (IOC)</i> (Case No. 2018-5506)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
15	<i>Tatyana Ivanova v. International Olympic Committee (IOC)</i> (Case No. 2018-5507)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens
16	<i>Albert Demchenko v. International Olympic Committee (IOC)</i> (Case No. 2018-5508)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens
17	<i>Liudmila Udobkina v. International Olympic Committee (IOC)</i> (Case No. 2018-5509)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens
18	<i>Tatiana Burina v. International Olympic Committee (IOC)</i> (Case No. 2018-5510)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens

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No.	Case	Female appointee(s)	Male appointee(s)
19	<i>Anna Shchukina v. International Olympic Committee (IOC)</i> (Case No. 2018-5511)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens
20	<i>Sport Club Internacional v. Hellas Verona Football Club S.p.A</i> (Case No. 2018-5513)	Svenja Geissmar	Marco Balmelli (President) João Nogueira da Rocha
21	<i>Zamalek Sporting Club v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2018-5537)	–	Prof. Martin Schimke (President) David Wu Luigi Fumagalli
22	<i>José Paolo Guerrero v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2018-5546) <i>World Anti-Doping Agency (WADA) v. FIFA & José Paolo Guerrero</i> (Case No. 2018-5571)	–	The Hon. Michael Beloff QC (President) Prof. Massimo Coccia Jeffrey Benz
23	<i>Denislav Dimitrov Ivanov v. International Judo Federation (IJF)</i> (Case No. 2018-5570)	–	Jens Ewald (Sole Arbitrator)
24	<i>Filip Radojevic v. Fédération Internationale de Natation (FINA)</i> (Case No. 2018-5581)	–	Markus Manninen (President) Romano Subiotto QC Patrick Lafranchi
25	<i>Shabab Al Ahli Dubai Club v. Shanghai SIPG Football Club</i> (Case No. 2018-5618)	–	Anthony Lo Surdo (Sole Arbitrator)
26	<i>Nicolas Gabriel Franco v. Fédération Internationale de Football Association (FIFA) & Sportovni Klub Slavia Praha</i> (Case No. 2018-5621)	Svenja Geissmar (Sole Arbitrator)	–
27	<i>Londrina Esporte Clube v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2018-5622)	–	Lars Hilliger (President) José Juan Pintó Petros Mavroidis
28	<i>Dominique Cuperly v. Club Al Jazira</i> (Case No. 2018-5624)	–	Bernhard Welten (Sole Arbitrator)
29	<i>Hellas Verona FC v. Rade Krunic & FK Borac Čačak</i> (Case No. 2018-5628)	–	Dirk-Reiner Martens (President) Michele Bernasconi Prof. Massimo Coccia
30	<i>Cyril Sen v. International Table Tennis Federation (ITTF)</i> (Case No. 2018-5641)	–	Andrew de Lotbinière McDougall (Sole Arbitrator)
31	<i>Rochell G.D. Woodson v. Former President, Former Vice Presidents and all Former Members of the Executive Committee of the Liberia Football Association (LFA) and the LFA Elections Committee</i> (Case No. 2018-5658)	–	Hans Nater (Sole Arbitrator)

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No.	Case	Female appointee(s)	Male appointee(s)
32	<i>Al Sharjah Football Club v. Leonardo Lima da Silva & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2018-5659)	–	Georg von Segesser (President) Alexander McLin Efraim Barak
33	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Tatyana Firova</i> (Case No. 2018-5666)	–	Markus Manninen (Sole Arbitrator)
34	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Svetlana Shkolina</i> (Case No. 2018-5667)	–	Markus Manninen (Sole Arbitrator)
35	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Ivan Ukhov</i> (Case No. 2018-5668)	–	Markus Manninen (Sole Arbitrator)
36	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Anna Bulgakova</i> (Case No. 2018-5672)	–	Jacques Radoux (Sole Arbitrator)
37	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Gulfiya Agafonova Khanafeyeva</i> (Case No. 2018-5673)	–	Jacques Radoux (Sole Arbitrator)
38	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Tatyana Lysenko Beloborodva</i> (Case No. 2018-5674)	–	Jacques Radoux (Sole Arbitrator)
39	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Ivan Yushkov</i> (Case No. 2018-5675)	–	Jacques Radoux (Sole Arbitrator)
40	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Mariya Beshpalova</i> (Case No. 2018-5676)	–	Jacques Radoux (Sole Arbitrator)
41	<i>Juventus Football Club S.p.A. v. Envigado Football Club S.A. & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2018-5683)	–	Sofoklis Pilavios (President) Michele Bernasconi José Juan Pintó
42	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Vera Ganeeva</i> (Case No. 2018-5704)	–	Jacques Radoux (Sole Arbitrator)
43	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Ekaterina Galitskaia</i> (Case No. 2018-5712)	–	Prof. Jens Ewald (Sole Arbitrator)
44	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Yuliya Kondakova</i> (Case No. 2018-5713)	–	Murray Rosen QC (Sole Arbitrator)

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No.	Case	Female appointee(s)	Male appointee(s)
45	<i>Koninklijke Racing Club Genk (KRC Genk) v. Manchester United Football Club</i> (Case No. 2018-5733)	–	Prof. Luigi Fumagalli (President) Frans de Weger Prof. Ulrich Haas
46	<i>Levi Cadogan v. National Anti-Doping Commission of Barbados (NADCB)</i> (Case No. 2018-5739)	–	Jeffrey Benz (Sole Arbitrator)
47	<i>Worawi Makudi v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2018-5769)	–	Fabio Iudica (President) Boris Vittoz Prof. Petros Mavroidis
48	<i>Zamalek Sporting Club v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2018-5779)	–	Prof. Martin Schimke (President) David Wu Prof. Luigi Fumagalli
49	<i>DNN Sports Management LDA v. Baniyas Football Sports Club Company</i> (Case No. 2018-5782)	–	Georg von Segesser (Sole Arbitrator)
50	<i>Youcef Sekour v. Ittihad Riadi de Tanger</i> (Case No. 2018-5792)	–	Alexis Schoeb (Sole Arbitrator)
51	<i>Cruzeiro EC v. FC Zarya Luhansk</i> (Case No. 2018-5805)	–	Diego Ferrari (Sole Arbitrator)
52	<i>Alin Gligor v. AFC UTA Arad</i> (Case No. 2018-5835)	–	Alexis Schoeb (Sole Arbitrator)
53	<i>Clube Atlético Mineiro v. Huachipato SADP & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2018-5838)	–	José Juan Pintó (President) Mark Hovell Juan Pablo Arriagada
54	<i>Sociedade Esportiva Palmeiras v. Al Shaab Football Club Co. LLC</i> (Case No. 2018-5857)	–	Mark Hovell (President) Rui Botica Santos Manfred Nan
55	<i>Al Arabi SC v. Anouar Kali & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2018-5863)	–	Mark Hovell (President) Mikal Brøndmo Manfred Nan
56	<i>Madisyn Cox v. Fédération Internationale de Natation (FINA)</i> (Case No. 2018-5866)	Raphaëlle Favre Schnyder (Sole Arbitrator)	–
57	<i>Abdelmalek Mokdad v. Mouloudia Club d'Alger & Fédération Algérienne de Football (FAF)</i> (Case No. 2018-5881)	–	Pierre Muller (President) João Nogueira da Rocha Prosper Abega
58	<i>FC Rubin Kazan v. Denis Gennadievich Tkachuk & Russian Football Union (RFU)</i> (Case No. 2018-5882)	–	Alexander McLin (Sole Arbitrator)

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No.	Case	Female appointee(s)	Male appointee(s)
59	<i>Centro Atlético Fénix, Club Atlético Boston River, Club Atlético Cerro, Club Atlético Progreso, Club Atlético River Plate, Danubio Fútbol Club, Defensor Sporting Club, Liverpool Fútbol Club, Cerro Largo FC, Central Español Fútbol Club, Club Atlético Villa Teresa, Racing Club de Montevideo, Club Sportivo Miramar Misiones, Montevideo Wanderers F.C., Club Atlético Juventud v. Fédération Internationale de Football Association (FIFA) & Confederación Sudamericana de Fútbol (CONMEBOL) & Asociación Uruguaya de Fútbol (UAF)</i> (Case No. 2018-5888)	–	Efraim Barak (President) José María Alonso Puig José Juan Pintó
60	<i>Yves Diba Ilunga v. Al Shoullah Club</i> (Case No. 2018-5896)	–	Alexis Schoeb (Sole Arbitrator)
61	<i>Al Jazira FSC v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2018-5900)	–	Mark Hovell (President) Daniel Lorenz Frans de Weger
62	<i>Wydad Athletic Club v. Association Omnisports Centre Mbérie Sportif</i> (Case No. 2018-5912)	–	François Klein (Sole Arbitrator)
63	<i>Esteghlal Iran Culture and Sport Private Joint Stock Company v. Football Federation Islamic Republic of Iran (FFI), Iran Football League Organization & Persepolis Football Club</i> (Case No. 2018-5929)	–	Ivaylo Dermendjiev (Sole Arbitrator)
64	<i>Al-Hilal Club v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2018-5933)	–	Mark Hovell (President) Jacopo Tognon Hendrik Kesler
65	<i>Patricio Heras v. Tennis Integrity Unit/Professional Tennis Integrity Officers (PTIOs)</i> (Case No. 2018-5939)	–	Ken Lalo (Sole Arbitrator)
66	<i>Valencia Club de Fútbol, S.A.D. v. Fenerbahçe Spor Kulübü</i> (Case No. 2018-5950)	–	Hendrik Willem Kesler (President) Hans Nater Lars Hilliger
67	<i>Galatasaray v. Union of European Football Associations (UEFA)</i> (Case No. 2018-5957)	–	Fabio Iudica (Sole Arbitrator)
68	<i>FC Rubin Kazan v. Union des Associations Européennes de Football (UEFA)</i> (Case No. 2018-5977)	–	Manfred Nan (President) The Hon. Michael Beloff QC Prof. Luigi Fumagalli
69	<i>Jibril Rajoub v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2018-6007)	–	Hendrik Willem Kesler (President) Gonzalo Bossart Prof. Ulrich Haas

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No.	Case	Female appointee(s)	Male appointee(s)
70	<i>Cruzeiro E.C. v. Club Tigres</i> (Case No. 2018-6023)	–	Juan Pablo Arriagada (Sole Arbitrator)
71	<i>Sociedade Esportiva Palmeiras v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2018-6027)	–	Sofoklis Pilavios (President) Daniel Lorenz Efraim Barak
72	<i>Akhisar Belediye Gençlik ve Spor Kulübü Derneği v. Marvin Renato Emnes</i> (Case No. 2018-6029)	–	Fabio Iudica (President) Markus Bösiger João Nogueira da Rocha

C.4 Compilation of CAS cases for 2017

No.	Case	Female appointee(s)	Male appointee(s)
1	<i>Misha Aloyan v. International Olympic Committee (IOC)</i> (Case No. 2017-4927)	Rabab Yasseen	Prof. Luigi Fumagalli (President) The Hon. Michael Beloff QC
2	<i>FC Shakhtar Donetsk v. Olexandr Vladimirovich Zinchenko, FC UFA & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-4935)	–	Mark Hovell (President) Juan Pablo Arriagada Manfred Nan
3	<i>FC Lokomotiv Moscow v. Desportivo Brasil Participações Ltda</i> (Case No. 2017-4940)	–	Prof. Martin Schimke (President) Prof. Luigi Fumagalli Manfred Nan
4	<i>Yulia Naumova v. International Military Sports Council (CISM) & World Anti-Doping Agency (WADA)</i> (Case No. 2017-4944)	–	Prof. Jens Ewald (President) Olivier Carrard Timour Sysouev
5	<i>Sports Club "Gaz Metan" Medias v. Romanian Football Federation (RFF) & Romanian Professional Football League (RPFL)</i> (Case No. 2017-4946)	–	Bernhard Welten (Sole Arbitrator)
6	<i>Ion Viorel v. Romanian Football Federation (RFF)</i> (Case No. 2017-4947)	–	Jacopo Tognon (Sole Arbitrator)
7	<i>Anouar Hadouir v. Club Moghreb Athletic Tétouan de Football & Royal Moroccan Football Federation (FRMF)</i> (Case No. 2017-4955)	–	Jalal El Ahdab (Sole Arbitrator)
8	<i>Raphaël Hamidi v. Wydad Athletic Club</i> (Case No. 2017-4960)	–	Judge Pierre Muller (Sole Arbitrator)
9	<i>World Anti-Doping Agency (WADA) v. Comitato Permanente Antidoping San Marino NADO (CPA) & Karim Gharbi</i> (Case No. 2017-4962)	–	Murray Rosen QC (Sole Arbitrator)
10	<i>Chunhong Liu v. International Olympic Committee (IOC)</i> (Case No. 2017-4973)	–	Christoph Vedder (Sole Arbitrator)

GENDER DIVERSITY IN ARBITRAL APPOINTMENTS AND PROCEEDINGS

No.	Case	Female appointee(s)	Male appointee(s)
11	<i>Lei Cao v. International Olympic Committee (IOC)</i> (Case No. 2017-4974)	–	Christoph Vedder (Sole Arbitrator)
12	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Ivan Shablyuyev</i> (Case No. 2017-4978)	–	Markus Manninen (Sole Arbitrator)
13	<i>Rochell G D Woodson v. Liberia Football Association (LFA)</i> (Case No. 2017-4979)	–	Murray Rosen QC (Sole Arbitrator)
14	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Svetlana Vasilyeva</i> (Case No. 2017-4980)	–	Markus Manninen (Sole Arbitrator)
15	<i>Clube Atlético Mineiro v. Udinese Calcio SpA</i> (Case No. 2017-4981)	–	Alexander McLin (Sole Arbitrator)
16	<i>Nesta Carter v. International Olympic Committee (IOC)</i> (Case No. 2017-4984)	–	Ken Lalo (President) Prof. Philippe Sands QC Prof. Massimo Coccia
17	<i>Cruzeiro E.C. v. C.A. Atenas</i> (Case No. 2017-4994)	–	Ricardo de Buen Rodríguez (Sole Arbitrator)
18	<i>Eid Mohamed Al-Suweidi v. World Anti-Doping Agency (WADA)</i> (Case No. 2017-5000)	–	Prof. Jens Evald (President) Fabio Iudica Alexander McLin
19	<i>Eskisehirspor Kulübü v. Sebastian Andres Pinto Perurena & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5011)	–	Hendrik Willem Kesler (President) José Juan Pintó Gerardo Luis Acosta Pérez
20	<i>Elazığspor Kulübü Derneği v. Franco Cängele & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5012)	–	Rui Botica Santos (President) José Juan Pintó Carlos Del Campo Cólás
21	<i>International Ski Federation (FIS) v. Therese Johaug & Norwegian Olympic and Paralympic Committee and Confederation of Sports (NIF)</i> (Case No. 2017-5015) <i>Therese Johaug v. NIF</i> (Case No. 2017-5110)	–	Romano Subiotto QC (President) Markus Manninen Jeffrey Benz
22	<i>Ihab Abdelrahman v. Egyptian Anti-Doping Organization (EGY-NADO)</i> (Case No. 2017-5016) <i>World Anti-Doping Agency (WADA) v. Ihab Abdelrahman & EGY-NADO</i> (Case No. 2017-5036)	–	Prof. Luigi Fumagalli (President) Olli Rauste The Hon. Michael Beloff QC
23	<i>Serghei Tarnovski v. International Canoe Federation (ICF)</i> (Case No. 2017-5017)	Maidie Oliveau	Dirk-Reiner Martens (President) The Hon. Michael Beloff QC
24	<i>International Association of Athletics Federations (IAAF) v. UAE Athletics Federation & Bethlem Desalegn</i> (Case No. 2017-5021)	–	Jacques Radoux (President) Markus Manninen Jirayr Habibian

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No.	Case	Female appointee(s)	Male appointee(s)
25	<i>Fédération Internationale de Football Association (FIFA) v. Confederação Brasileira de Futebol (CBF) & Cristiano Lopes</i> (Case No. 2017-5022)		Efraim Barak (President) Prof. Michael Geistlinger Attila Berzeviczi
26	<i>Club Mersin Idman Yurdu Spor Kulübü v. Spas Delev & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5031)	–	Hendrik Willem Kesler (President) Stuart McInnes João Nogueira da Rocha
27	<i>International Association of Athletics Federation (IAAF) v. Russian Athletic Federation (RUSAF) & Anna Pyatykh</i> (Case No. 2017-5039)		Prof. Jens Ewald (Sole Arbitrator)
28	<i>Iurii Anikieiev v. International Draughts Federation (IDF)</i> (Case No. 2017-5042)		Philippe Sands QC (Sole Arbitrator)
29	<i>Maria Farnosova v. International Association of Athletics Federations (IAAF) & All Russia Athletics Federation (ARAF)</i> (Case No. 2017-5045)		Prof. Ulrich Haas (President) Michele Bernasconi Romano Subiotto QC
30	<i>Anouar Kali v. Al-Arabi Sports Club</i> (Case No. 2017-5046)	–	Jacopo Tognon (Sole Arbitrator)
31	<i>Basketball Club Ticha v. Fédération Internationale de Basketball (FIBA) and Aleksandar Andrejevic</i> (Case No. 2017-5050)	–	Clifford Hendel (Sole Arbitrator)
32	<i>Jarmo Ahjupera v. Ujpest 1885 Futball Kft</i> (Case No. 2017-5051)	–	Sofoklis Pilavios (Sole Arbitrator)
33	<i>Martin Fenin v. FC Istres Ouest Provence</i> (Case No. 2017-5054)		Prof. Ulrich Haas (Sole Arbitrator)
34	<i>Ittihad FC v. James Troisi & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5056) <i>James Troisi v. Ittihad FC</i> (Case No. 2017-5069)	–	Manfred Peter Nan (President) Rui Botica Santos Mark Hovell
35	<i>Taekwondo Federation of Moldova (TFM) v. National Olympic and Sports Committee of Moldova (NOSC)</i> (Case No. 2017-5057)	–	Prof. Martin Schimke (President) Michele Bernasconi The Hon. Michael Beloff QC
36	<i>Al-Ittihad FC v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5058)	–	Hendrik Kesler (President) Saleh Al Obeidli Mark Hovell
37	<i>Samir Nasri v. Union des Associations Européennes de Football (UEFA)</i> (Case No. 2017-5061)	–	Prof. Christoph Vedder (President) Prof. Gustavo Albano Abreu Clifford Hendel
38	<i>Deutscher Fussball-Bund e.V. (DFB) & 1. FC Köln GmbH & Co. KGaA (FC Köln) & Nikolas Terkelsen Nartey v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5063)	–	Prof. Ulrich Haas (Sole Arbitrator)

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39	<i>Jacksen Ferreira Tiago v. Football Association of Penang & Football Association of Malaysia (FAM)</i> (Case No. 2017-5065)	–	Rui Botica Santos (Sole Arbitrator)
40	<i>World Anti-Doping Agency (WADA) v. Africa Zone VI Regional Anti-Doping Organization (RADO), Lesotho National Olympic Committee (LNOC) & Sello Mothebe</i> (Case No. 2017-5066)	–	Clifford Hendel (Sole Arbitrator)
41	<i>Shanxi Fenjiu Basketball Club v. Jeffrey Curtis Ayres</i> (Case No. 2017-5072)	–	Murray Rosen QC (President) Prof. Matthew Mitten Chi Liu
42	<i>Al Jazira Football Sport Company v. José Mesas Puerta</i> (Case No. 2017-5077)	–	Sofoklis Pilavios (President) Prof. Massimo Coccia Hendrik Willem Kesler
43	<i>Olympique des Alpes SA v. Genoa Cricket & Football Club</i> (Case No. 2017-5090)	–	Manfred Nan (President) Daniele Moro The Hon. Michael Beloff QC
44	<i>Club Hajer FC Al-Hasa v. Arsid Kruja</i> (Case No. 2017-5092)	–	Ivaylo Dermendjiev (Sole Arbitrator)
45	<i>Philip Chiyangwa v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5098)	–	Mark Hovell (President) Augustin Senghor Bernhard Heusler
46	<i>Artur Taymazov v. International Olympic Committee (IOC)</i> (Case No. 2017-5099)	–	The Hon. Michael Beloff QC (President) Aliaksandr Danilevich Olivier Carrard
47	<i>Valletta FC v. Apollon Limassol</i> (Case No. 2017-5103)	–	Jacopo Tognon (Sole Arbitrator)
48	<i>Apollon Limassol v. UC Sampdoria</i> (Case No. 2017-5104)	–	Murray Rosen QC (President) Marco Balmelli Prof. Massimo Coccia
49	<i>FC Shakhtar Donetsk v. Luiz Adriano Souza da Silva</i> (Case No. 2017-5101)	–	Alexander McLin (Sole Arbitrator)
50	<i>Debreceni Vasutas Sport Club (DVSC) v. Nenad Novakovic</i> (Case No. 2017-5111)	Petra Pocrnic Perica	Prof. Ulrich Haas (President) András Gurovits
51	<i>Arsan Arashov v. International Tennis Federation (ITF)</i> (Case No. 2017-5112)	–	Romano Subiotto QC (President) Prof. Petros Mavroidis Alexander McLin
52	<i>Elizabeth Juliano, Owner of Horizon; Maryanna Haymon, Owner of Don Principe; Adrienne Lyle and Kaitlin Blythe v. Fédération Equestre Internationale (FEI)</i> (Case No. 2017-5114)	–	The Hon. Michael Beloff QC (President) Prof. Massimo Coccia Prof. Cameron Myler

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53	<i>Eskisehir Spor Kulübü v. Ibrahim Sissoko & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5117)	–	Michele Bernasconi (Sole Arbitrator)
54	<i>Tatyana Chernova v. International Olympic Committee (IOC)</i> (Case No. 2017-5124)	–	David Rivkin (President) Prof. Jens Evald Murray Rosen QC
55	<i>Bulgarian Weightlifting Federation (BWF) v. International Weightlifting Federation (IWF)</i> (Case No. 2017-5127)	–	Prof. Luigi Fumagalli (President) Frans de Weger Prof. Martin Schimke
56	<i>Aliaksandr Khatskevich v. Belarus Football Federation (BFF)</i> (Case No. 2017-5128)	–	Clifford Hendel (President) Manfred Peter Nan Michele Bernasconi
57	<i>Shaker Alafoo v. Hisham Al Taher, Mehrdad Pahlevanzadeh & Bahrain Mind Sports Association</i> (Case No. 2017-5131)	–	Alexander McLin (Sole Arbitrator)
58	<i>LLC CPF Karpaty v. Volodymyr Hudyma</i> (Case No. 2017-5133)	–	Lars Halgreen (Sole Arbitrator)
59	<i>World Anti-Doping Agency (WADA) v. Confederação Brasileira de Futebol (CBF) & Olívio Aparecido da Costa</i> (Case No. 2017-5139)	–	Romano Subiotto QC (Sole Arbitrator)
60	<i>Fédération Internationale de Football Association (FIFA) v. Fédération Algérienne de Football (FAF) & Walid Abdelli</i> (Case No. 2017-5142)	–	Alexander McLin (President) Prof. Luigi Fumagalli Alain Zahlan de Cayetti
61	<i>Fédération Internationale de Football Association (FIFA) v. Confederación Sudamericana de Fútbol (CONMEBOL) & José Angulo Caicedo</i> (Case No. 2017-5144)	–	João Nogueira da Rocha (President) Prof. Ulrich Haas Francisco González de Cossío
62	<i>Club Avenir Sportive d'Oued Ellil & Association Avenir Sportive de l'Union Sportive de Matouia & Club de l'Etoile Sportive d'Al Weslatya v. Fédération Tunisienne de Football (FTF)</i> (Case No. 2017-5147)	–	Prof. Gérald Simon (Sole Arbitrator)
63	<i>Necmettin Erbakan Akyüz v International Wushu Federation (IWUF)</i> (Case No. 2017-5155)	–	The Hon. Michael Beloff QC (Sole Arbitrator)
64	<i>World Anti-Doping Agency (WADA) v. Africa Zone V Regional Anti-Doping Organization & Anti-Doping Agency of Kenya (ADAK) & Athletics Kenya (AK) & Sharon Ndinda Muli</i> (Case No. 2017-5157)	–	Prof. Jens Evald (Sole Arbitrator)
65	<i>Football Association of Thailand (FAT) v. Victor Jacobus Hermans</i> (Case No. 2017-5164)	–	Prof. Martin Schimke (President) David Wu Michele Bernasconi

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66	<i>Palestine Football Association v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5166/5405)	–	Prof. Massimo Coccia (President) Prof. Philippe Sands QC José Juan Pintó
67	<i>Real Club Celta de Vigo v. Olympique Lyonnais</i> (Case No. 2017-5172)	–	Prof. Ulrich Haas (President) José Juan Pintó François Klein
68	<i>Joseph Odartei Lamptey v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5173)	–	Prof. Luigi Fumagalli (President) Romano Subiotto QC Mark Hovell
69	<i>Tomasz Zieliński v. International Weightlifting Federation (IWF)</i> (Case No. 2017-5178)	–	Prof. Ulrich Haas (President) Jeffrey Benz Murray Rosen QC
70	<i>Club Antalyaspor v. Sammy Ndjock & Club Minnesota United</i> (Case No. 2017-5180)	–	Manfred Nan (Sole Arbitrator)
71	<i>Akhisar Belediye Gençlik ve Spor Kulübü Derneği v. Ivan Sesar</i> (Case No. 2017-5182)	–	Sofoklis Pilavios (Sole Arbitrator)
72	<i>Elazığspor Kulübü v. Fabio Alves da Silva</i> (Case No. 2017-5183)	–	Mark Hovell (Sole Arbitrator)
73	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletics Federation (ARAF) & Stanislav Emelyanov</i> (Case No. 2017-5193)	–	Murray Rosen QC (Sole Arbitrator)
74	<i>Cruzeiro EC v. FC Zorya Luhansk</i> (Case No. 2017-5195)	–	Ivaylo Dermendjiev (Sole Arbitrator)
75	<i>Clube Atlético Mineiro v. Udinese Calcio S.p.A. & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5202)	–	Prof. Petros Mavroidis (President) Manfred Nan Lars Halgreen
76	<i>Clube Atlético Mineiro v. Udinese Calcio S.p.A. & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5203)	–	Prof. Petros Mavroidis (President) Manfred Nan Lars Halgreen
77	<i>FC Koper v. Football Association of Slovenia (NZS)</i> (Case No. 2017-5205)	Svenja Geissmar (President)	Rui Botica Santos Dominik Kocholl
78	<i>Genoa Cricket and Football Club v. GNK Dinamo Zagreb</i> (Case No. 2017-5213)	–	Sofoklis Pilavios (President) Stuart McInnes Patrick Lafranchi
79	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Vasily Kopeykin</i> (Case No. 2017-5218)	–	Ken Lalo (Sole Arbitrator)
80	<i>Gaetano Marotta v. Al Ain FC</i> (Case No. 2017-5219)	–	Prof. Petros Mavroidis (President) Olivier Carrard João Nogueira da Rocha

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81	<i>Sporting Clube de Braga v. Club Dynamo Kyiv & Gerson Alencar de Lima Junior</i> (Case No. 2017-5227)	–	Sofoklis Pilavios (President) João Nogueira da Rocha André Brantjes
82	<i>Miejski Młodzieżowy Klub Sportowy (MMKS) Concordia Elbląg v. Jesús Vicente de los Galanes</i> (Case No. 2017-5230)	–	Bernhard Welten (Sole Arbitrator)
83	<i>Ittihad FC, Saudi Arabia v. Etoile Sportive du Sahel</i> (Case No. 2017-5233)	–	Prof. Philippe Sands QC (President) Prof. Petros Mavroidis Prof. Luigi Fumagalli
84	<i>Esteghlal Football Club v. Pero Pejic</i> (Case No. 2017-5242)	–	Bernhard Welten (Sole Arbitrator)
85	<i>Oscar Bobb & Associação Juvenil Escola de Futebol Hernâni Gonçalves v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5244)	–	Sofoklis Pilavios (Sole Arbitrator)
86	<i>World Anti-Doping Agency (WADA) v. Africa Zone V RADO & Anti-Doping Agency of Kenya (ADAK) & Eliud Musumba Ayiro</i> (Case No. 2017-5248)	–	Markus Manninen (Sole Arbitrator)
87	<i>Alexandre Ludovic Ribeiro Pereira v. Football Club Zimbru Chisinau</i> (Case No. 2017-5256)	–	Jacopo Tognon (Sole Arbitrator)
88	<i>World Anti-Doping Agency (WADA) v. South African Institute for Drug-Free Sport (SAIDS) & Demarte Pena</i> (Case No. 2017-5260)	–	Prof. Luigi Fumagalli (Sole Arbitrator)
89	<i>KF Skënderbeu v. Albanian Football Association (AFA)</i> (Case No. 2017-5272)	–	Prof. Ulrich Haas (President) Frans de Weger André Brantjes
90	<i>Mersin Idman Yurdu SK v. Milan Stepanov & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5274)	–	Manfred Nan (President) Stuart McInnes Edward Canty
91	<i>FK Sarajevo v. KVC Westerlo</i> (Case No. 2017-5277)	–	Ivaylo Dermendjiev (President) Frans de Weger Manfred Nan
92	<i>Florent Malouda v. Confédération de football d'Amérique du Nord, d'Amérique centrale et des Caraïbes (CONCACAF)</i> (Case No. 2017-5278)	–	Prof. Petros Mavroidis (President) Bernard Foucher Michele Bernasconi
93	<i>Cruzeiro E.C. v. Club Tigres</i> (Case No. 2017-5279)	–	Prof. Gustavo Albano Abreu (Sole Arbitrator)
94	<i>Danis Zaripov v. International Ice Hockey Federation (IIHF)</i> (Case No. 2017-5280)	–	Prof. Luigi Fumagalli (Sole Arbitrator)

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95	<i>World Anti-Doping Agency (WADA) v. International Ice Hockey Federation (IIHF) & F.</i> (Case No. 2017-5282)	–	Prof. Luigi Fumagalli (President) The Hon. Michael Beloff QC Prof. Ulrich Haas
96	<i>Daniel Angelici v. Confederación Sudamericana de Fútbol (CONMEBOL)</i> (Case No. 2017-5285)	–	Efraim Barak (President) José María Cruz José María Alonso Puig
97	<i>Florent Malouda v. Confédération de football d'Amérique du Nord, d'Amérique centrale et des Caraïbes (CONCACAF)</i> (Case No. 2017-90)	–	Prof. Petros Mavroidis (President) Bernard Foucher Michele Bernasconi
98	<i>World Anti-Doping Agency (WADA) v. Gil Roberts</i> (Case No. 2017-5296)	–	The Hon. Hugh Fraser (President) The Hon. Michael Beloff QC Jeffrey Benz
99	<i>Club Estudiantes de Mérida v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5297)	–	Efraim Barak (President) Prof. Massimo Coccia Álvaro García-Alamán de la Calle
100	<i>Olympique Lyonnais v. Union des Associations Européennes de Football (UEFA)</i> (Case No. 2017-5299)	–	Prof. Ulrich Haas (President) Hamid Gharavi Manfred Nan
101	<i>Sara Errani v. International Tennis Federation (ITF)</i> (Case No. 2017-5301) <i>National Anti-Doping Organisation (Nado) Italia v. Sara Errani and ITF</i> (Case No. 2017-5302)	–	Christoph Vedder (President) Ken Lalo Jacopo Tognon
102	<i>PFC Levski v. Dustley Roman Mulder</i> (Case No. 2017-5304)	–	Alexander McLin (Sole Arbitrator)
103	<i>Guangzhou Evergrande Taobao FC v. Asian Football Confederation (AFC)</i> (Case No. 2017-5306)	–	Anthony Lo Surdo (President) Efraim Barak Marco Balmelli
104	<i>Club Real Atlético Garcilaso de Cusco v. Federación Peruana de Fútbol (FPF) & Club Sport Alianza Atlético de Sullana & Club Juan Aurich</i> (Case No. 2017-5311)	–	José Juan Pintó (Sole Arbitrator)
105	<i>José Carlos Ferreira Alves v. Al Ahli Saudi Club</i> (Case No. 2017-5312)	–	Manfred Nan (Sole Arbitrator)
106	<i>World Anti-Doping Agency (WADA) v. Federación Colombiana de Fútbol (FCF) and Yobani Jose Ricardo Garcia</i> (Case No. 2017-5315) <i>World Anti-Doping Agency (WADA) v. Federación Colombiana de Fútbol (FCF) and Daniel Londono Castaneda</i> (Case No. 2017-5316)	–	Romano Subiotto QC (President) Prof. Massimo Coccia Michele Bernasconi

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107	<i>Aleksei Medvedev v. Russian Anti-Doping Agency (RUSADA)</i> (Case No. 2017-5317)	–	Murray Rosen QC (Sole Arbitrator)
108	<i>United States Anti-Doping Agency (USADA) v. Ryan Bailey</i> (Case No. 2017-5320)	Carol Roberts (President)	The Hon. Michael Beloff QC Jeffrey Benz
109	<i>FK Olimpik Sarajevo v. Football Association of Bosnia and Herzegovina & MSK Zilina & Slovakian Football Association & Admir Vladavic</i> (Case No. 2017-5322)	–	Ivaylo Dermendjiev (Sole Arbitrator)
110	<i>Fédération Burkinabé de Football v. Fédération Internationale de Football Association (FIFA), South African Football Association, Fédération Sénégalaise de Football & Federação Caboverdiana de Futebal</i> (Case No. 2017-5324)	–	Prof. Martin Schimke (President) Hendrik Willem Kesler Jean-Philippe Rochat
111	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) and Ekaterina Volkova</i> (Case No. 2017-5331)	–	Prof. Jens Evald (Sole Arbitrator)
112	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) and Elena Slesarenko</i> (Case No. 2017-5332)	–	Prof. Jens Evald (Sole Arbitrator)
113	<i>Jurgen Borg v. Malta Football Association (MFA)</i> (Case No. 2017-5333)	–	Prof. Ulrich Haas (Sole Arbitrator)
114	<i>Al Nassr Saudi Club v. FC Twente 65</i> (Case No. 2017-5336)	–	Fabio Iudica (Sole Arbitrator)
115	<i>Club Sportiv "Gaz Metan" Medias v. Eric de Oliveira Pereira, FC Karpaty Lviv & Clube Atletico Metropolitano</i> (Case No. 2017-5339)	–	Prof. Petros Mavroidis (President) Fabio Iudica Mark Hovell
116	<i>CJSC Football Club Lokomotiv v. Slaven Bilic</i> (Case No. 2017-5341)	–	Prof. Martin Schimke (President) Frans de Weger Jeffrey Benz
117	<i>FK Sileks v. FK Tabane 1970</i> (Case No. 2017-5350)	–	Prof. Petros Mavroidis (Sole Arbitrator)
118	<i>FK Sileks v. FK Sloga Leskovac</i> (Case No. 2017-5351)	–	Prof. Petros Mavroidis (Sole Arbitrator)
119	<i>FK Sileks v. GFK Dubočica Leskovac</i> (Case No. 2017-5352)	–	Prof. Petros Mavroidis (Sole Arbitrator)
120	<i>FK Sileks v. FK Jedinstvo Bošnjace</i> (Case No. 2017-5353)	–	Prof. Petros Mavroidis (Sole Arbitrator)

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121	<i>South African Football Association v. Fédération Internationale de Football Association (FIFA), Fédération Burkinabé de Football, Fédération Sénégalaise de Football & Federação Caboverdiana de Futebol</i> (Case No. 2017-5356)	–	Prof. Martin Schimke (President) Hendrik Willem Kesler Jean-Philippe Rochat
122	<i>Persepolis Football Club v. Rizespor Futbol Yatirimlari</i> (Case No. 2017-5359)	–	Rui Botica Santos (President) Dominik Kocholl Michele Bernasconi
123	<i>Club Adanaspor v. Mbilla Etame Serges Flavier</i> (Case No. 2017-5366)	–	Mark Hovell (President) Efraim Barak Bernhard Welten
124	<i>World Anti-Doping Agency (WADA) v. South African Institute for Drug-Free Sport (SAIDS) & Gordon Gilbert</i> (Case No. 2017-5369)	–	Prof. Luigi Fumagalli (Sole Arbitrator)
125	<i>Club Osmanlispor FK v. Thomas Mark Friedrich</i> (Case No. 2017-5371)	–	Jacopo Tognon (Sole Arbitrator)
126	<i>Japan Triathlon Union (JTU) v. International Triathlon Union (ITU)</i> (Case No. 2017-5373)	–	Murray Rosen QC (Sole Arbitrator)
127	<i>Jaroslaw Kolakowski v. Daniel Quintana Sosa</i> (Case No. 2017-5374)	–	Mark Hovell (President) Fabio Iudica João Nogueira da Rocha
128	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Elizaveta Grechishnikova</i> (Case No. 2017-5376)	Raphaëlle Favre Schnyder (Sole Arbitrator)	–
129	<i>Alexander Legkov v. International Olympic Committee (IOC)</i> (Case No. 2017-5379)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
130	<i>Evgeniy Belov v. International Olympic Committee (IOC)</i> (Case No. 2017-5380)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
131	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Kseniya Agafonova</i> (Case No. 2017-5389)	Raphaëlle Favre Schnyder (Sole Arbitrator)	–
132	<i>Fédération Internationale de Natation (FINA) v. Georgia Anti-Doping Agency (GADA) & Eastern Europe RADO & Irakli Bolkvadze</i> (Case No. 2017-5392)	–	Prof. Jens Ewald (Sole Arbitrator)
133	<i>Techiman City FC v. Ghana Football Association (GFA)</i> (Case No. 2017-5395)	–	Prof. Luigi Fumagalli (Sole Arbitrator)

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134	<i>Clube Atlético Mineiro v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2017-5401)	–	Sofoklis Pilavios (President) João Nogueira da Rocha Pedro Tomás Marqués
135	<i>Club Al-Taawoun v. Darije Kalezic</i> (Case No. 2017-5402)	–	Olivier Carrard (Sole Arbitrator)
136	<i>Bastiaan van Willigen v. Nederlandse Basketball Bond</i> (Case No. 2017-5421)	–	Pieter Kalbfleisch (Sole Arbitrator)
137	<i>Aleksandr Zubkov v. International Olympic Committee (IOC)</i> (Case No. 2017-5422)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
138	<i>Dmitry Trunenkov v. International Olympic Committee (IOC)</i> (Case No. 2017-5423)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
139	<i>Aleksei Negodailo v. International Olympic Committee (IOC)</i> (Case No. 2017-5424)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
140	<i>Alexander Kasyanov v. International Olympic Committee (IOC)</i> (Case No. 2017-5425)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
141	<i>Aleksei Pushkarev v. International Olympic Committee (IOC)</i> (Case No. 2017-5426)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
142	<i>Ilvir Khuzin v. International Olympic Committee (IOC)</i> (Case No. 2017-5427)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
143	<i>Olga Stulneva v. International Olympic Committee (IOC)</i> (Case No. 2017-5428)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
144	<i>Aleksandr Tretiakov v. International Olympic Committee (IOC)</i> (Case No. 2017-5429)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens
145	<i>Sergei Chudinov v. International Olympic Committee (IOC)</i> (Case No. 2017-5430)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens
146	<i>Elena Nikitina v. International Olympic Committee (IOC)</i> (Case No. 2017-5431)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens
147	<i>Olga Potylitsyna v. International Olympic Committee (IOC)</i> (Case No. 2017-5432)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens

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No.	Case	Female appointee(s)	Male appointee(s)
148	<i>Maria Orlova v. International Olympic Committee (IOC)</i> (Case No. 2017-5433)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens
149	<i>Maxim Vylegzhanin v. International Olympic Committee (IOC)</i> (Case No. 2017-5436)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
150	<i>Alexey Petukhov v. International Olympic Committee (IOC)</i> (Case No. 2017-5437)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
151	<i>Julia Ivanova v. International Olympic Committee (IOC)</i> (Case No. 2017-5438)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
152	<i>Evgenia Shapovalova v. International Olympic Committee (IOC)</i> (Case No. 2017-5439)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
153	<i>Olga Fatkulina v. International Olympic Committee (IOC)</i> (Case No. 2017-5440)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
154	<i>Alexander Rumyantsev v. International Olympic Committee (IOC)</i> (Case No. 2017-5441)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
155	<i>Yulia Chekaleva v. International Olympic Committee (IOC)</i> (Case No. 2017-5445)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
156	<i>Anastasia Dotsenko v. International Olympic Committee (IOC)</i> (Case No. 2017-5446)	–	Prof. Christoph Vedder (President) Hamid Gharavi Dirk-Reiner Martens
157	<i>Iván Bolado Palacios v. Fédération Internationale de Football Association (FIFA), Bulgarian Football Union (BFU) & PFC CSKA Sofia</i> (Case No. 2017-5460)	–	Mark Hovell (Sole Arbitrator)
158	<i>Békéscsaba 1912 Futball v. George Korudjiev</i> (Case No. 2017-5465)	–	Prof. Petros Mavroidis (President) Mika Palmgren Manfred Nan
159	<i>Alexey Voevoda v. International Olympic Committee (IOC)</i> (Case No. 2017-5468)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens
160	<i>Ekaterina Lebedeva v. International Olympic Committee (IOC)</i> (Case No. 2017-5469)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens

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No.	Case	Female appointee(s)	Male appointee(s)
161	<i>Galina Skiba v. International Olympic Committee (IOC)</i> (Case No. 2017-5470)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens
162	<i>Anna Shibanova v. International Olympic Committee (IOC)</i> (Case No. 2017-5471)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens
163	<i>Ekaterina Smolentseva v. International Olympic Committee (IOC)</i> (Case No. 2017-5472)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens
164	<i>Ekaterina Pashkevich v. International Olympic Committee (IOC)</i> (Case No. 2017-5473)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens
165	<i>Inna Dyubanok v. International Olympic Committee (IOC)</i> (Case No. 2017-5474)	–	Prof. Christoph Vedder (President) Prof. Michael Geistlinger Dirk-Reiner Martens
166	<i>Cruzeiro E.C. v. Al Wahda FC</i> (Case No. 2017-5481)	–	Prof. Martin Schimke (Sole Arbitrator)
167	<i>FK Olimpik Sarajevo v. Fédération Internationale de Football Association (FIFA), Football Association of Bosnia and Herzegovina, NK Sestvete and Croatian Football Federation</i> (Case No. 2017-5496)	–	Fabio Iudica (Sole Arbitrator)

C.5 Compilation of CAS cases for 2016

No.	Case	Female appointee(s)	Male appointee(s)
1	<i>Pavel Sozykin & Russian Yachting Federation (RYF) v. World Sailing (WS) & International Olympic Committee (IOC)</i> (Case No. OG AD 16-001)	Tricia Kavanagh	The Hon. Michael Beloff QC (President) Justice Hugh Fraser
2	<i>International Olympic Committee (IOC) v. Tomasz Zielinski</i> (Case No. OG AD 16-002)	Tricia Kavanagh	Efraim Barak (President) Juan Pablo Arriagada
3	<i>International Olympic Committee (IOC) v. Kleber Da Silva Ramos</i> (Case No. OG AD 16-003)	Tricia Kavanagh (President)	Michael Beloff QC (President) Juan Pablo Arriagada
4	<i>International Olympic Committee (IOC) v. Silvia Danekova</i> (Case No. OG AD 16-004)	–	Justice Hugh Fraser (President) Prof. Michael Geistlinger Efraim Barak

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No.	Case	Female appointee(s)	Male appointee(s)
5	<i>International Olympic Committee (IOC) v. Xinyi Chen</i> (Case No. OG AD 16-005)	–	Prof. Michael Geistlinger (President) Efraim Barak Juan Pablo Arriagada
6	<i>International Olympic Committee (IOC) v. Kleber Da Silva Ramos</i> (Case No. OG AD 16-006)	Tricia Kavanagh (President)	The Hon. Michael Beloff QC Juan Pablo Arriagada
7	<i>International Olympic Committee (IOC) v. Izzat Artykov</i> (Case No. OG AD 16-007)	–	The Hon. Michael Beloff QC (President) Prof. Michael Geistlinger Justice Hugh Fraser
8	<i>International Olympic Committee (IOC) v. Chag-naadorj Usukhbayar</i> (Case No. OG AD 16-008)	–	Justice Hugh Fraser (Sole Arbitrator)
9	<i>International Olympic Committee (IOC) v. Gabriel Sincaian</i> (Case No. OG AD 16-010)	–	The Hon. Michael Beloff QC (Sole Arbitrator)
10	<i>International Olympic Committee (IOC) v. Misha Aloian</i> (Case No. OG AD 16-011)	–	Prof. Michael Geistlinger (Sole Arbitrator)
11	<i>Yulia Efimova v. Russian Olympic Committee (ROC); International Olympic Committee (IOC); Fédération Internationale de Natation (FINA)</i> (Case No. OG 16-004)	The Hon. Annabelle Bennett (President) Justice Catherine Anne Davani Rabab Yasseen	–
12	<i>Mangar Makur Chuot Chop & South Sudan Athletics Federation (SSAF) v. South Sudan Olympic Committee (SSNOC)</i> (Case Nos. OG 16-005, 16-007)	Carol Roberts Margarita Echeverria	Prof. Ulrich Haas (President)
13	<i>Jason Morgan v. Jamaican Athletic Administrative Association (JAAA)</i> (Case No. OG 16-008)	Justice Catherine Anne Davani (President) Andrea Carska-Sheppard Margarita Echeverria	–
14	<i>Russian Weightlifting Federation (RWF) v. International Weightlifting Federation (IWF)</i> (Case No. OG 16-009)	Carol Roberts The Hon. Annabelle Bennett	Prof. Ulrich Haas (President)
15	<i>Daniil Andrienko; Aleksander Bogdashin; Alexandra Fedorova; Anastasiia Ianina; Alexander Kornilov; Aleksandr Kulesh; Dmitry Kuznetsov; Elena Oriabinskaia; Julia Popova; Ekaterina Potapova; Alevtina Savkina; Alena Shatagina; Maksim Telitsyn; Anastasiia Tikhanova; Aleksei Vikulin; Semen Yaganov v. Fédération Internationale des Sociétés d’Aviron (FISA); International Olympic Committee (IOC)</i> (Case No. OG 16-011)	Margarita Echeverria Bermúdez	Prof. Ulrich Haas (President) José Juan Pintó

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No.	Case	Female appointee(s)	Male appointee(s)
16	<i>Ivan Balandin v. Fédération Internationale des Sociétés d'Aviron (FISA) & International Olympic Committee (IOC)</i> (Case No. OG 16-012)	Rabab Yasseen	Mark Hovell (President) Francisco Müssnich
17	<i>Anastasia Karabelshikova & Ivan Podshivalov v. Fédération Internationale des Sociétés d'Aviron (FISA) & International Olympic Committee (IOC)</i> (Case No. OG 16-013)	Rabab Yasseen	Mark Hovell (President) Francisco Müssnich
18	<i>Karen Pavicic v. Fédération Équestre Internationale (FEI)</i> (Case No. OG 16-014)	–	Mark Hovell (Sole Arbitrator)
19	<i>Tjipekapora Herunga v. Namibian National Olympic Committee (NNOC)</i> (Case No. OG 16-015)	Andrea Carska-Sheppard (Sole Arbitrator)	–
20	<i>Kiril Sveshnikov, Dmitry Sokolov & Dmitry Strakhov v. Union Cycliste Internationale (UCI)</i> (Case No. OG 16-018)	Justice Catherine Anne Davani (President)	Prof. Ulrich Haas Mohammed Abdel Raouf
21	<i>Natalia Podolskaya & Alexander Dyachenko v. International Canoe Federation (ICF)</i> (Case No. OG 16-019)	The Hon. Annabelle Bennett (President)	José Juan Pintó Jinwon Park
22	<i>Vanuatu Association of Sports and National Olympic Committee (VANASOC) & Vanuatu Beach Volleyball Federation v. Fédération Internationale de Volleyball (FIVB) & Rio 2016 Organizing Committee</i> (Case No. OG 16-020)	The Hon. Annabelle Bennett (Sole Arbitrator)	–
23	<i>Elena Anyushina & Alexey Korovashkov v. International Canoe Federation (ICF) & Russian Canoe Federation (RCF)</i> (Case No. OG 16-021)	The Hon. Annabelle Bennett (President)	José Juan Pintó Jinwon Park
24	<i>Czech Olympic Committee (COC) & Czech Cycling Federation (CCF) v. Union Cycliste Internationale (UCI)</i> (Case No. OG 16-022)	Carol Roberts	Mark Hovell (President) Mohammed Abdel Raouf
25	<i>Ihab Abdelrahman v. Egyptian NADO</i> (Case No. OG 16-023)	Carol Roberts (President); Andrea Carska-Sheppard	Prof. Ulrich Haas
26	<i>Darya Klishina v. International Association of Athletics Federations (IAAF)</i> (Case No. OG 16-024)	The Hon. Annabelle Bennett (President)	Francisco Müssnich Mohammed Abdel Raouf
27	<i>World Anti Doping Agency (WADA) v. Narsingh Yadav & National Anti-Doping Agency (NADA)</i> (Case No. OG 16-025)	Andrea Carska-Sheppard	Mark Hovell (President) Jinwon Park
28	<i>Carvin Nkanata v. International Olympic Committee (IOC)</i> (Case No. OG 16-026)	Justice Catherine Anne Davani (President); Rabab Yasseen	José Juan Pintó

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No.	Case	Female appointee(s)	Male appointee(s)
29	<i>Fédération Française de Natation (FFN); Aurélie Muller; Comité National Olympique et Sportif Français (CNOSF) v. Fédération Internationale de Natation (FINA)</i> (Case No. OG 16-027)	Rabab Yasseen (President)	Prof. Ulrich Haas José Juan Pintó
30	<i>Behdad Salimi & National Olympic Committee of the Islamic Republic of Iran (NOCIRI) v. International Weightlifting Federation (IWF)</i> (Case No. OG 16-028)	Carol Roberts (President); Margarita Echeverria	Mohammed Abdel Raouf
31	<i>Mitchell Iles v. Shooting Australia</i> (Case No. A1-2016)	–	Alan Sullivan QC (Sole Arbitrator)
32	<i>Jo-Ann Lim v. Synchronised Swimming Australia Inc. (SSAI)</i> (Case No. A2-2016)	The Hon. Justice Annabelle Bennett (Sole Arbitrator)	–
33	<i>Tess Lloyd & Caitlin Elks v. Australian Sailing</i> (Case No. A3-2016)	The Hon. Tricia Kavanagh (Sole Arbitrator)	–
34	<i>Sarah Klein v. Australian Sports Anti-Doping Authority (ASADA) & Athletics Australia (AA)</i> (Case No. A4-2016)	–	Bruce Collins QC (Sole Arbitrator)
35	<i>World Anti-Doping Agency (WADA) v. International Weightlifting Federation (IWF) & Yenny Fernanda Alvarez Caicedo</i> (Case No. 2016-4377)	–	Jeffrey Benz (President) Markus Manninen Olivier Carrard
36	<i>Adrian Ivan Zbirnea v. International Weightlifting Federation (IWF)</i> (Case No. 2016-4379)	–	Ken Lalo (President) Jacopo Tognon Michele Bernasconi
37	<i>Al Ain FC v. Sunderland AFC</i> (Case No. 2016-4379)	–	Ivaylo Dermendjiev (Sole Arbitrator)
38	<i>Besiktas Futbol Yatirimlari Sanayi Ve Ticaret A.Ş. v. Manuel Henrique Tavares Fernandes</i> (Case No. 2016-4381)	–	Jacopo Tognon (Sole Arbitrator)
39	<i>Rizespor Futbol Yatirimlari AS v. David Alberto Depetris & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4384)	–	Fabio Iudica (President) Michael Gerlinger Hernán Jorge Ferrari
40	<i>Delfino Pescara 1936 v. Royal Standard Liège & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4387)	–	Mark Hovell (Sole Arbitrator)
41	<i>Al-Hilal Al-Saudi Club v. Youssef El Arabi</i> (Case No. 2016-4389)	–	Manfred Nan (Sole Arbitrator)
42	<i>Panthrakikos FC v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4402)	–	Sofoklis Pilavios (President) Prof. Luigi Fumagalli Hans Nater

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No.	Case	Female appointee(s)	Male appointee(s)
43	<i>Al Ittihad Football Club v. Marco Antonio de Mattos Filho</i> (Case No. 2016-4403)	–	Mark Hovell (President) José María Cruz Prof. Petros Mavroidis
44	<i>Raja Club Athletic de Casablanca v. Baniyas Football Sports Club & Ismail Benlamalem</i> (Case No. 2016-4408)	–	Rui Botica Santos (President) Didier Poulmaire Prof. Luigi Fumagalli
45	<i>Fédération Internationale de Football Association (FIFA) v. Confederación Sudamericana de Fútbol (CONMEBOL) & Brian Fernández</i> (Case No. 2016-4416)	–	Prof. Ulrich Haas (President) Prof. Luigi Fumagalli José Juan Pintó
46	<i>Ramon Castillo Segura v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4426)	–	Prof. Martin Schimke (President) Patrick Lafranchi Bernhard Heusler
47	<i>Udinese Calcio S.p.A v. Santos Futebol Clube & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4428)	–	Mark Hovell (President) Prof. Petros Mavroidis Markus Bösinger
48	<i>Tomasz Hamerlak v. International Paralympic Committee (IPC)</i> (Case No. 2016-4439)	Sylvia Schenk	Prof. Michael Geistlinger (President) Prof. Richard McLaren
49	<i>Jhonny van Beukering v. Pelita Bandung Raya & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4441)	–	Lars Hilliger (Sole Arbitrator)
50	<i>Real Racing Club de Santander SAD v. União Desportiva Alta de Lisboa</i> (Case No. 2016-4446)	–	Fabio Iudica (Sole Arbitrator)
51	<i>Real Racing Club de Santander SAD v. Clube Atlético e Cultural Pontinha</i> (Case No. 2016-4447)	–	Fabio Iudica (Sole Arbitrator)
52	<i>Real Racing Club de Santander SAD v. Sport Grupo Sacavenense</i> (Case No. 2016-4448)	–	Fabio Iudica (Sole Arbitrator)
53	<i>Iván Bolado Palacios v. PFC CSKA Sofia</i> (Case No. 2016-4450)	–	Manfred Nan (Sole Arbitrator)
54	<i>Mohamed Youssef Belaili v. Confédération Africaine de Football (CAF)</i> (Case No. 2016-4452)	–	Judge Jean-Paul Costa (President) Judge Chedli Rahmani Michel Brizoua-Bi
55	<i>International Association of Athletics Federations (IAAF) v. Vera Sokolova</i> (Case No. 2016-4454)	–	Prof. Matthew Mitten (President) Prof. Ulrich Haas Chi Liu
56	<i>International Association of Athletics Federations (IAAF) v. Elmira Alembekova</i> (Case No. 2016-4455)	–	Prof. Matthew Mitten (President) Prof. Ulrich Haas Chi Liu

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57	<i>International Association of Athletics Federations (IAAF) v. Ivan Noskov</i> (Case No. 2016-4456)	–	Prof. Matthew Mitten (President) Prof. Ulrich Haas Chi Liu
58	<i>International Association of Athletics Federations (IAAF) v. Denis Strelkov</i> (Case No. 2016-4457)	–	Prof. Matthew Mitten (President) Prof. Ulrich Haas Chi Liu
59	<i>Lisa Christina Nemeč v. Croatian Institute for Toxicology and Anti-Doping (CITA) & International Association of Athletics Federations (IAAF)</i> (Case No. 2016-4458)	–	Prof. Ulrich Haas (President) Jeffrey Benz Markus Manninen
60	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletics Federation (ARAF) & Kristina Ugarova</i> (Case No. 2016-4463)	–	Prof. Michael Geistlinger (Sole Arbitrator)
61	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletics Federation (ARAF) & Ekaterina Sharmina</i> (Case No. 2016-4464)	–	Prof. Michael Geistlinger (Sole Arbitrator)
62	<i>International Association of Athletics Federations (IAAF) v. Mikhail Ryzhov</i> (Case No. 2016-4465)	–	Prof. Matthew Mitten (President) Prof. Ulrich Haas Chi Liu
63	<i>FC Sochaux Montbéliard v. SC Beira-Mar</i> (Case No. 2016-4468)	–	Olivier Carrard (President) Prof. Gérald Simon Daniele Moro
64	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletics Federation (ARAF) & Tatyana Chernova</i> (Case No. 2016-4469)	–	Prof. Michael Geistlinger (Sole Arbitrator)
65	<i>Abel Aguilar Tapias v. Hércules de Alicante FC</i> (Case No. 2016-4471)	–	Prof. Petros Mavroidis (President) Pedro Tomas Marqués José Juan Pintó
66	<i>Liberia Football Association (LFA) v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4473)	–	Prof. Petros Mavroidis (President) Augustin Senghor Efraim Barak
67	<i>João António Soares de Freitas v. Al Shabab FC</i> (Case No. 2016-4477)	–	Mark Hovell (Sole Arbitrator)
68	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletics Federation (ARAF) and Vladimir Kazarin</i> (Case No. 2016-4480)	–	Jacques Radoux (President) Lars Hilliger Ken Lalo
69	<i>Etoile Sportive du Sahel v. Leopoldo Roberto Markovsky; Clube de Regatas Brasil; Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4482)	–	Dirk-Reiner Martens (President) Mahmoud Hammami Michele Bernasconi

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70	<i>OKK Spars Sarajevo v. Fédération Internationale de Basketball (FIBA)</i> (Case No. 2016-4484)	–	Jacques Radoux (President) Prof. Peter Grilc Alasdair Bell
71	<i>Al Ittihad FC v. Daniel Gonzales Landler</i> (Case No. 2016-4485)	–	Rui Botica Santos (Sole Arbitrator)
72	<i>International Association of Athletics Federations (IAAF) v. Ekaterina Poistogova</i> (Case No. 2016-4486)	–	Jacques Radoux (President) Efraim Barak Ken Lalo
73	<i>International Association of Athletics Federations (IAAF) v. Alexey Melnikov</i> (Case No. 2016-4487)	–	Jacques Radoux (President) Efraim Barak Ken Lalo
74	<i>International Association of Athletics Federations (IAAF) v. All-Russia Athletics Federation (ARAF) & Anastasiya Bazdyreva</i> (Case No. 2016-4488)	–	Hans Nater (Sole Arbitrator)
75	<i>Beijing Renhe FC v. Marcin Robak</i> (Case No. 2016-4489)	–	Prof. Martin Schimke (President) Lars Halgreen Francesco Macri
76	<i>RFC Seraing v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4490)	–	Bernard Foucher (President) Bernard Hanotiau Ruggero Stincardini
77	<i>Galatasaray SK v. Union des Associations Européennes de Football (UEFA)</i> (Case No. 2016-4492)	–	Prof. Luigi Fumagalli (President) Prof. Bernard Hanotiau Olivier Carrard
78	<i>Joseph S. Blatter v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4501)	–	Manfred Nan (President) Patrick Lafranchi Andrew de Lotbinière McDougall
79	<i>Patrick Leeper v. International Paralympic Committee (IPC)</i> (Case No. 2016-4502)	–	Judge Conny Jörnekli (President) Luc Argand Prof. Ulrich Haas
80	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletics Federation (ARAF) & Vladimir Mokhnev</i> (Case No. 2016-4504)	–	Hans Nater (Sole Arbitrator)
81	<i>Club Entente Sportive Sétifienne v. Franck-Olivier Madou</i> (Case No. 2016-4510)	–	Prof. Petros Mavroidis (President) Jean Gay Didier Poulmaire
82	<i>Bulgarian Weightlifting Federation (BWF) v. International Weightlifting Federation (IWF)</i> (Case No. 2016-4511)	–	Prof. Michael Geistlinger (President) James Robert Reid QC Dirk-Reiner Martens

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83	<i>World Anti-Doping Agency (WADA) v. Turkish Football Federation (TFF) & Ahmet Kuru</i> (Case No. 2016-4512)	–	Alexander McLin (Sole Arbitrator)
84	<i>Club Sportif Sfaxien v. Fédération Tunisienne de Football (FTF) & Etoile Sportive du Sahel</i> (Case No. 2016-4516)	–	Alexander McLin (President); François Klein Michele Bernasconi
85	<i>Bologna FC 1909 S.p.A. v. Gonzalo Luis Madrid Pineiro</i> (Case No. 2016-4517)	–	Sofoklis Pilavios (President) Michele Bernasconi José Juan Pintó
86	<i>FC Porto v. Hellas Verona FC & Club Atlético River Plate</i> (Case No. 2016-4518)	–	Prof. Ulrich Haas (President) José Juan Pintó Alasdair Bell
87	<i>FC Porto v. Hellas Verona FC & Club Cerro Porteño</i> (Case No. 2016-4519)	–	Prof. Ulrich Haas (President) José Juan Pintó Alasdair Bell
88	<i>Maurico Fiol Villanueva v. Fédération Internationale de Natation (FINA)</i> (Case No. 2016-4534)	–	The Hon. Michael Beloff QC (President) Jacques Radoux Ken Lalo
89	<i>Dimitri Torbinskiy v. Football Union of Russia (FUR) & Rubin Kazan FC and Rubin Kazan FC v. Dimitri Torbinskiy & FUR</i> (Case Nos. 2016-4539, 2016-4545)	–	Sofoklis Pilavios (Sole Arbitrator)
90	<i>FC Kuban v. FC Dacia</i> (Case No. 2016-4541)	–	Lars Hilliger (Sole Arbitrator)
91	<i>FC Kuban v. FC Real Succes</i> (Case No. 2016-4542)	–	Lars Hilliger (Sole Arbitrator)
92	<i>FC Kuban v. FC Gagauzyia</i> (Case No. 2016-4543)	–	Lars Hilliger (Sole Arbitrator)
93	<i>Al Ain FC v. Sunderland AFC</i> (Case No. 2016-4544)	–	Ivaylo Dermendjiev (Sole Arbitrator)
94	<i>Nikola Mikic v. Manisaspor KD</i> (Case No. 2016-4547)	–	Manfred Nan (Sole Arbitrator)
95	<i>Aris Limassol FC v. Carl Lombé</i> (Case no. 2016-4549)	–	Michael Gerlinger (Sole Arbitrator)
96	<i>Darwin Zamir Andrade Marmolejo v. Club Deportivo La Equidad Seguros S.A. & Fédération Internationale de Football Association (FIFA) and Újpest 1885 FC v. FIFA</i> (Case Nos. 2016-4550, 2016-4576)	–	Fabio Iudica (President) Mark Hovell Rui Botica Santos
97	<i>U.C. Sampdoria SpA v. José Rodriguez Baster</i> (Case No. 2016-4556)	–	Prof. Petros Mavroidis (Sole Arbitrator)

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98	<i>Mitchell Whitmore v. International Skating Union (ISU)</i> (Case No. 2016-4558)	–	Prof. Martin Schimke (President) Christopher Campbell Prof. Luigi Fumagalli
99	<i>Al Arabi SC Kuwait v. Papa Khalifa Sankaré & Asteras Tripolis FC</i> (Case No. 2016-4560)	–	Ivaylo Dermendjiev (President) David Wu Prof. Stavros Brekoulakis
100	<i>World Anti-Doping Agency (WADA) v. Egyptian Anti-Doping Organisation (EGY-NADO) & Radwa Arafat Abd Elsalam</i> (Case No. 2016-4563)	–	Lars Halgreen (Sole Arbitrator)
101	<i>Al Jazira FSC v. FC Lokomotiv</i> (Case No. 2016-4567)	–	Nicolas Ulmer (Sole Arbitrator)
102	<i>Abdelkarim Elmorabet v. Olympic Club Safi & Fédération Royale Marocaine de Football (FRMF)</i> (Case No. 2016-2016-4569)	–	Judge Pierre Muller (Sole Arbitrator)
103	<i>Kees Ploeghsma v. PFC CSKA Moscow</i> (Case No. 2016-4573)	–	Lars Hilliger (President) Manfred Nan Michael Gerlinger
104	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletic Federation (ARAF) & Dr. Sergei Nikolaevich Portugalov</i> (Case No. 2016-4575)	–	Prof. Luigi Fumagalli (Sole Arbitrator)
105	<i>Botafogo de Futebol e Regatas v. Sharjah FC</i> (Case No. 2016-4580)	–	Fabio Iudica (President) Clifford Hendel Mark Hovell
106	<i>Apollon Football Ltd. v. Partizan FC & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4581)	–	The Hon. Michael Beloff QC (President) Efraim Barak Prof. Luigi Fumagalli
107	<i>Altay Football Club v. Professional Football League of Kazakhstan & Football Federation of Kazakhstan (FFK)</i> (Case No. 2016-4586)	–	Andrés Gurovits (President) Michael Gerlinger Theodore Giannikos
108	<i>FC Internazionale Milano v. Sunderland AFC & CAS 2016/A/4589 Sunderland AFC v. FC Internazionale Milano</i> (Case Nos. 2016-4588, 2016-4589)	–	Sofoklis Pilavios (President) Marco Balmelli Prof. Philippe Sands QC
109	<i>Al Ittihad Saudi v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4595)	–	Manfred Nan (President) Attila Berzeviczi Prof. Martin Schimke
110	<i>SC FC Steaua Bucuresti v. FC Internazionale Milano SpA</i> (Case No. 2016-4597)	–	Marco Balmelli (Sole Arbitrator)

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No.	Case	Female appointee(s)	Male appointee(s)
111	<i>Football Association of Serbia v. Union des Associations Européennes de Football (UEFA)</i> (Case No. 2016-4602)	–	Prof. Ulrich Haas (President) José Juan Pintó Patrick Lafranchi
112	<i>SC Dinamo 1948 v. FC Internazionale Milano SpA</i> (Case No. 2016-4603)	–	Marco Balmelli (Sole Arbitrator)
113	<i>Ångelholms FF v. Kwara Football Academy</i> (Case No. 2016-4604)	–	Mark Hovell (Sole Arbitrator)
114	<i>Al-Arabi Sports Club Co. For Football v. Matthew Spiranovic</i> (Case No. 2016-4605)	–	Lars Hilliger (President) Hendrik Kesler Manfred Nan
115	<i>Al-Arabi Sports Club Co. For Football v. Houssine Kharja</i> (Case No. 2016-4606)	–	José Juan Pintó (President) Rui Botica Santos Prof. Massimo Coccia
116	<i>World Anti-Doping Agency (WADA) v. Indian National Anti-Doping Agency (Indian NADA) & Dane Pereira</i> (Case No. 2016-4609)	–	Prof. Martin Schimke (Sole Arbitrator)
117	<i>Asli Çakir Alptekin v. World Anti-Doping Agency (WADA)</i> (Case No. 2016-4615)	Jennifer Kirby (President)	Dirk-Reiner Martens Ken Lalo
118	<i>Joshua Simpson & BSC Young Boys v. Manisaspor</i> (Case Nos. 2016-4623, 2016-4624)	–	Fabio Iudica (President) Patrick Lafranchi Pieter Kalbfleisch
119	<i>World Anti-Doping Agency (WADA) v. Indian National Anti-Doping Agency (NADA) & Mhaskar Meghali</i> (Case No. 2016-4626)	–	Prof. Christoph Vedder (Sole Arbitrator)
120	<i>World Anti-Doping Agency (WADA) v. Indian National Anti-Doping Agency (Indian NADA) & Geeta Rani</i> (Case Nos. 2016-4627, 2016-4648, 2016-5283)	–	Prof. Martin Schimke (Sole Arbitrator)
121	<i>William Brothers v. Fédération Internationale de Natation (FINA)</i> (Case No. 2016-4631)	–	John Faylor (President) Patrice Brunet Alexander McLin
122	<i>Alexei Lovchev v. International Weightlifting Federation (IWF)</i> (Case No. 2016-4632)	–	The Hon. Michael Beloff QC (President) Prof. Ulrich Haas Prof. Luigi Fumagalli
123	<i>Barcelona Sporting Club v. Fédération Internationale de Football Association (FIFA) & Federación Ecuatoriana de Fútbol (FEF)</i> (Case No. 2016-4633)	–	Juan Pablo Arriagada Aljaro (President) Ricardo de Buen Rodríguez Rui Botica Santos

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No.	Case	Female appointee(s)	Male appointee(s)
124	<i>Phnom Penh Crown Football Club v. Asian Football Confederation (AFC)</i> (Case No. 2016-4642)	–	Nicholas Stewart QC (President) Bernhard Heusler Chi Liu
125	<i>Maria Sharapova v. International Tennis Federation (ITF)</i> (Case No. 2016-4643)	–	Prof. Luigi Fumagalli (President) Jeffrey Benz David Rivkin
126	<i>Blaza Klemencic v. Union Cycliste Internationale (UCI)</i> (Case No. 2016-4648)	–	Lars Halgreen (President) Conny Jörneklint The Hon. Michael Beloff QC
127	<i>Klubi Sportiv Skenderbeu v. Union Européenne de Football Association (UEFA)</i> (Case No. 2016-4650)	–	Manfred Nan (President) Prof. Massimo Coccia José Juan Pintó
128	<i>Ariel Alberto Alvarado Carrasco v. Confederation of North, Central and Caribbean Association Football (CONCACAF)</i> (Case No. 2016-4651)	–	Francisco González de Cossío (Sole Arbitrator)
129	<i>Saudi Arabian Football Federation (SAFF) v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4654)	–	Hendrik Willem Kesler (President) Lars Hilliger Dirk-Reiner Martens
130	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletics Federation (ARAF) & Stanislav Emelyanov</i> (Case No. 2016-4655)	–	Romano Subiotto QC (President) Ken Lalo Jeffrey Benz
131	<i>Nikola Kalinić v. FC Dnipro</i> (Case No. 2016-4656)	–	Ivaylo Dermendjiev (Sole Arbitrator)
132	<i>Fédération Internationale de Volleyball (FIVB) v. Confederação Brasileira de Voleibol (CBV) & Maria Elisa Mendes Ticon Antonelli</i> (Case No. 2016-4658)	–	Prof. Martin Schimke (President) The Hon. Michael Beloff QC Jeffrey Benz
133	<i>FC ASA 2013 Targu Mures v. Romanian Football Federation (RFF)</i> (Case No. 2016-4663)	–	András Gurovits (Sole Arbitrator)
134	<i>Club Real Betis Balompié S.A.D. v. William Lanes de Lima</i> (Case No. 2016-4664)	–	Rui Botica Santos (President); Michele Bernasconi Ercus Stewart
135	<i>Club Botafogo de Futebol e Regatas v. Club Tijuana Xolointzcuintles de Caliente and Club Tijuana Xolointzcuintles de Caliente v. Club Botafogo de Futebol e Regatas</i> (Case Nos. 2016-4669, 2016-4670)	–	Sofoklis Pilavios (President) Ricardo de Buen Rodríguez José María Alonso Puig
136	<i>Wydad Athletic Club v. Ruben Albes Yanez</i> (Case No. 2016-4672)	–	Prof. Petros Mavroidis (President) Koffi Sylvain Mensah Attoh José Juan Pintó

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No.	Case	Female appointee(s)	Male appointee(s)
137	<i>Wydad Athletic Club v. Benito Floro Sanz</i> (Case No. 2016-4673)	–	Prof. Petros Mavroidis (President) Koffi Sylvain Mensah Attoh José Juan Pintó
138	<i>Sporting Club Olhanense v. Gonzalo Mathias Borges Mastriani & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4675)	–	Lucas Anderes (Sole Arbitrator)
139	<i>Arijan Ademi v. Union of European Football Associations (UEFA)</i> (Case No. 2016-4676)	–	Ken Lalo (President) Jeffrey Benz Hans Nater
140	<i>Balikesirspor FC v. Ermin Zec</i> (Case No. 2016-4678)	–	Lars Hilliger (President) Prof. Petros Mavroidis Bernhard Welten
141	<i>Balikesirspor FC v. Ante Kulusic</i> (Case No. 2016-4679)	–	Lars Hilliger (President) Prof. Petro Mavroidis Bernhard Welten
142	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletics Federation (ARAF) & Natalya Evdokimova</i> (Case No. 2016-4682)	–	Lars Halgreen (Sole Arbitrator)
143	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletics Federation (ARAF) & Andrey Krivov</i> (Case No. 2016-4683)	–	Lars Halgreen (Sole Arbitrator)
144	<i>Russian Olympic Committee (ROC); Lyukman Adams et al. v. International Association of Athletics Federations (IAAF)</i> (Case No. 2016-4684)	–	Prof. Luigi Fumagalli (President) Jeffrey Benz Judge James Robert Reid QC
145	<i>Kardemir Karabükspor Kulübü Dernegi v. Union des Associations Européennes de Football (UEFA)</i> (Case No. 2016-4692)	–	Lars Hilliger (Sole Arbitrator)
146	<i>Al Masry Sporting Club v. Jude Aneke Ilochukwu</i> (Case No. 2016-4693)	–	Fabio Iudica (President) Olivier Carrard João Nogueira da Rocha
147	<i>Elena Dorofeyeva v. International Tennis Federation (ITF)</i> (Case No. 2016-4697)	–	Prof. Ulrich Haas (Sole Arbitrator)
148	<i>Mubarak Wakaso v. FC Rubin Kazan</i> (Case No. 2016-4699)	–	Lars Hilliger (Sole Arbitrator)
149	<i>World Anti-Doping Agency (WADA) v. Lyudmila Vladimirovna Fedoriva</i> (Case No. 2016-4700)	–	Lars Halgreen (Sole Arbitrator)
150	<i>Weightlifting Federation of the Republic of Kazakhstan (WFRK) v. International Weightlifting Federation (IWF)</i> (Case No. 2016-4701)	–	Romano Subiotto QC (President) Michele Bernasconi Hans Nater

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No.	Case	Female appointee(s)	Male appointee(s)
151	<i>International Association of International Federations (IAAF) v. All Russia Athletic Federation (ARAF) & Maksim Dyldin</i> (Case No. 2016-4702)	–	Prof. Luigi Fumagalli (Sole Arbitrator)
152	<i>Lyukman Adams, et al. v. International Association of Athletics Federations (IAAF)</i> (Case No. 2016-4703)	–	Prof. Luigi Fumagalli (President) Jeffrey Benz The Hon. James Robert Reid QC
153	<i>Liaoning FC v. Wisdom Fofu Agbo & Chinese Football Association (CFA)</i> (Case No. 2016-4704)	–	Prof. Martin Schimke (President) Michele Bernasconi Pat Barriscale
154	<i>Al Jazira Football Sports Company v. Cardiff City Football Club & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4705)	–	Lars Hilliger (President) Michele Bernasconi Mark Hovell
155	<i>Belarus Canoe Association (BCA) & Belarusian Senior Men's Canoe and Kayak team members v. International Canoe Federation (ICF)</i> (Case No. 2016-4708)	–	Prof. Michael Geistlinger (President) Romano Subiotto QC Prof. Martin Schimke
156	<i>SASP Le Sporting Club de Bastia v. Christian Koffi N'Dri Romaric</i> (Case No. 2016-4709)	–	Fabio Iudica (President) Didier Poulmaire Efraim Barak
157	<i>Cole Henning v. South African Institute for Drug-Free Sport (SAIDS)</i> (Case No. 2016-4716)	–	Monty Hacker (Sole Arbitrator)
158	<i>Club Atlético Mineiro v. Udinese Calcio S.p.A & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4718)	Margarita Echeverria	Lars Halgreen (President) João Nogueira da Rocha
159	<i>Club Atlético Mineiro v. Udinese Calcio S.p.A & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4719)	Margarita Echeverria	Lars Halgreen (President) João Nogueira da Rocha
160	<i>Royal Standard de Liège v. FC Porto (Player T.)</i> (Case No. 2016-4720)	–	Prof. Ulrich Haas (President) Prof. Luigi Fumagalli Mark Hovell
161	<i>Royal Standard de Liège v. FC Porto (Player C.)</i> (Case No. 2016-4721)	–	Prof. Ulrich Haas (President) Prof. Luigi Fumagalli Mark Hovell
162	<i>ACS Poli Timisoara v. Romanian Football Federation (RFF) & Romanian Professional Football League (RPFL)</i> (Case No. 2016-4722)	–	Fabio Iudica (Sole Arbitrator)
163	<i>Marko Livaja v. FC Rubin Kazan</i> (Case No. 2016-4731)	–	Michael Gerlinger (Sole Arbitrator)
164	<i>Sergei Serdyukov v. FC Tyumen & Football Union of Russia (FUR)</i> (Case No. 2016-4733)	–	Marco Balmelli (Sole Arbitrator)

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No.	Case	Female appointee(s)	Male appointee(s)
165	<i>Cruzeiro Esporte Clube v. Clube Atlético Paranaense</i> (Case No. 2016-4736)	–	Rui Botica Santos (Sole Arbitrator)
166	<i>Club de Regatas Vasco da Gama v. Pedro Cabral Silva Junior</i> (Case No. 2016-4741)	–	João Nogueira da Rocha (Sole Arbitrator)
167	<i>Russian Paralympic Committee (RPC) v. International Paralympic Committee (IPC)</i> (Case No. 2016-4745)	The Hon. Annabelle Bennett (President)	Efraim Barak Prof. Ulrich Haas
168	<i>Sibel Özkan Konak v. International Olympic Committee (IOC)</i> (Case No. 2016-4746)	–	The Hon. Michael Beloff QC (Sole Arbitrator)
169	<i>Aline de Souza Facciolla Ferreira v. International Weightlifting Federation (IWF)</i> (Case No. 2016-4758)	–	The Hon. Michael Beloff QC (President) Jeffrey Benz Prof. Denis Oswald
170	<i>Alexsandra de Aguiar Gonçalves v. International Weightlifting Federation (IWF)</i> (Case No. 2016-4761)	–	The Hon. Michael Beloff QC (President) Jeffrey Benz Prof. Denis Oswald
171	<i>Diego Dominguez v. Fédération Internationale de l'Automobile (FIA)</i> (Case No. 2016-4772)	–	Ken Lalo (President) Rui Botica Santos Hans Nater
172	<i>Mersin Idman Yurdu Sk v. Universal Stars Club & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4774)	–	José María Alonso Puig (President) Prof. Petros Mavroidis Manfred Nan
173	<i>Mersin Idman Yurdu Sk v. Club Unité FC d'Obala & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4775)	–	José María Alonso Puig (President) Prof. Petros Mavroidis Manfred Nan
174	<i>Dorian Willes v. International Bobsleigh & Skeleton Foundation (IBSF)</i> (Case No. 2016-4776)	–	The Hon. Michael Beloff QC (President) Prof. Martin Schimke Prof. Luigi Fumagalli
175	<i>Izzat Artykov v. International Olympic Committee (IOC)</i> (Case No. 2016-4777)	–	Prof. Christoph Vedder (President) Jeffrey Benz Prof. Martin Schimke
176	<i>Mohamed Ali Maalej v. Fédération d'Arabie Saoudite de Football (SAFF)</i> (Case No. 2016-4778)	–	Prof. Ulrich Haas (Sole Arbitrator)
177	<i>Jersey Football Association (JFA) v. Union of European Football Associations (UEFA)</i> (Case No. 2016-4787)	–	José María Alonso Puig (President) Dirk-Reiner Martens Jan Råker
178	<i>Genoa Cricket and Football Club S.p.A. v. Danubio Fútbol Club de Uruguay</i> (Case No. 2016-4790)	Svenja Geissmar	Hendrik Willem Kesler (President) Jacopo Tognon

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No.	Case	Female appointee(s)	Male appointee(s)
179	<i>Club X. v. Z.</i> (Case No. 2016-4794)	–	José María Alonso Puig (President) Michele Bernasconi Herman Verbist
180	<i>Bulgarian Chess Federation v. European Chess Union (ECU)</i> (Case No. 2016-4812)	–	Prof. Philippe Sands QC Hans Nater Boris Vittoz
181	<i>Free State Stars Football Club v. Daniel Agyei</i> (Case No. 2016-4814)	–	Ivaylo Dermendjiev (President) Manfred Nan Prof. Massimo Coccia
182	<i>Edward Takarinda Sadomba v. Club Al Ahli SC</i> (Case No. 2016-4815)	–	Fabio Iudica (President) Manfred Nan Lucas Anderes
183	<i>Tetiana Gamera v. International Association of Athletics Federations (IAAF) & Ukrainian Athletic Federation (UAF)</i> (Case No. 2016-4817)	–	Prof. Ulrich Haas (Sole Arbitrator)
184	<i>Stoke City Football Club v. Pepsi Football Academy</i> (Case No. 2016-4821)	–	Alexander McLin (Sole Arbitrator)
185	<i>Nilmar Honorato da Silva v. El Jaish FC & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4826)	–	Prof. Ulrich Haas (President) Michele Bernasconi Prof. Massimo Coccia
186	<i>Carlos Iván Oyarzun Guíñez v. Union Cycliste Internationale (UCI); UCI Anti-Doping Tribunal (UCI-ADT); Pan American Sports Organization (PASO); Chilean National Olympic Committee (CNOC)</i> (Case No. 2016-4828)	–	Jacques Radoux (President) Jeffrey Benz Romano Subiotto QC
187	<i>Equatorial Guinea's Football Federation (FEGUI-FUT) v. Confédération Africaine de Football (CAF) & Fédération Malienne de Football (FMF)</i> (Case No. 2016-4831)	–	Michele Bernasconi (President) Carlos del Campo Colás Prof. Stavros Brekoulakis
188	<i>World Anti-Doping Agency (WADA) v. Organización Nacional Antidopaje del Ecuador (ONADE) & Monica Maria Cajamarca Illescas</i> (Case No. 2016-4834)	–	Conny Jörneklint (Sole Arbitrator)
189	<i>Raúl Gonzalez Riancho v. FC Rubin Kazan</i> (Case No. 2016-4836)	–	Mark Hovell (President) Efraim Barak Michele Bernasconi
190	<i>Sergio Navarro Barquero v. FC Rubin Kazan</i> (Case No. 2016-4837)	–	Mark Hovell (President) Efraim Barak Michele Bernasconi

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No.	Case	Female appointee(s)	Male appointee(s)
191	<i>Alex Pallarés Piquer v. FC Rubin Kazan</i> (Case No. 2016-4838)	–	Mark Hovell (President) Efraim Barak Michele Bernasconi
192	<i>Anna Chicherova v. International Olympic Committee (IOC)</i> (Case No. 2016-4839)	–	Judge Mark Williams SC (President) Dominik Kocholl Mark Hovell
193	<i>International Skating Union (ISU) v. Alexandra Malkova; Russian Skating Union (RSU); Russian Anti-Doping Agency (RUSADA)</i> (Case No. 2016-4840)	–	The Hon. Michael Beloff QC (President) Hans Nater Jeffrey Benz
194	<i>Hamzeh Salameh & Nafit Mesan FC v. SAFA Sporting Club & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4843)	–	Olivier Carrard (President) Prof. Massimo Coccia Jirayr Habibian
195	<i>Fabien Whitfield v. Fédération Internationale de Volleyball (FIVB)</i> (Case No. 2016-4845)	–	Prof. Matthew Mitten (President) Patrice Brunet Lars Hilliger
196	<i>Amazulu FC v. Jacob Pinehas Nambandi; Fédération Internationale de Football Association (FIFA); National Soccer League South Africa (NSL)</i> (Case No. 2016-4846)	–	Prof. Martin Schimke (President) Judge Rauf Soulio Manfred Nan
197	<i>Club Ittihad Riadi de Tanger de Basket-ball v. Danilo Mitrovic</i> (Case No. 2016-4851)	–	Olivier Carrard (Sole Arbitrator)
198	<i>Zamalek Sporting Club v. Karim Alhassan</i> (Case No. 2016-4852)	–	Marco Balmelli (President) Pedro Tomás Marqués Mark Hovell
199	<i>International Association of International Federations (IAAF) v. All Russia Athletic Federation (ARAF) & Albina Mayorova</i> (Case No. 2016-4853)	–	Prof. Luigi Fumagalli (Sole Arbitrator)
200	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (RUSAF) & Alexandr Khiutte</i> (Case No. 2016-4854)	–	Prof. Jan Paulsson (Sole Arbitrator)
201	<i>Gassan Waked v. Al Shabab Club (Rafinha)</i> <i>Gassan Waked v. Al Shabab Club (Tagliabue)</i> <i>Gassan Waked v. Al Shabab Club (Berrio)</i> (Case Nos. 2016-4855, 2016-4856, 2016-4857)	–	Nicholas Stewart QC (President) Prof. Gustavo Albano Abreu Georg von Waldenfels
202	<i>Delfino Pescara 1936 v. Envigado CF</i> (Case No. 2016-4858)	–	José Juan Pintó (Sole Arbitrator)
203	<i>Hong Kong Pegasus FC v. Niko Tokic</i> (Case No. 2016-4859)	–	Alexander McLin (Sole Arbitrator)

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No.	Case	Female appointee(s)	Male appointee(s)
204	<i>Vladimir Sakotic v. FIDE World Chess Federation (FIDE)</i> (Case No. 2016-4871)	–	Clifford Hendel (President) Ivaylo Dermendjiev Michele Bernasconi
205	<i>Club Africain v. Seidu Salifu</i> (Case No. 2016-4874)	–	Alexander McLin (Sole Arbitrator)
206	<i>Liaoning Football Club v. Erik Cosmin Bicfalvi</i> (Case No. 2016-4875)	–	Lars Hilliger (President) Rui Botica Santos Michele Bernasconi
207	<i>International Association of Athletics Federations (IAAF) v. Russian Athletic Federation (ARAF) & Petr Trofimov</i> (Case No. 2016-4883)	–	Prof. Jan Paulsson (Sole Arbitrator)
208	<i>FC Ural Sverdlovsk v. Toto Tamuz</i> (Case No. 2016-4884)	–	Sofoklis Pilavios (Sole Arbitrator)
209	<i>Michaël Ciani v. Sporting Clube de Portugal</i> (Case No. 2016-4885)	Laurence Burger	Prof. Luigi Fumagalli (President) João Nogueira da Rocha
210	<i>Olga Abramova v. International Biathlon Union (IBU)</i> (Case No. 2016-4889)	Jennifer Kirby	Romano Subiotto (President) Michele Bernasconi
211	<i>FC Torpedo Moscow v. Adam Kokoszka</i> (Case No. 2016-4898)	–	Prof. Lukas Handschin (Sole Arbitrator)
212	<i>Al Jazira FC Sports Company v. Hugo Garcia Martorell</i> (Case No. 2016-4899)	–	Fabio Iudica (President) Olivier Carrard Pieter Kalbfleisch
213	<i>Club Atlético Vélez Sarsfield v. The Football Association Ltd.; Manchester City FC; Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4903)	–	Efraim Barak (President); Prof. Gustavo Albano Abreu Prof. Ulrich Haas
214	<i>Sport Luanda e Benfica FC v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2016-4910)	–	Jacopo Tognon (Sole Arbitrator)
215	<i>World Anti-Doping Agency (WADA) v. World Squash Federation (WSF) & Nasir Iqbal</i> (Case No. 2016-4919)	–	Dirk-Reiner Martens (President) The Hon. Michael Beloff QC Anton Jagodic
216	<i>Maria Dzhumadzuk; Irina Shulga; Equestrian Federation of Ukraine v. Federation Equestre Internationale (FEI)</i> (Case Nos. 2016-4921, 2016-4922)	Vesna Bergant Rakocevic	Prof. Jens Evald (President) The Hon. James Robert Reid QC
217	<i>Paolo Barelli v. Fédération Internationale de Natation (FINA)</i> (Case Nos. 2016-4924, 2016-4943)	–	Romano Subiotto QC (President) Judge James Robert Reid QC Jan Råker

C.6 Compilation of CAS cases for 2015

No.	Case	Female appointee(s)	Male appointee(s)
1	<i>Australian Sports Anti-Doping Authority (ASADA), on behalf of Australian Canoeing (AC) and the Australian Sports Commission (ASC) v. Tate Smith</i> (Case No. A1-2015)	–	The Hon. Jerrold Cripps QC (Sole Arbitrator)
2	<i>Australian Sports Anti-Doping Authority (ASADA), on behalf of Cycling Australia v. Jeone Park</i> (Case No. A2-2015)	The Hon. Justice Annabelle Bennett (Sole Arbitrator)	–
3	<i>Sheikh Khalid Al Qassimi & Abu Dhabi Racing Team v. Fédération Internationale de l'Automobile (FIA), Qatar Motor and Motorcycle Federation (QMMF) & Nasser Al-Attiyah</i> (Case No. 2015-3872)	–	Prof. Jan Paulsson (President) Prof. Luigi Fumagalli Prof. Denis Oswald
4	<i>Football Association of Albania (FAA) v. Union des Associations Européennes de Football (UEFA) & Football Association of Serbia (FAS)</i> (Case No. 2015-3874)	–	Prof. Massimo Coccia (President) Philippe Sands QC Prof. Martin Schimke
5	<i>Football Association of Serbia (FAS) v. Union des Associations Européennes de Football (UEFA)</i> (Case No. 2015-3875)	–	Prof. Massimo Coccia (President) Efraim Barak Prof. Martin Schimke
6	<i>Pésci MFC v. Reggina Calcio</i> (Case No. 2015-3877)	–	Herbert Hübel (President) Gyula Dávid Niall Meagher
7	<i>Malaysian Tenpin Bowling Congress (MTBC) v. Asian Bowling Federation (ABF)</i> (Case No. 2015-3879)	–	Prof. Ulrich Haas (Sole Arbitrator)
8	<i>FC Steaua Bucuresti v. Gabriel Muresan</i> (Case No. 2015-3880)	–	Jacopo Tognon (President) Bernhard Welten Mark Hovell
9	<i>Fatma Omar v. International Paralympic Committee (IPC)</i> (Case No. 2015-3881)	Prof. Laurence Boisson de Chazournes	Prof. Michael Geistlinger (President) Michele Bernasconi
10	<i>Al Nassr Saudi Club v. Jaimen Javier Ayovi Corozo</i> (Case No. 2015-3883)	–	Georg von Segesser (Sole Arbitrator)
11	<i>FC Goverla v. Football Federation of Ukraine (FFU)</i> (Case No. 2015-3886)	–	Prof. Petros Mavroidis (Sole Arbitrator)
12	<i>Danilyuk Mikhail v. Football Club Shinnik</i> (Case No. 2015-3889)	–	Prof. Michael Geistlinger (Sole Arbitrator)
13	<i>Kasimpasa Spor Kulübü v. Fernando Varela Ramos</i> (Case No. 2015-3891)	–	Lars Halgreen (President) Frans de Weger Gerardo Luis Acosta Pérez

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No.	Case	Female appointee(s)	Male appointee(s)
14	<i>Roberto Alexander Del Pino v. Union Internationale Motonautique (UIM)</i> (Case No. 2015-3892)	–	The Hon. Michael Beloff QC (President) José Juan Pintó Prof. Luigi Fumagalli
15	<i>Khazar Lankaran Football Club v. Eder Jose Oliveira Bonfim</i> (Case. No. 2015-3894)	–	José Juan Pintó Sala (President) Dirk-Reiner Martens Michele Bernasconi
16	<i>F. v. Athletics Kenya (AK)</i> (Case No. 2015-3899)	–	James Reid QC (Sole Arbitrator)
17	<i>Club Samsunspor v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-3903)	–	Prof. Luigi Fumagalli (President) Lucas Anderes Hans Nater
18	<i>Changchun Yatai FC v. Jorge Samuel Caballero</i> (Case No. 2015-3904)	–	Efraim Barak (Sole Arbitrator)
19	<i>Vasily Kraynikovskiy v. European Karate Federation (EKF)</i> (Case No. 2015-3905)	–	The Hon. Michael Beloff QC (Sole Arbitrator)
20	<i>Al Ittihad Club v. FC Girondins de Bordeaux</i> (Case No. 2015-3907)	–	Michele Bernasconi (Sole Arbitrator)
21	<i>Clube Atlético Mineiro v. FC Dynamo Kyiv</i> (Case No. 2015-3909)	–	Efraim Barak (President) Prof. Gustavo Albano Abreu François Klein
22	<i>Iago Gorgodze v. International Paralympic Committee (IPC)</i> (Case No. 2015-3915)	–	Conny Jörneklint (President) Michele Bernasconi Philippe Sands QC
23	<i>Robson Vicente Gonçalves v. Hapoel Tel Aviv FC</i> (Case No. 2015-3922)	–	Marco Balmelli (Sole Arbitrator)
24	<i>Fábio Rochemback v. Dalian Aerbin FC</i> (Case No. 2015-3923)	–	Efraim Barak (Sole Arbitrator)
25	<i>Traves Smikle v. Jamaican Anti-Doping Commission (JADCO)</i> (Case No. 2015-3925)	–	Prof. Matthew Mitten Jeffrey Benz Prof. Ulrich Haas
26	<i>FC Gelsenkirchen-Schalke 04 v. Union des Associations Européennes de Football (UEFA)</i> (Case No. 2015-3926)	–	Lukas Handschin (Sole Arbitrator)
27	<i>Hatem Ben Arfa v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-3930)	–	Prof. Luigi Fumagalli (President) Didier Poulmaire Michele Bernasconi
28	<i>Galatasaray Sportif Sinaï A.S. v. Union des Associations Européennes de Football (UEFA)</i> (Case No. 2015-3944)	–	Lars Hillinger (Sole Arbitrator)

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29	<i>Sigfus Fossdal v. International Powerlifting Federation (IPF)</i> (Case No. 2015-3945)	–	Ken Lalo (Sole Arbitrator)
30	<i>FC Lokomotiv v. Leonid Stanislavovich Kuchuk & Football Union of Russia (FUR)</i> (Case No. 2015-3946)	–	Bernhard Welten (President) Dirk-Reiner Martens Efraim Barak
31	<i>KAS Eupen v. Ibrahima Sory Camara</i> (Case No. 2015-3947)	–	François Klein (Sole Arbitrator)
32	<i>Al Ittihad Club v. Raúl Caneda & Al Nassr Riyadh</i> (Case No. 2015-3950)	–	Hendrik Willem Kesler (President) Marc Beaumont Prof. Luigi Fumagalli
33	<i>Al Ittihad Club v. Carlos Corberan & Al Nassr Riyadh</i> (Case No. 2015-3951)	–	Hendrik Willem Kesler (President) Saleh Alobeidli Prof. Luigi Fumagalli
34	<i>Stade Brestois 29 & John Jairo Culma v. Hapoel Kiryat Shmona FC & Fédération Internationale de Football Association (FIFA)</i> (Case Nos. 2015-3953, 2015-3956)	–	Marco Balmelli (President) Paul Mauriac Prof. Luigi Fumagalli
35	<i>Vitória Sport Clube de Guimarães & Ouwo Moussa Maazou v. Fédération Internationale de Football Association (FIFA) & Etoile Sportive du Sahel</i> (Case Nos. 2015-3953, 2015-3956)	–	Prof. Gérald Simon (President) João Nogueira da Rocha Michele Bernasconi
36	<i>FC Sportul Studentesc CA v. FC Petrolul Ploiesti & Mares George Alexandru</i> (Case No. 2015-3957)	–	Ivaylo Dermendjiev (Sole Arbitrator)
37	<i>CD Universidad Católica & Cruzados SADP v. Genoa Cricket and Football Club S.p.A.</i> (Case No. 2015-3959)	–	Prof. Ulrich Haas (President) Hernán Jore Ferrari Mark Hovell
38	<i>Samuel Inkoom v. Andrew Evans & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-3961)	–	Manfred Nan (Sole Arbitrator)
39	<i>Cirio José Sanchez v. Enzo Nicolas Pérez</i> (Case No. 2015-3962)	–	José María Alonso Puig (President) Michele Bernasconi Hernán Jorge Ferrari
40	<i>S.C.S. Fotbal Club CFR 1907 Cluj S.A. v. Romanian Football Federation (RFF)</i> (Case Nos. 2015-3963-3968)	–	Mark Hovell (Sole Arbitrator)
41	<i>K. v. Turkish Athletics Federation (TAF) & World Anti-Doping Agency</i> (Case No. 2015-3970)	Andrea Carska-Sheppard	His Honour James Robert Reid QC (President) Jeffrey Benz
42	<i>R. v. Turkish Athletics Federation (TAF) & World Anti-Doping Agency (WADA)</i> (Case No. 2015-3971)	Andrea Carska-Sheppard	His Honour James Robert Reid QC (President) Jeffrey Benz

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43	<i>Nassir Ali N. Alshamrani v. Asian Football Confederation (AFC)</i> (Case No. 2015-3975)	–	Sofoklis Pilavios (President) João Nogueira da Rocha Judge Rauf Soulio
44	<i>CD Nacional v. CA Cerro</i> (Case No. 2015-3981)	–	Pedro Tomás Marqués (President) João Nogueira da Rocha Michele Bernasconi
45	<i>Patrick Leugueun Nkenda v. AEL Limassol FC</i> (Case No. 2015-3993)	Svenja Geissmar	Lars Hilliger (President) Didier Poulmaire
46	<i>Al Ittihad Club v. Diego de Souza Andrade; Diego de Souza Andrade v. Al Ittihad Club & Fédération Internationale de Football Association (FIFA)</i> (Case Nos. 2015-3999, 2015-4000)	–	Fabio Iudica (President) Pavel Pivovarov Manfred Nan
47	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletics Federation (ARAF), Sergey Kiryapkin & Russian Anti-Doping Agency (RUSADA)</i> (Case No. 2015-4005)	–	Prof. Luigi Fumagalli (President); Romano Subiotto QC; Mika Palmgren
48	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletics Federation (ARAF), Vuliya Zaripova & Russian Anti-Doping Agency (RUSADA)</i> (Case No. 2015-4006)	–	Prof. Luigi Fumagalli (President) Romano Subiotto QC Mika Palmgren
49	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletics Federation (ARAF), Sergey Bakulin & Russian Anti-Doping Agency (RUSADA)</i> (Case No. 2015-4007)	–	Prof. Luigi Fumagalli (President) Romano Subiotto QC Mika Palmgren
50	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletics Federation (ARAF), Olga Kaniskina & Russian Anti-Doping Agency (RUSADA)</i> (Case No. 2015-4008)	–	Prof. Luigi Fumagalli (President) Romano Subiotto QC Mika Palmgren
51	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletics Federation (ARAF), Valeriy Borkin & Russian Anti-Doping Agency (RUSADA)</i> (Case No. 2015-4009)	–	Prof. Luigi Fumagalli (President) Romano Subiotto QC Mika Palmgren
52	<i>International Association of Athletics Federations (IAAF) v. All Russia Athletics Federation (ARAF), Vladimir Kanaikan & Russian Anti-Doping Agency (RUSADA)</i> (Case No. 2015-4010)	–	Prof. Luigi Fumagalli (President) Romano Subiotto QC Mika Palmgren
53	<i>Nur Cemre Kaymak v. Azerbaijan Taekwondo Federation (ATF) & World Taekwondo Federation (WTF)</i> (Case No. 2015-4018)	–	Luc Argand (President) Prof. Denis Oswald Boris Vittoz

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54	<i>E. v. Turkish Athletics Federation (TAF) & World Anti-Doping Agency (WADA)</i> (Case No. 2015-4024)	Andrea Carska-Sheppard	His Honour James Robert Reid QC (President) Jeffrey Benz
55	<i>FC Sportul Studentesc SA v. Valentin Marius Lazar, Daniel-Cornel Lung, Sebastian Marinel Ghinga, Leonard Dobre, Octavian Dorin Ormenisan, Sebastian Cioranu Codrut & Andrei Lungu</i> (Case Nos. 2015-4026-4033)	–	Marco Balmelli (Sole Arbitrator)
56	<i>Udinese Calcio S.p.A. v. Österreichischer Fussball-Verband (ÖFB)</i> (Case No. 2015-4027)	–	Bernard Welten (Sole Arbitrator)
57	<i>Nashat Akram v. Dalian Aerbin Football Club</i> (Case No. 2015-4039)	–	Rui Botica Santos (President) Manfred Nan Kok-Keng Lau
58	<i>Gabriel Fernando Atz v. PFC Chernomorets Burgas</i> (Case No. 2015-4042)	–	Manfred Nan (Sole Arbitrator)
59	<i>Damián Lizio & Bolivar Club v. Al-Arabi SC</i> (Case Nos. 2015-4046, 2015-4047)	Svenja Geissmar	Prof. Luigi Fumagalli (President) Juan Pablo Arriagada
60	<i>Romela Aleksander Begaj v. International Weightlifting Federation (IWF)</i> (Case No. 2015-4049)	–	John Faylor (President) Sofoklis Pilavios Michele Bernasconi
61	<i>Martin Sus v. Czech Republic Football Association (CRFA)</i> (Case No. 2015-4053)	Sylvia Schenk	Prof. Ulrich Haas (President) Michele Bernasconi
62	<i>Maritimo de Madeira Futebol SAD v. Al-Ahli Sports Club</i> (Case No. 2015-4057)	–	Prof. Petros Mavroidis (President) Olivier Carrard Jalal El Ahdab
63	<i>World Anti-Doping Agency (WADA) v. Thomas Bellchambers, et al., Australian Football League (AFL) & Australian Sports Anti-Doping Authority (ASADA)</i> (Case No. 2015-4059)	–	The Hon. Michael Beloff QC (President) Romano Subiotto QC The Hon. James Spigelman AC QC
64	<i>São Paulo Futebol Club v. Centro Esportivo Social Arturzinho</i> (Case No. 2015-4061)	–	Rui Botica Santos (Sole Arbitrator)
65	<i>Silvio Danailov & Vladimir Šacotić & Sava Stoislavlević v. Fédération Internationale des Echecs (FIDE)</i> (Case No. 2015-4062)	–	Romano Subiotto QC Hans Nater Michele Bernasconi
66	<i>World Anti-Doping Agency (WADA) v. Czech Anti-Doping Committee (CADC) & Remigius Machura, Jr.</i> (Case No. 2015-4063)	–	Prof. Martin Schimke (Sole Arbitrator)
67	<i>Yeli Sissoko, Ligue Régionale de Bamako, Club Olympique de Bamako & Djoliba Athletic Club v. Fédération Malienne de Football (FEMAFOOT)</i> (Case No. 2015-4069)	–	Jacques Radoux (President) Olivier Carrard Prosper Abega

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68	<i>Everton Ramos da Silva v. Al Nassr FC; Al Nassr FC v. Everton Ramos da Silva and Shanghai Shenxin FC</i> (Case Nos. 2015-4081, 2015-4087)	–	Lars Halgreen (President) Jirayr Habibian Frans de Weger
69	<i>Hønefoss Ballklubb v. Heiner Mora Mora & Belén FC</i> (Case No. 2015-4083)	–	Dirk-Reiner Martens (President) Lars Halgreen José Juan Pintó
70	<i>Bernardo Rezende & Mario da Silva Pedreira Junior v. Fédération Internationale de Volleyball (FIVB)</i> (Case No. 2015-4095)	–	Alasdair Bell (Sole Arbitrator)
71	<i>Fotbal Club CFR 1907 Cluj S.A. v. Romanian Football Federation (RFF)</i> (Case No. 2015-4097)	–	Manfred Nan (Sole Arbitrator)
72	<i>PFC CSKA Moscow v. Fédération Internationale de Football Association (FIFA) & FC Midtjylland A/S</i> (Case No. 2015-4105)	–	Marco Balmelli (Sole Arbitrator)
73	<i>Saudi FC Al-Ittihad Jeddah Club v. Eduardo Uram</i> (Case No. 2015-4112)	–	Hendrik Willem Kesler (President) Michele Bernasconi Rui Botica Santos
74	<i>Al Shaab FC v. Aymard Guirie</i> (Case No. 2015-4122)	–	Bernhard Welten (Sole Arbitrator)
75	<i>Neftci Professional Football Klub v. Emile Lokonda Mpenza</i> (Case No. 2015-4124)	–	Lars Hilliger (President) Manfred Nan Mark Hovell
76	<i>Ian Chan v. Canadian Wheelchair Sports Association (CWSA) & Canadian Centre for Ethics in Sport (CCES)</i> (Case No. 2015-4127)	–	Prof. Richard McLaren (Sole Arbitrator)
77	<i>Demir Demirev, Stoyan Enev, Ivaylo Filev, Maya Ivanove, Milka Maneva, Ivan Markov, Dian Minchev, Asen Muradiov, Ferdi Nazif, Nadezha-May Nguen & Vladimir Urumov v. International Weightlifting Federation (IWF)</i> (Case No. 2015-4129)	–	Judge James Reid QC (President) Luc Argand Prof. Ulrich Haas
78	<i>Kayserispor Kulübü Dernegi v. James Troisi</i> (Case No. 2015-4135)	–	Bernhard Welten (President) Jan Räker Mark Hovell
79	<i>Olympique Lyonnais v. AS Roma</i> (Case No. 2015-4137)	–	Dirk-Reiner Martens (Sole Arbitrator)
80	<i>Al Nassr Saudi Club v. Trabzonspor FC</i> (Case No. 2015-4139)	–	Marco Balmelli (President) Pedro Tomás Marqués Stuart McInnes
81	<i>Newell's Old Boys v. Al Ain FC</i> (Case No. 2015-4144)	–	Mark Hovell (Sole Arbitrator)

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82	<i>Sheffield Wednesday FC v. Louletano Desportos Clube & Internacional Clube de Almancil & Associação Académica de Coimbra</i> (Case Nos. 2015-4148; 2015-4149; 2015-4150)	–	Prof. Petros Mavroidis (Sole Arbitrator)
83	<i>Panathinaikos FC v. Union des Associations Européennes de Football (UEFA) & Olympiakos FC</i> (Case No. 2015-4151)	–	Mark Hovell (President) Manfred Nan Jan Råker
84	<i>Al-Gharafa SC v. Nicolas Fedor & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-4153)	–	Mark Hovell (President) Ercus Stewart Efraim Barak
85	<i>World Anti-Doping Agency (WADA) v. Hasan Mohamed Mahmoud abd El-Gawad & Egyptian Anti-Doping Organization</i> (Case No. 2015-4155)	–	Alexander McLin (Sole Arbitrator)
86	<i>Qingdao Zhongneng Football Club v. Blaz Sliskovic</i> (Case No. 2015-4158)	–	Rui Botica Santos (Sole Arbitrator)
87	<i>World Anti-Doping Agency (WADA) v. International Weightlifting Federation (IWF) & Davit Gogia</i> (Case No. 2015-4160)	–	Jacques Radoux (President) Alexander McLin Mark Hovell
88	<i>Vladimir Sliskovic v. Qingdao Zhongneng Football Club</i> (Case No. 2015-4161)	–	Rui Botica Santos (Sole Arbitrator)
89	<i>Liga Deportiva Alajuelense v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-4162)	–	Prof. Ulrich Haas (President) José Juan Pintó Ricardo de Buen Rodríguez
90	<i>Niksa Dobud v. Fédération Internationale de Natation (FINA)</i> (Case No. 2015-4163)	–	The Hon. Michael Beloff QC (President) Jeffrey Benz Prof. Massimo Coccia
91	<i>Al Ain FC v. Esporte Clube Vitória & Club Atlético Lanús</i> (Case No. W2015-4166)	–	João Nogueira da Rocha (Sole Arbitrator)
92	<i>Al Ain FC v. Club Atlético Colón de Santa Fé & Club Atlético Lanús</i> (Case No. 2015-4167)	–	João Nogueira da Rocha (Sole Arbitrator)
93	<i>Fawcett (Kimberly) Smith v. International Triathlon Union (ITU)</i> (Case No. 2015-4174)	–	Prof. Matthew Mitten (Sole Arbitrator)
94	<i>Club Atlético River Plate v. AS Trencin & Iván Santiago Diaz</i> (Case No. 2015-4176)	–	Ricardo de Buen Rodríguez (President) Gustavo Albano Abreu Bruno De Vita
95	<i>Hapoel Haifa FC & Ali Khatib v. Football Club Jabal Al Mukabber</i> (Case No. 2015-4177)	–	Prof. Martin Schimke (Sole Arbitrator)

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96	<i>Club Royal Wahingdoh FC v. Othello Banei</i> (Case No. 2015-4179)	–	Prof. Petros Mavroidis (President) Judge James Murphy Georg von Segesser
97	<i>Water Polo Australia (WPA) & Joseph Henry Kayes v. Fédération Internationale de Natation (FINA)</i> (Case No. 2015-4181)	–	Ivaylo Dermendjiev (Sole Arbitrator)
98	<i>Jobson Leandro Pereira de Oliveira v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-4186)	–	Hendrik Kesler (President) Prof. Philippe Sands QC Prof Ulrich Haas
99	<i>FK Bohemians Praha v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-4186)	–	Sofoklis Pilavios (President) Michele Bernasconi Patrick Lafranchi
100	<i>Charles Fernando Basílio da Silva v. FC Lokomotiv Moscow</i> (Case No. 2015-4187)	Yasna Stavreva	José Juan Pintó (President) Prof. Luigi Fumagalli
101	<i>British Swimming, Adam Peaty, Francesca Halsall, Jemma Lowe and Chris Walker-Hebborn v. Fédération Internationale de Natation (FINA)</i> (Case No. 2015-4189)	–	Prof. Luigi Fumagalli (President) Michele Bernasconi Dirk Reiner Martens
102	<i>Mohammed Shafi Al Rumaithi v. Fédération Equestre Internationale (FEI)</i> (Case No. 2015-4190)	–	The Hon. Michael Beloff QC (Sole Arbitrator)
103	<i>Guyana Football Federation (GFF) v. Fédération Internationale de Football Association (FIFA) & St. Vincent and the Grenadines Football Federation (SVGFF)</i> (Case No. 2015-4193)	–	Prof. Luigi Fumagalli (Sole Arbitrator)
104	<i>FK Senica v. PFC Ludogorets 1945 & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-4195)	–	Manfred Nan (Sole Arbitrator)
105	<i>Nikola Radjen v. Fédération Internationale de Natation (FINA)</i> (Case No. 2015-4200)	–	Prof. Michael Geistlinger (President) Prof. Massimo Coccia Ken Lalo
106	<i>Brazilian Football Confederation (CBF) v. Fédération Internationale de Football Association (FIFA) & Confederación Sudamericana de Fútbol (CONMEBOL)</i> (Case No. 2015-4203)	–	Sofoklis Pilavios (President) Prof. Philippe Sands QC Marco Balmelli
107	<i>Hapoel Beer-Sheva FC v. Ibrahim Abdul Razak; Ibrahim Abdul Razak v. Hapoel Beer Sheva FC</i> (Case Nos. 2015-4206; 2015-4209)	–	Fabio Iudica (President) Ken Lalo Rui Botica Santos

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108	<i>Horse Sport Ireland (HSI) & Cian O'Connor v. Fédération Equestre Internationale (FEI)</i> (Case No. 2015-4208)	–	Jeffrey Benz (President) Prof. Philippe Sands QC Nicholas Stewart QC
109	<i>Karam Gaber v. United World Wrestling (FILA)</i> (Case No. 2015-4210)	–	Romano Subiotto QC (President) Michele Bernasconi Andrew de Lotbinière McDougall
110	<i>Khazar Lankaran Football Club v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-4213)	–	Prof. Petros Mavroidis (President) Jan Råker Raymond Hack
111	<i>Nõmme JK Kalju v. FK Olympic Sarajevo</i> (Case No. 2015-4214)	–	Lars Hilliger (Sole Arbitrator)
112	<i>Fédération Internationale de Football Association (FIFA) v. Korea Football Association (KFA) & Kang Soo Il</i> (Case No. 2015-4215)	–	Rui Botica Santos (President) Efraim Barak Peter van Minnen
113	<i>Zamalek SC v. Ricardo Alves Fernandes</i> (Case No. 2015-4217)	–	Bernhard Welten (President) Mark Hovell Prof. Gustavo Abreu
114	<i>Club Samsunspor v. Aminu Umar & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-4220)	–	Bernhard Welten (Sole Arbitrator)
115	<i>Italian Canoe Federation (ItCF), Italian National Olympic Committee (CONI), British Olympic Association (BOA), British Canoeing (BC) v. International Canoe Federation (ICF), Russian Canoe Federation (RCF), Russian Olympic Committee (ROC), National Olympic Committee & Sports Confederation of Denmark, Danish Canoe Federation (DCF), French Canoe Federation (FFCK)</i> (Case No. 2015-4222)	–	José María Alonso Puig (President) Michele Bernasconi Prof. Ulrich Haas
116	<i>Ignatius Leong v. World Chess Federation (FIDE)</i> (Case No. 2015-4223)	Judge Carole Barbey	Klaus Reichert (President) Prof. Massimo Coccia
117	<i>Fovu Club de Baham v. Canon Sportif de Yaoundé</i> (Case No. 2015-4229)	–	Prof. Gérald Simon (Sole Arbitrator)
118	<i>Al-Gharafa S.C. v. FC Steaua Bucuresti & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-4232)	–	Sofoklis Pilavios (Sole Arbitrator)
119	<i>World Anti-Doping Agency (WADA) v. Martin Johnsrud Sundby & Fédération Internationale de Ski (FIS)</i> (Case No. 2015-4233)	Jennifer Kirby	Prof. Luigi Fumagalli (President) The Hon. Michael Beloff QC

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120	<i>FC Steaua Bucuresti & Mirel Radoi v. Union des Associations Européennes de Football (UEFA)</i> (Case No. 2015-4246)	–	Mark Hovell (Sole Arbitrator)
121	<i>UC AlbinoLefte v. SC Beira Mar Futebol SAD, US Sassuolo Calcio s.r.l. & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-4248)	–	Mark Hovell (President) Prof. Petros Mavroidis Prof. Ulrich Haas
122	<i>Al-Ittihad FC v. Ghassan Waked</i> (Case No. 2015-4250)	–	Mark Hovell (President) Clifford Hendel Lars Nilsson
123	<i>El Gouna Sporting Club v. El Dakhlia Sporting Club & Egyptian Football Association (EFA)</i> (Case No. 2015-4254)	Rabab Yasseen	Manfred Nan (President) Mohamed Abdel Raouf
124	<i>Vladislav Oskner v. Fédération Internationale de Gymnastique (FIG)</i> (Case No. 2015-4255)	–	John Faylor (President) Victor Berezov Prof. Denis Oswald
125	<i>Feyenoord Rotterdam N.V. v. Union des Associations Européennes de Football (UEFA)</i> (Case No. 2015-4256)	–	Alexander McLin (President) Manfred Nan Jeffrey Benz
126	<i>Calcio Catania S.p.A. v. Montevideo Wanderers FC</i> (Case No. 2015-4257)	–	Prof. Petros Mavroidis (Sole Arbitrator)
127	<i>Al Hilal Saudi Club v. Asian Football Confederation (AFC) & Al Ahli Club</i> (Case No. 2015-4260)	–	Marco Balmelli (Sole Arbitrator)
128	<i>Iván Bolado Palacios v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-4266)	–	Prof. Petros Mavroidis (President) Prof. Massimo Coccia Frans de Weger
129	<i>Club Kabuscorp do Palanca v. Rivaldo Vitor Borba Ferreira & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-4271)	–	Lars Halgreen (President) Bernhard Heusler Mark Hovell
130	<i>World Anti-Doping Agency (WADA) v. Sri Lanka Anti-Doping Agency (SLADA) & Rishan Pieris</i> (Case No. 2015-4272)	–	Alexander McLin (Sole Arbitrator)
131	<i>World Anti-Doping Agency (WADA) v. Sri Lanka Anti-Doping Agency (SLADA) & Don Dinuda Dilshani Abeysekera</i> (Case No. 2015-4273)	–	Alexander McLin (Sole Arbitrator)
132	<i>Budapest Honvéd FC v. Kain Kandia Emile Traoré</i> (Case No. 2015-4280)	–	Alexander McLin (Sole Arbitrator)
133	<i>Kuwait Karate Federation, Kuwait Shooting Federation (KSF) & Khaled Jassim Mohammad Almudhaf v. International Olympic Committee (IOC)</i> (Case No. 2015-4282)	–	Prof. Martin Schimke (President) Boris Vittoz Hans Nater

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134	<i>Al Nassr Riyadh Football Club v. Shavkatjon Mulladjanov</i> (Case No. 2015-4283)	–	Michael Gerlinger (Sole Arbitrator)
135	<i>World Anti-Doping Agency (WADA) v. Russian Anti-Doping Agency (RUSADA) & Serguei Prokopeniev</i> (Case No. 2015-4285)	–	Prof. Michael Geistlinger (Sole Arbitrator)
136	<i>Sebino Plaku v. Wroclawski Klub Sportowy Slask Wroclaw S.A.</i> (Case No. 2015-4286)	–	Ercus Stewart (President) Mark Hovell Piotr Nowaczyk
137	<i>El Jaish Sports Club v. Giovanni Funicello</i> (Case No. 2015-4288)	–	Ivaylo Dermendjiev (Sole Arbitrator)
138	<i>Kuwait Shooting Federation, Saud Abdulrahman Ahmed Habeeb, Pourya Mohammadreza Norouziyan & Elham Hossein Harijani v. International Olympic Committee (IOC) & International Shooting Sport Federation (ISSF)</i> (Case No. 2015-4289)	–	Prof. Martin Schimke (President) Boris Vittoz Hans Nater
139	<i>Boris Galchev v. SC Dinamo 1948</i> (Case No. 2015-4296)	–	Bernhard Welten (Sole Arbitrator)
140	<i>Jan Lach v. World Archery Federation (WAF)</i> (Case No. 2015-4303)	–	Prof. Philippe Sands QC (Sole Arbitrator)
141	<i>Tatyana Andrianova v. All Russia Athletics Federation (ARAF)</i> (Case No. 2015-4304)	–	Prof. Ulrich Haas (Sole Arbitrator)
142	<i>United States Parachute Association (USPA) & James Hayhurst v. Fédération Aéronautique Internationale (FAI) & National Aeronautics Association (NAA)</i> (Case No. 2015-4309)	–	Prof. Richard McLaren (President) The Hon. John Charles Thomas Hans Nater
143	<i>Al Hilal Saudi Club v. Abdou Kader Mangane</i> (Case No. 2015-4310)	–	Prof. Petros Mavroidis (Sole Arbitrator)
144	<i>John Kenneth Hilton v. Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-4312)	–	Efraim Barak (President) Mark Hovell Prof. Ulrich Haas
145	<i>Gazelle FC v. Fédération Tchadienne de Football</i> (Case Nos. 2015-4315, 2015-4393)	–	Bernard Foucher (Sole Arbitrator)
146	<i>Bulgarian Weightlifting Federation (BWF) v. International Weightlifting Federation (IWF)</i> (Case No. 2015-4319)	–	Prof. Martin Schimke (Sole Arbitrator)
147	<i>Dubai Cultural Sports Club v. André Alves dos Santos</i> (Case No. 2015-4322)	–	José María Alonso Puig (President) Michele Bernasconi Prof. Petros Mavroidis
148	<i>Al-Ittihad FC v. Ghassan Waked</i> (Case No. 2015-4326)	–	Prof. Luigi Fumagalli (President) Andrés Gurovits José Juan Pintó

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No.	Case	Female appointee(s)	Male appointee(s)
149	<i>FC Dinamo Minsk v. Christian Udubuesi Obodo</i> (Case No. 2015-4327)	–	José Juan Pintó (Sole Arbitrator)
150	<i>Tema Youth Football Club v. Ghana Football Association (GFA)</i> (Case No. 2015-4328)	–	Mark Hovell (President) Marco Balmelli Bernhard Welten
151	<i>MKS Cracovia SSA v. Bojan Puzigaca & Fédération Internationale de Football Association (FIFA)</i> (Case No. 2015-4333)	–	Patrick Lafranchi (President) Prof. Petros Mavroidis Mark Hovell
152	<i>Genoa Cricket and Football Club S.p.A. v. NK Lokomotiva Zagreb</i> (Case No. 2015-4335)	–	Prof. Petros Mavroidis (Sole Arbitrator)
153	<i>Al-Jazira Football Sports Company v. Ricardo de Oliveira</i> (Case No. 2015-4342)	–	Prof. Petros Mavroidis (Sole Arbitrator)
154	<i>Trabzonspor v. Turkish Football Federation (TFF), Union of European Football Association (UEFA) & Fenerbahçe</i> (Case No. 2015-4343)	–	Romano Subiotta QC (President) Georg von Segesser Bernhard Welten
155	<i>Gaziantepspor Kulübü Derneği v. Darvydas Serinas</i> (Case No. 2015-4345)	–	Fabio Iudica (President) Rui Botica Santos Manfred Nan
156	<i>Mersudin Akhmetovic v. FC Volga Nizhniy Novgorod & Russian Football Union (RFU)</i> (Case No. 2015-4350)	–	Prof. Petros Mavroidis (Sole Arbitrator)
157	<i>Vsl Pakruojo FK, Darius Jankauskas, Arnas Mikaitis, Sigitas Olberkis, Valdas Pocevičius, Alfredas Skroblas, Donatas Strockis, Diogo Gouveia Miranda, C.H. Alexandru & Taras Michailiuk v. Lithuanian Football Federation (LFF)</i> (Case No. 2015-4351)	–	Prof. Luigi Fumagalli (President) Sofoklis Pilavios José Juan Pintó
158	<i>J. & Anti Doping Denmark (ADD) v. International Paralympic Committee (IPC)</i> (Case No. 2015-4355)	–	Prof. Michael Geistlinger (President) Prof. Philippe Sands QC Michele Bernasconi
159	<i>Kedah Football Association v. Adriano Pellegrino</i> (Case No. 2015-4358)	Thi My Dung Nguyen	Rui Botica Santos (President) Edward Canty
160	<i>Al-Ittihad FC v. João Fernando Nelo</i> (Case No. 2015-4360)	–	Prof. Luigi Fumagalli (Sole Arbitrator)
161	<i>Akhisar BelediyesporGençlik ve Spor Kulübü v. Severin Brice Bikoko</i> (Case No. 2015-4361)	–	Ivaylo Dermendjiev (Sole Arbitrator)
162	<i>Mikhail Danilyuk v. Football Union of Russia (RFU) & Football Club Shinnik</i> (Case No. 2015-4368)	–	Nicholas Stewart QC (Sole Arbitrator)

APPENDIX D

PCA cases

The data in Table D.1 have been compiled by reviewing case information published on the website of the PCA.¹⁸ Case information for each year is contained in the Tables D.2 to D.6.

D.1 Composition of tribunals/role of female arbitrators in PCA cases, 2015 to 2019

Year	Total cases	Tribunal composition						Individual role			
		All female/male		Two of a kind		At least one		Sole arbitrator		Tribunal President	
		F (%)	M (%)	F (%)	M (%)	F (%)	M (%)	F (%)	M (%)	F (%)	M (%)
2019	8	0 (0)	4 (50)	0 (0)	4 (50)	4 (50)	8 (100)	0 (0)	0 (0)	1 (12.5)	7 (87.5)
2018	15	0 (0)	7 (46.7)	1 (6.7)	7 (46.7)	8 (53.3)	15 (100)	0 (0)	0 (0)	3 (20)	12 (80)
2017	10	0 (0)	6 (60)	1 (10)	3 (30)	4 (40)	10 (100)	0 (0)	0 (0)	3 (30)	7 (70)
2016	14	0 (0)	10 (71.4)	0 (0)	4 (28.6)	4 (28.6)	14 (100)	0 (0)	3 (21.4)	0 (0)	14 (100)
2015	16	0 (0)	12 (75)	2 (12.5)	2 (12.5)	4 (25)	16 (100)	0 (0)	0 (0)	3 (18.7)	13 (81.3)

18. The source of the data compiled in Appendices B and D concerning PCA cases is <https://pca-cpa.org/en/cases/> (last accessed Jun. 30, 2020) and other public sources. The data in Appendices B and D concerning PCA cases are incomplete and have not been confirmed by the PCA. The data do not include confidential cases for which no information has been made publicly available. For information on the PCA's full caseload, including the number of unreported cases, please refer to the PCA Annual Reports, available at <https://pca-cpa.org/en/about/annual-reports/> (last accessed Jul. 5, 2020).

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D.2 Compilation of PCA cases from 2019

No.	Case	Female appointee(s)	Male appointee(s)
1	<i>Alcosa v. Kuwait</i>	Melanie Van Leeuwen	Toby Landau [Presiding arbitrator not yet appointed at the time of writing]
2	<i>Leopoldo Castillo Bozo v. Republic of Panama</i> (Case No. 2019-40)	Gabriela Álvarez Avila (President) replaced by Deva Villanúa	Rodrigo Barahona Israel Gabriel Bottini
3	<i>Chevron Overseas Finance GmbH v. The Republic of the Philippines</i> (Case No. 2019-25)		Prof. Dr. Albert Jan van den Berg (President) Stanimir A. Alexandrov Alexis Mourre
4	<i>IC Power Development Asia Development Ltd. v. Republic of Guatemala</i> (Case No. 2019-43)		Prof. Dr. Albert Jan van den Berg (President) Prof. Raul E. Vinuesa Prof. Guido Santiago Tawil
5	<i>Panamericana Televisión S.A., et al v. The Republic of Peru</i> (Case No. 2019-26)	Raquel A. Rodriguez	José Miguel Júdice (President) Yves Derains
6	<i>The Renco Group v. Republic of Peru</i> (Case No. 2019-46)		Judge Bruno Simma (President) Prof. Horacio Grigera Naón J. Christopher Thomas QC
7	<i>Schindler Holding AG v. Republic of Korea</i> (Case No. 2019-44)	Loretta Malintoppi	Laurence Shore (President) Neil Kaplan QC
8	<i>Olympic Entertainment Group AS v. Republic of Ukraine</i> (Case No. 2019-18)		Neil Kaplan QC (President) J. Christopher Thomas QC Prof. Michael Pryles

D.3 Compilation of PCA cases from 2018

No.	Case	Female appointee(s)	Male appointee(s)
1	<i>1. Alberto Carrizosa Gelzis, 2. Felipe Carrizosa Gelzis, 3. Enrique Carrizosa Gelzis v. The Republic of Colombia</i> (Case No. 2018-56)	–	John Beechey CBE (President) Prof. Franco Ferrari Christer Söderlund
2	<i>1. Mason Capital L.P. (U.S.A.) 2. Mason Management LLC (U.S.A.) v. Republic of Korea</i> (Case No. 2018-55)	The Rt. Hon. Dame Elizabeth Gloster	Prof. Dr. Klaus Sachs (President) Prof. Pierre Mayer

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No.	Case	Female appointee(s)	Male appointee(s)
3	<i>Tennant Energy, LLC v. Government of Canada</i> (Case No. 2018-54)	–	Cavinder Bull SC (President) R. Doak Bishop Sir Daniel Bethlehem QC
4	<i>Elliott Associates, L.P. (U.S.A.) v. Republic of Korea</i> (Case No. 2018-51)	–	Dr. Veijo Heiskanen (President) Oscar M. Garibaldi J. Christopher Thomas QC
5	<i>Khaitan Holdings (Mauritius) Limited v. Republic of India</i> (Case No. 2018-50)	Prof. Brigitte Stern	Prof. Campbell McLachlan QC (President) Francis Xavier SC
6	<i>Alcor Holdings Ltd. (UAE) v. The Czech Republic</i> (Case No. 2018-45)	–	Christopher Greenwood QC (President) Richard Wilmot-Smith QC Prof. Donald McRae
7	<i>1. The Estate of Julio Miguel Orlandini-Agreda, 2. Compañía Minera Orlandini Ltda. v. The Plurinational State of Bolivia</i> (Case No. 2018-39)	–	Dr. Stanimir A. Alexandrov (President) Prof. Dr. Guido Santiago Tawil Dr. José Antonio Moreno Rodríguez
8	<i>1. Mr. Gokul Das Binani, 2. Mrs. Madhu Binani (India) v. Republic of North Macedonia</i> (Case No. 2018-38)	Funke Adekoya (President) Prof. Brigitte Stern	Prof. Robert Volterra
9	<i>(1) Prof. Christian Doutremepuich (France) (2) Antoine Doutremepuich (France) v. Republic of Mauritius</i> (Case No. 2018-37)	Prof. Maxi Scherer (President)	Prof. Olivier Caprasse Prof. Jan Paulsson
10	<i>Conseil Economique Des Pays Musulmans (Switzerland) v. The State of Kuwait</i> (Case No. 2018-35)	Jean E. Kalicki (President)	Kewal Singh Ahuja Attila M. Tanzi
11	<i>Diag Human SE and Mr. Josef Stava v. The Czech Republic</i> (Case No. 2018-20)	–	Prof. Bernard Hanotiau (President) Daniel M. Price Prof. Rolf Knieper
12	<i>Fynerdale Holdings B.V. (Netherlands) v. Czech Republic</i> (Case No. 2018-18)	Prof. Laurence Boisson de Chazournes	Prof. Dr. Rüdiger Wolfrum (President) Prof. Francisco Orrego Vicuña (until 2 October 2018) Dr. Wolfgang Kühn (as of 16 October 2018)
13	<i>1. Sunlodges Ltd (BVI), 2. Sunlodges (T) Limited (Tanzania) v. The United Republic of Tanzania</i> (Case No. 2018-09)	–	Dr Veijo Heiskanen (President) David A. R. Williams QC Ucheora Onwuamaegbu

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No.	Case	Female appointee(s)	Male appointee(s)
14	<i>OOO Manolium Processing v. The Republic of Belarus</i> (Case No. 2018-06)	Prof. Brigitte Stern	Juan Fernández-Armesto (President) Stanimir A. Alexandrov
15	<i>Review Panel established under the Convention on the Conservation and Management of High Seas Fishery Resources in the South Pacific Ocean</i> (Case No. 2018-13)	Cecilia Engler	Prof. Donald MacKay (President) Prof. Erik J. Molenaar

D.4 Compilation of PCA cases from 2017

No.	Case	Female appointee(s)	Male appointee(s)
1	<i>Iberdrola Energía, S.A. (Spain) v. The Republic of Guatemala</i> (Case No. 2017-41)	Prof. Dr. Gabrielle Kaufmann-Kohler (President)	Pierre-Marie Dupuy J. Christopher Thomas, QC
2	<i>Consutel Group S.P.A. in liquidazione (Italia) v. La République algérienne démocratique et populaire</i> (Case No. 2017-26)	–	Alexis Mourre (President) Prof. Attila Tanzi Prof. Ahmed Mahiou
3	<i>ICL Europe Coöperatief U.A. (the Netherlands) v. The Federal Democratic Republic of Ethiopia</i> (Case No. 2017-26)	Judge Joan E. Donoghue (President)	Robert H. Smit Prof. Sean D. Murphy (substitute arbitrator for the late Prof. David D. Caron)
4	<i>Bank Melli Iran (Iran) and Bank Saderat Iran (Iran) v. The Kingdom of Bahrain</i> (Case No. 2017-25)	–	Prof. Dr. Rudolf Dolzer (President) Prof. Emmanuel Gaillard The Rt. Hon. Lord Collins of Mapesbury
5	<i>(i) NJSC Naftogaz of Ukraine (Ukraine) et al. v. The Russian Federation</i> (Case No. 2017-16)	Prof. Maja Stanivuković	Judge Ian Binnie, C.C., QC (President) Dr. Charles Poncet
6	<i>Mr. Oleg Vladimirovich Deripaska (Russian Federation) v. the State of Montenegro</i> (Case No. 2017-07)	Jean E. Kalicki (President) Prof. Brigitte Stern	Prof. Zachary Douglas QC
7	<i>Gunvor SA (Switzerland) v. The Government of the Republic of Zambia (Ministry of Mines, Energy and Water Development)</i> (Case No. 2017-19)	–	Michael Nolan QC (President) Michael Tselentis QC Collins Namachanja
8	<i>International Management Group v. European Union, represented by the European Commission</i> (Case No. 2017-04)	–	Laurent Jaeger (President) Pascal Hollander Dr. Christian W. Konrad

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9	<i>International Management Group v. European Union, represented by the European Commission</i> (Case No. 2017-03)	–	Laurent Jaeger (President) Pascal Hollander Dr. Christian W. Konrad
10	<i>Dispute Concerning Coastal State Rights in the Black Sea, Sea of Azov, and Kerch Strait (Ukraine v. the Russian Federation)</i> (Case No. 2017-06)	–	Judge Jin-Hyun Paik (President) Judge Boualem Bouguetaia Judge Alonso Gómez-Robledo Prof. Vaughan Lowe QC Judge Vladimir Golitsyn

D.5 Compilation of PCA cases from 2016

No.	Case	Female appointee(s)	Male appointee(s)
1	<i>Glencore Finance (Bermuda) Limited v. Plurinational State of Bolivia</i> (Case No. 2016-39)	–	Prof. Ricardo Ramírez Hernández (President) Prof. John Y. Gotanda Prof. Philippe Sands
2	<i>Gold Pool JV Limited v. The Republic of Kazakhstan</i> (Case No. 2016-23)	–	Prof. Albert Jan van den Berg (President) David A.R. Williams, QC Gabriel Bottini
3	<i>Michael Ballantine and Lisa Ballantine v. Dominican Republic</i> (Case No. 2016-17)	Marney L. Cheek	Prof. Ricardo Ramírez Hernández (President) Prof. Raúl Emilio Vinuesa
4	<i>Resolute Forest Products Inc. v. The Government of Canada</i> (Case No. 2016-13)	Prof. Céline Lévesque	Judge James R. Crawford AC (President) Ronald A. Cass
5	<i>Albacora, S.A. v. La República del Ecuador</i> (Case No. 2016-11)	Loretta Malintoppi	J. Eloy Anzola (President) José Emilio Nunes Pinto
6	1.Manuel García Armas 2.Pedro García Armas 3.Sebastián García Armas 4.Domingo García Armas 5.Manuel García Piñero 6.Margaret García Piñero 7.Alicia García González 8.Domingo García Cámara 9.Carmen García Cámara v. República Bolivariana de Venezuela (Case No. 2016-08)	–	José Emilio Nunes Pinto (President) Enrique Gómez-Pinzón Dr. Santiago Torres Bernárdez
7	<i>Cairn Energy PLC & Cairn UK Holdings Limited v. The Republic of India</i> (Case No. 2016-07)	–	Dr. Laurent Lévy (President) Stanimir A. Alexandrov J. Christopher Thomas QC
8	<i>Bangladesh Accord Arbitrations</i> (Case No. 2016-36)	–	Donald Francis Donovan (President) Graham Dunning QC Prof. Hans Petter Graver

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No.	Case	Female appointee(s)	Male appointee(s)
9	<i>Bangladesh Accord Arbitrations</i> (Case No. 2016-37)	–	Donald Francis Donovan (President) Graham Dunning QC Prof. Hans Petter Graver
10	<i>Mr. Mohamed Ismail Reygal (Somalia) v. The United Nations High Commissioner for Refugees (UNHCR)</i> (Case No. 2016-28)	–	Judge Fatsah Ouguerouz (Sole Arbitrator)
11	<i>(1) Mr. Josias Van Zyl (South Africa), (2) The Josias Van Zyl Family Trust (South Africa), (3) The Burmilla Trust (South Africa) v. The Kingdom of Lesotho</i> (Case No. 2016-21)	–	Peter Leon (President) Judge Frederik Daniël Jacobus Brand Michael Tselentis QC
12	<i>Conciliation between The Democratic Republic of Timor-Leste and The Commonwealth of Australia</i> (Case No. 2016-10)	Dr. Rosalie Balkin	H.E. Ambassador Peter Taksøe-Jensen (Chairman) Judge Abdul G. Koroma Prof. Donald McRae Judge Rüdiger Wolfrum
13	<i>Consorcio Sogeosa-Tilmon (Costa Rica) v. El Instituto Tecnológico de Costa Rica (Costa Rica)</i> (Case No. 2016-06)	–	Diego Brian Gosis (Sole Arbitrator)
14	<i>D. v. Energy Community</i> (Case No. 2016-03)	–	Prof. Albert Jan van den Berg (Sole Arbitrator)

D.6 Compilation of PCA cases from 2015

No.	Case	Female appointee(s)	Male appointee(s)
1	<i>WCV Capital Ventures Cyprus Limited and Channel Crossings Limited v. The Czech Republic</i> (Case No. 2016-12)	–	Juan Armesto-Fernández (President) Stanimir A. Alexandrov Mark A. Clodfelter
2	<i>Way2B v. Libya</i> (2015)	–	Ian Glick QC (President) Prof. Bernard Hanotiau Prof. Zachary Douglas QC
3	<i>PJSC Ukrnafta v. The Russian Federation</i> (Case No. 2015-34)	Prof. Gabrielle Kaufmann-Kohler (President) Prof. Brigitte Stern	Daniel M. Price
4	<i>Stans Energy Corp. and Kutisay Mining LLC v. The Kyrgyz Republic (I)</i> (Case No. 2015-32)	–	Prof. Karl-Heinz Böckstiegel (President) The Honorable Colin L. Campbell QC Stephen Jagusch QC

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No.	Case	Female appointee(s)	Male appointee(s)
5	<i>Aberon and others v. The Russian Federation</i> (Case No. 2015-29)	–	Prof. Donald M. McRae (President) Judge Bruno Simma Dr. Eduardo Zuleta Jaramillo
6	<i>Aeroport Belbek LLC and Igor Kolomoisky v. The Russian Federation</i> (Case No. 2015-07)	–	Prof. Pierre Marie-Dupuy (President) Sir Daniel Bethlehem QC Dr. Václav Mikulka
7	<i>JKX Oil & Gas plc and others v. Ukraine</i> (Case No. 2015-11)	–	Prof. James R. Crawford (President) Prof. Bernard Hanotiau W. Michael Reisman
8	<i>Clorox Spain S.L. v. The Bolivarian Republic of Venezuela</i> (Case No. 2015-30)	–	Yves Derains (President) Prof. Bernard Hanotiau Prof. Raúl Emilio Vinuesa
9	<i>Mohammad Reza Dayyani and others v. Republic of Korea</i> (Case No. 2015-38)	–	Prof. Bernard Hanotiau (President) Philippe Pinsolle Gavan Griffith QC
10	<i>Manchester Securities Corp. v. Republic of Poland</i> (Case No. 2015-8)	Prof. Brigitte Stern	Andrés Rigo Sureda (President) Charles N. Brower
11	<i>Medusa (Montenegro) Ltd. v. Montenegro</i> (Case No. 2015-39)	–	V.V. Veeder (President) Charles N. Brower J. Christopher Thomas QC
12	<i>PJSC CB PrivatBank and Finance Company Finilon LLC v. The Russian Federation</i> (Case No. 2015-21)	–	Prof. Pierre-Marie Dupuy (President) Daniel Bethlehem QC Dr. Václav Mikulka
13	<i>Dawood Rawat v. The Republic of Mauritius</i> (Case No. 2016-20)	Prof. Lucy Reed (President)	Jean-Christophe Honlet Prof. Vaughan Lowe QC
14	<i>Stabil and others v. The Russian Federation</i> (Case No. 2015-35)	Prof. Gabrielle Kaufmann-Kohler (President) Prof. Brigitte Stern	Daniel M. Price
15	<i>Everest Estate LLC and others v. The Russian Federation</i> (Case No. 2015-36)	–	Andrés Rigo Sureda (President) W. Michael Reisman Rolf Knieper
16	<i>Indian Metals & Ferro Alloys Ltd. v. Republic of Indonesia</i> (Case No. 2015-40)	–	Neil Kaplan QC (President) James Spigelman Prof. Muthucumaraswamy Sornarajah

APPENDIX E

Data collected by Lucy Greenwood¹⁹

E.1 Historical arbitrator appointment data²⁰

Institution	Year	Total female appts (%)	Female party appts (%)	Female instit'nal appts (%)	Female co-arbitrator appts (%)
ICC	1995	22 (2)	–	–	–
	1990	5 (1)	–	–	–
ICSID	2006	5 (3)	–	–	–
LCIA	2011	22 (6.5)	–	–	–
	1998	1 (1.5)	–	–	–
SCC	2013	33 (14)	–	19 (15)	–
	2012	51 (17)	–	–	–
	2011	8.4	–	(6.5)	–

19. Lucy Greenwood is an international arbitrator, who has published a number of commentaries on the issue of gender diversity in international arbitration. For more information *see* <http://www.greenwoodarbitration.com> (last accessed May 27, 2020). **Note:** these data have not been confirmed by the members of the Task Force.

20. Lucy Greenwood collected these data by contacting individual arbitral institutions. At the time she collected this information, the institutions responded to her inquiries to the best of their ability; however, many were not tracking significant information at the time of their responses. There therefore may be some discrepancies between the data in this table and the historical data recorded by the institutions. In addition, because not all institutions control for repeat appointments, the historical data may not be accurate. With respect to the ICSID data prior to 2010, Ms. Greenwood reviewed all published names of ICSID arbitrators sitting on tribunals and determined their gender in order to gather the data in the table.

E.2 Table on number of female participants at arbitration conferences in 2019²¹

	Male speakers ²²	Female speakers	Male panellists ²³	Female panellists	Male moderators ²⁴	Female moderators	Male keynote speakers	Female keynote speakers	Male chairs ²⁵	Female chairs
All events	61%	38%	61%	38%	62%	37%	66%	33%	60%	40%
Excluding diversity/young-practnr. events	64%	36%	63%	36%	65%	34%	70%	30%	64%	36%
Only diversity/young practnr. events	45%	55%	43%	55%	41%	58%	33%	67%	33%	67%

-
21. This dataset was compiled by Lucy Greenwood and Freshfields Bruckhaus Deringer (Sylvia Noury, Ashley Jones, and Olga Sendetska). The dataset is based on a review of 231 conferences and events in 2019, reflecting geographic diversity.
22. “Speakers” encompasses all of: panellists, moderators, keynote speakers, and chairs.
23. A “Panellist” is someone who spoke on a panel.
24. A “Moderator” is someone who moderated a panel.
25. A “Chair” may be a Chair or a co-Chair and is a person who organized a conference.

APPENDIX F

Data from the PluriCourts Investment Treaty Arbitration Database

F.1 Gender diversity of arbitrator appointments in ISDS cases, 1998-2018²⁶

Year	Total no. of indiv. persons	Indiv. males	Total male appts.	Indiv. females	Total female appts.	Unknown	Total appts.
1998	57	56	60	1	1	–	61
1999	58	57	58	1	1	–	59
2000	62	58	69	4	5	–	74
2001	67	64	78	3	3	–	81
2002	69	65	77	4	4	–	81
2003	105	99	140	6	16	–	156
2004	110	102	153	8	18	–	171
2005	102	97	152	5	10	–	162
2006	94	89	116	5	10	–	126
2007	113	109	162	4	14	–	176
2008	109	103	162	6	15	2	179
2009	176	161	241	15	24	–	265
2010	104	99	154	5	13	–	167
2011	119	107	190	12	21	–	211
2012	128	119	223	9	21	–	244
2013	152	140	256	12	25	–	281
2014	146	126	225	20	37	–	262
2015	166	146	295	20	39	1	335
2016	138	119	200	19	35	1	236
2017	119	100	173	19	48	–	221
2018	98	80	123	18	37	1	161

26. The following data are tabulated from the graphs and charts made public by PITAD. For more information on PITAD and for the source of the data in this Appendix F, see <https://www.jus.uio.no/pluricourts/english/topics/investment/research-projects/database.html> (last accessed May 27, 2020).

F.2 “Top 25” female arbitrators in ISDS cases

The data are reproduced from Malcolm Langford, Daniel Behn, and Laura Létourneau-Tremblay, *Empirical Perspectives on Investment Arbitration: What do we know? Does it Matter?*, ISDS ACADEMIC FORUM WORKING GROUP 7 PAPER, March 15, 2019, in Pluri-Courts Investment Treaty Arbitration Database, Publications.

No.	Arbitrator	Nationality	Chair	Claimant appointee	Respondent appointee	Annulment committee	Total appointments
1	Brigitte Stern	France	4	1	109	1	115
2	Gabrielle Kaufmann-Kohler	Switzerland	43	17	2	1	64
3	Jean Kalicki	US	11	0	6	4	21
4	Laurence Boisson de Chazournes	Switzerland	0	2	13	0	15
5	Loretta Malintoppi	Italy	1	0	9	3	13
6	Teresa Cheng	Hong Kong	3	0	0	8	11
7	Yas Banifatemi	France	3	3	2	0	8
8	Anna Joubin-Bret	France	0	0	8	0	8
9	Lucy Reed	US	5	0	1	0	6
10	Vera van Houtte	Belgium	3	1	0	2	6
11	Lucinda Low	US	3	0	1	2	6
12	Joan Donoghue	US	2	1	0	2	5
13	Inka Hanefeld	Germany	2	0	1	2	5
14	Nina Vilkova	Russia	2	1	1	0	4
15	Sabine Konrad	Germany	2	1	1	0	4
16	Nayla Comair-Obeid	Egypt	2	0	0	1	3
17	Maja Stanivukovic	Serbia	0	0	3	0	3
18	Hélène Ruiz Fabri	France	0	0	3	0	3
19	Melanie van Leeuwen	Netherlands	1	1	0	0	2
20	Fern Smith	US	0	0	2	0	2
21	Antonias Dimolitsa	Greece	0	0	0	2	2
22	Teresa Giovannini	Switzerland	0	0	2	0	2
23	Carolyn Lamm	US	0	1	1	0	2
24	Judith Gill	UK	1	1	0	0	2
25	Mónica Pinto	Argentina	0	0	1	1	2

F.3 “Top 25” tribunal secretaries in ISDS cases

The data are reproduced from Malcolm Langford, Daniel Behn, and Runar Hilleren Lie, *The Revolving Door in International Investment Arbitration*, 20 J. INT’L ECON. L. 317, 318 (2017) examining 568 investor-State disputes.

Rank	Secretary name	M/F	Nationality	Institution	Total cases
1	Gonzalo Flores	M	Chile	ICSID	38
2	Martina Polasek	F	Czech	ICSID	30
3	Eloïse Obadia	F	France	ICSID	28
4	Aurélia Antonietti	F	France	ICSID	25
5	Ucheora Onwuamaegbu	F	Nigeria	ICSID	24
6	Natalí Sequeira	F	Costa Rica	ICSID	21
7	Claudia Frutos-Peterson	F	Mexico	ICSID	20
8	Gabriela Alvarez-Avila	F	Mexico	ICSID	19
9	Mercedes Cordido-Freytes de Kurowski	F	Venezuela	ICSID	16
10	Aïssatou Diop	F	Senegal	ICSID	15
10	Anneliese Fleckenstein	F	Venezuela	ICSID	15
12	Marco Montanés-Rumayor	M	Mexico	ICSID	13
12	Milanka Kostadinova	F	Bulgaria	ICSID	13
14	Paul-Jean Le Cannu	M	France	ICSID/PCA	12
15	Alicia Martín Blanco	F	Spain	ICSID	11
16	Frauke Nitschke	F	Germany	ICSID	10
16	Janet Whittaker	F	UK	ICSID	10
18	Alejandro Escobar	M	Chile	ICSID	9
18	Ann Catherine Kettlewell	F	Mexico	ICSID	9
21	Margrete Stevens	F	Denmark	ICSID	8
22	Martin Doe	M	Canada	PCA	7
22	Mairée Uran-Bidegain	F	Colombia	ICSID	7
24	Geraldine Fischer	F	US	ICSID	6
24	Katia Yannaca-Small	F	Greece	ICSID	6

APPENDIX G

G.1 Average proportion of female arbitrator appointments, 1990-2019

Year	% Average female arbitrator appointments from data collected by the Task Force (where available)	Data source (institution)
1990	1	Table E.1
1995	2	
1998	1.5	
2006	3	
2010	7.2	Table A.1 (ICC)
2011	7.1	Table A.1 (ICC) Table E.1 (LCIA, SCC)
2012	10	Table A.1 (ICC, ICSID, LCIA) Table E.1 (SCC)
2013	11.6	Table A.1 (ICC, ICSID, LCIA) Table E.1 (SCC)
2014	11.3	Table A.1 (ICC, ICSID, LCIA)
2015	12.2	Table A.1 (HKIAC, ICC, ICSID, ICDR, LCIA, SCC, VIAC) Table B.1 (CAS, PCA)
2016	14.1	Table A.1 (HKIAC, ICC, ICSID, ICDR, LCIA, SCC, VIAC) Table B.1 (CAS, PCA)
2017	16.3	Table A.1 (HKIAC, ICC, ICSID, ICDR, LCIA, SCC, VIAC) Table B.1 (CAS, PCA)
2018	18.9	Table A.1 (HKIAC, ICC, ICSID, ICDR, LCIA, SCC, VIAC) Table B.1 (CAS, PCA)
2019	21.3	Table A.1 (HKIAC, ICC, ICSID, ICDR, LCIA, SCC, VIAC) Table B.1 (CAS, PCA)

APPENDIX H

Best practice/initiatives undertaken by the Task Force

This Appendix captures activities and initiatives undertaken by members of the Task Force for promoting gender diversity in the international arbitration community.

H.1 Hong Kong International Arbitration Centre (HKIAC)

Number of female staff in lead positions:

4 out of 5 lead positions at Secretariat (Secretary-General Sarah Grimmer, Deputy Secretary-General/Chief Representative Shanghai Office Dr. Ling Yang, Chief Representative Seoul Office Ms. Kellie Yi, Business Development Director Ms. Karen Tan).

Women's initiatives:

Yes, Women in Arbitration.²⁷ HKIAC has also signed the ERA Pledge in October 2016; HKIAC supports Women in Arbitration; HKIAC operates internal policy of including at least one qualified female candidate on short-lists for appointment whenever possible. HKIAC has issued guidelines for organizations participating in Hong Kong Arbitration Week formalizing its approach to encouraging diversity. The guidelines encourage diversity at arbitration events, including gender diversity, amongst panel speakers. The guidelines have been adopted by HKIAC for all of its events and extend to events where HKIAC is the venue sponsor for events organized by other bodies.

Training on unconscious bias:

No internal training; HKIAC hosts events on unconscious bias on occasion.

Mentoring for female practitioners & other inclusion initiatives:

Yes, via Women in Arbitration.

Publication on female practitioners and related statistics:

Yes, through annual statistics published on HKIAC's website.²⁸ HKIAC maintains publicly accessible Panel and List of Arbitrators which as of June 12,

27. For more information, see <https://www.hkiac.org/news/hkiac-launches-women-arbitration-initiative> (last accessed Apr. 13, 2020).

28. For more information, see <https://www.hkiac.org/about-us/statistics> (last accessed Apr. 13, 2020).

2020, respectively, contain profiles of approximately 62 out of 483 (12.8%) and 51 out of 252 (20.2%) female arbitrators.²⁹

Numbers of male and female panelists at events (incl. co-sponsored events):

- **Male:** 148 in 2019; 107 in 2018;
- **Female:** 122 in 2019; 77 in 2018.

Female practitioners in working groups, task forces, committees, boards, on behalf of employer or in personal capacity:

Yes as of January 12, 4 out of 25 HKIAC Council Members; 1 out of 7 members of HKIAC Appointments Committee; 5 out of 8 members of HKIAC Proceedings Committee; 1 out of 5 members of HKIAC Finance & Administration Committee; 2 out of 6 members of 2018 HKIAC Rules Revision Drafting Committee; 5 out of 12 members of HKIAC Task Force on Third Party Funding.

Use of gender-neutral terms in documents:

Yes.

Networking opportunities for female practitioners:

Yes, HKIAC regularly hosts networking events, e.g., (i) WIA: Increasing Diversity in International Arbitration; (ii) Becoming a Rising Star in International Arbitration (CIArb, ArbitralWomen, HKIAC).

Young practitioners group:

HK45, 2 out of 3 co-chairs women; 5 out of 11 members women. Overall: 50:50 male:female committee members. Examples of events in 2019: Super Clubs and Fireside Chats organized to showcase female leaders including (i) Beverley McLachlin; (ii) May Tai; (iii) Judith Gill and Jackie van Haersolte-van Hof.

Coaching moot teams:

No formal HKIAC initiative.

29. For more information, see <https://www.hkiac.org/arbitration/arbitrators/panel-and-list-of-arbitrators> (last accessed Apr. 13, 2020).

H.2 International Centre for Settlement of Investment Disputes (ICSID)

Number of female staff in lead positions:

6 women out of 8 lead positions (SG, DSG & Team Lead).

Women's initiatives:

ICSID does not lead any Women's Initiatives but participates in them – such as ArbitralWomen.

Training on unconscious bias:

Yes – training on unconscious bias is provided to ICSID staff through the World Bank Group.

Mentoring for female practitioners & other inclusion initiatives:

Yes – ICSID offers mentoring opportunities for female staff.

Publication on female practitioners and related statistics:

Yes – for example, in ICSID's Annual Report; in ICSID's biannual Caseload Statistics Report; at conferences (for example, ICSID Deputy Secretary-General Gonzalo Flore recently highlighted ICSID's gender-related statistics at an event organized by ASIL's Women in International Law Interest Group); and in articles and blogs.³⁰

Numbers of male and female panelists at events (incl. co-sponsored events):

[U/R]

Female practitioners in working groups, task forces, committees, boards, on behalf of employer or in personal capacity:

Yes – for example, in consultation groups related to ICSID's rule amendment process, through ICCA, ASIL, IBA and other organizations.

Use of gender neutral terms in documents:

Yes.

Networking opportunities for female practitioners:

Yes – ICSID regularly holds networking events at its offices.

30. *See generally* Considerations for States in Designating Arbitrators and Conciliators to the ICSID Panels, <https://icsid.worldbank.org/en/Documents/about/Considerations%20for%20States%20on%20Panel%20Designations-EN%20final.pdf> (last accessed May 3, 2020).

Young practitioners group:

Yes – Young ICSID currently has over 1,200 members.

Coaching moot teams:

Yes – ICSID coaches and hosts moots.

H.3 International Chamber of Commerce International Court of Arbitration (ICC)

Number of female staff in lead positions:

18 lead positions at the Court, which represents a majority: 1 Deputy SG, 1 Managing Counsel, 1 Special Counsel, 7 Counsel, 1 Head of Publications, 1 Head of Commission, 1 Head of Documentation Centre, 1 Head of Marketing Promotion, 1 DR events, 3 Regional Directors.

Women's initiatives:

World Business Women (WBW), an ICC staff-member driven initiative (which includes all ICC and Court's staff). WBW issued an ICC Gender Balance Pledge submitted to all National Committees and Members of ICC.³¹ ICC is signatory to the Pledge and co-organizes events with ArbitralWomen.

Training on unconscious bias:

1 presentation by ArbitralWomen to the staff.

Mentoring for female practitioners & other inclusion initiatives:

No.

Publication on female practitioners and related statistics:

Yes, articles and statistics published by Mirèze Philippe and in recent years some statistics in the ICC annual statistics report. Statistical information is also available on the ICC website.³² The ICC published a Note to National Committees in which it encourages them to consider diversity when proposing arbitrators.³³

31. For more information, see <https://iccwbo.org/publication/icc-gender-balance-pledge/> (last accessed Apr. 13, 2020).

32. See <https://iccwbo.org/media-wall/news-speeches/icc-arbitration-figures-reveal-new-record-cases-awards-2018/> (last accessed Apr. 13, 2020).

33. See <https://iccwbo.org/publication/note-national-committees-groups-icc-proposal-arbitrators/> (last accessed Apr. 13, 2020).

Numbers of male and female panelists at events (incl. co-sponsored events):

In recent years we strove to have nearly an equal number; there exist no statistics for the time being.

Female practitioners in working groups, task forces, committees, boards, on behalf of employer or in personal capacity:

Yes. Half of the ICC Court members and half of the Bureau of the Court is constituted of women. The Chair of the Commission on Arbitration is a woman. Mirèze Philippe represents the ICC on the Pledge Steering Committee and ICCA Diversity Task Force, and is engaged in her own capacity in ABA, ArbitralWomen, International Council for ODR, Arbitri, Arbitrator Intelligence.

Use of gender neutral terms in documents:

No, but in correspondence we refer to “him or her”.

Networking opportunities for female practitioners:

Diversity panels co-organized with ArbitralWomen which attract many female practitioners who network on such occasions.

Young practitioners group:

Young Arbitrators Forum (YAF).

Coaching moot teams:

Some members of the Court’s Secretariat coach various moot teams. ICC hosts pre-moot rounds since 2000.

H.4 London Court of International Arbitration (LCIA)

Number of female staff in lead positions:

The company currently comprises 42 staff. 6 are women (out of 8) in lead positions (DG, Registrar, Deputy Registrar, HR and operations Manager, IT Project Manager and Head of Membership and Events).

Women’s initiatives:

The LCIA is a signatory to the ERA Pledge. The LCIA structurally and consistently undertakes initiatives to promote equal opportunity for women in arbitration. Tangibly, we have organized events including dinners and informal gatherings in many regions (London, Singapore, Russia, Ukraine) for a wide range of female practitioners. When organizing other LCIA activities we seek to organize diversity events on the side, not merely limited to promoting

LCIA arbitration. We encourage speaking opportunities on diversity and frequently include diversity as a topic for discussion at LCIA events.

Training on unconscious bias:

We co-hosted an event with the Chartered Institute of Arbitrators featuring a session on unconscious bias.

Mentoring for female practitioners & other inclusion initiatives:

No.

Publication on female practitioners and related statistics:

Yes – gender diversity statistics in our Annual Reports.³⁴

Numbers of male and female panelists at events (incl. co-sponsored events):

50% female and 50% male.

Female practitioners in working groups, task forces, committees, boards, on behalf of employer or in personal capacity:

Yes – on the LCIA Court, LCIA Board, LCIA Users Councils, YIAG Co-Chairs, and YIAG Regional Representatives and GDPR Working Group.

Use of gender neutral terms in documents:

Our Arbitration Rules and practice templates and correspondence structurally refer to “him or her”.

Networking opportunities for female practitioners:

Yes – the LCIA holds networking events for female practitioners.

Young practitioners group:

Yes – YIAG.

Coaching moot teams:

We have an annual pre-moot in London co-hosted with the LSE. YIAG also co-hosts an event with the Moot Alumni Association (MAA).

34. For more information, see <https://www.lcia.org/LCIA/reports.aspx> (last accessed Apr. 14, 2020).

H.5 American Arbitration Association – International Centre for Dispute Resolution (AAA-ICDR)

Number of female staff in lead positions:

The President and CEO and the Chair of the AAA-ICDR's Council are both women, as are approximately 40% of the Board and Council members. Approximately 47% of AAA-ICDR executives are women as well.

Women's initiatives:

As part of AAA-ICDR's mission to improve diversity and inclusion within the fields of arbitration and mediation, the following initiatives take place which focus on diversity in terms of gender and ethnicity:

- *The AAA-ICDR Higginbotham Fellows Program* offers an intensive, week-long training program for up-and-coming diverse ADR practitioners. Since inception, the Program has inducted 134 Fellows.
- *AAA-ICDR Diversity Committee* builds coalitions and participates in events with national, minority, and local bar associations and law schools to provide training and create opportunities for diverse practitioners. These groups include the American Bar Association, the National Bar Association, the New York City Bar Association, The New York State Bar Association, Fordham Law School, the Minority Corporate Counsel Association, and other organizations.
- *Diverse Lists*: the AAA-ICDR has the ability with the assistance of its algorithms to provide arbitrator lists to the parties comprising at least 20% diverse panelists where parties' arbitrator qualifications are met. In 2019, 93% of arbitrator lists were at least 20% diverse in terms of gender and/or ethnicity.
- *Panel Recruitment*: Executives from each of the AAA's divisions actively recruit women and minority candidates who meet the criteria established for the panels. In 2019, 38% of new panel members were women and/or minorities. The proportion of women and minorities on the AAA's roster has grown steadily from 23% in 2017 to 26% in 2019.

The AAA-ICDR is signatory to the Equal Representation in Arbitration Pledge. Some AAA-ICDR staff also signed the pledge in their individual capacity.

Training on unconscious bias:

To advance a greater level of comprehension of diversity and inclusion, the AAA-ICDR launched an important 12-hour curriculum in 2017 to provide staff an opportunity to understand and examine implicit bias, learn how to resolve diversity-related conflicts, and understand the organizational benefits

of promoting a diverse and inclusive workplace that fosters collaboration and innovation. Approximately 50% of employees voluntarily enrolled in the program, and in 2018 the training became required for all staff and executives. Since launching this initiative, AAA-ICDR staff have completed more than 2,000 cumulative hours of training related to diversity and inclusion.

In 2017, the AAA-ICDR Foundation provided a financial grant in support of Arbitral Women's Unconscious Bias Toolkit's educational series and mentorship to promote equality, diversity, access to justice, and leadership opportunities for women.

Mentoring for female practitioners & other inclusion initiatives:

Individuals who participate in the Higginbotham Fellows program are assigned a mentor at the conclusion of that program.

Publication on female practitioners and related statistics:

Selected statistics are published through Annual Reports. The AAA-ICDR regularly presents its diversity data to the Equal Representation in Arbitration Pledge.

Numbers of male and female panelists at events (incl. co-sponsored events):

In 2019, 57% of speakers at the AAA-ICDR events were women or identified as diverse.

Female practitioners in working groups, task forces, committees, boards, on behalf of employer or in personal capacity:

Approximately 40% of the individuals on the AAA's Board and the AAA-ICDR Council are women. Consideration is given to designating women to all related committees as well. 75% of new AAA-ICDR Council members for 2019 were diverse in terms of gender and ethnicity.

The AAA-ICDR Foundation chair is a woman:

4 out of 6 members of the recently selected ICDR Young & International's Executive Board are women.

Use of gender neutral terms in documents:

Gender references in documents are either avoided or indicated as "he/him or she/her."

Networking opportunities for female practitioners:

The AAA-ICDR provides for networking, which is, formally or informally, part of various events that support diversity-related programs. Examples of

such programs include co-sponsoring, organizing, hosting, providing speakers or funding, marketing, or otherwise supporting: ABA Women in Dispute Resolution Webinar; Getting Started in ADR: A How-To for Women Attorneys; NAMWOLF Annual Meeting; ABA Margaret Brent Awards for Women Lawyers of Distinction; CORE Training for NAMWOLF Members; Women-Owned Law and New York Women's Bar Association Event; Women's Construction Initiative Event – Good Foundations: Strategies for Self Advocacy; and Arbitral Women Diversity Toolkit Training.

In 2019, the AAA-ICDR held a day-and-a-half program titled “Diversity Student ADR Summit: Roadmap to a Career in ADR”. It offered ample networking opportunities for the young professional and law school students.

Young practitioners group:

ICDR Young and International ICDR-Y&I. In 2019, over 2,800 ADR practitioners under 40 had the opportunity to attend Y&I free-of-charge networking and educational events globally.

Coaching moot teams:

Several members of the ICDR team have coached various moot teams. The AAA-ICDR hosts Practice Moot and Lecture Series since 2008. 19 law student teams from 7 countries around the globe attended it in 2019.

H.6 Stockholm Chamber of Commerce (SCC)

Number of female staff in lead positions:

- *Secretariat:* The Secretary-General and the Deputy Secretary-General are women, as is the Head of Business and all 3 legal counsel are women.
- *Board:* 4 of the 14 members of the Board are women.

Women's initiatives:

The SCC was an early member of the Pledge, which it takes seriously, including in the appointment of arbitrators. The SCC collaborates occasionally with ArbitralWomen. The SCC helped found and continuously supports SWAN, the Swedish Women Arbitration Network, which regularly hosts “inspiration lunches,” seminars and other events at the SCC.

Training on unconscious bias:

Yes – the SCC has hosted seminars and other events that have addressed unconscious bias and related issues.

Mentoring for female practitioners & other inclusion initiatives:

Yes – although it does not have a specific mentoring program, the SCC has supported such initiatives directly and through SWAN activities and events, as well as through YAS (Young Arbitration Sweden). Recently, the Secretary-General of the SCC, Annette Magnusson, co-chaired the GAR Live event on Women in Arbitration in London.

Publication on female practitioners and related statistics:

No.

Numbers of male and female panelists at events (incl. co-sponsored events):

Such statistics are not kept. However, the SCC strives to achieve gender balance on all of the events it sponsors or co-sponsors.

Female practitioners in working groups, task forces, committees, boards, on behalf of employer or in personal capacity:

The SCC strives to ensure gender balance in working groups and task forces, such as in its committee for rules revisions, policy development, etc.

Use of gender neutral terms in documents:

Yes. For example, in the 2017 revision to the SCC rules, Arbitrator Guidelines, policy statements, and in the web-based information, gender neutral terms are used.

Networking opportunities for female practitioners:

Yes. Through SWAN, YAS, seminars, and other activities, the SCC provides and encourages opportunities for female practitioners to actively network.

Young practitioners group:

The SCC actively supports YAS, promoting and often hosting and sponsoring its activities.

H.7 Vienna International Arbitral Centre (VIAC)

Number of female staff in lead positions:

2 (SG, Deputy SG); we have 10 staff members out of which 9 are female.

Women's initiatives:

We support ArbitralWomen and are signatories to the ERA Pledge as well as local initiatives such as “Women in Law”.

Training on unconscious bias:

Yes; we have conducted various seminars for the Austrian and neighboring markets together with other stakeholders.

Mentoring for female practitioners & other inclusion initiatives:

Not institutionalized.

Publication on female practitioners and related statistics:

Yes; in our annual reports as well as on our website in the statistics section.³⁵

Numbers of male and female panelists at events (incl. co-sponsored events):

We strive to have a 50:50 ratio for our events but there are no detailed numbers.

Female practitioners in working groups, task forces, committees, boards, on behalf of employer or in personal capacity:

Yes. 5 out of 15 board members are female as of January 1, 2020.

Use of gender neutral terms in documents:

Yes; e.g. we use the term “chairperson” in our rules instead of “chairman”.

Networking opportunities for female practitioners:

No specific women related events but various initiatives such as “Gender Diversity” Conferences.³⁶

Young practitioners group:

The Austrian Arbitration Association (ArbAUT) has a youngster group “Young Austrian Arbitration Practitioners” with which VIAC has close ties and organizes events frequently.³⁷

Coaching moot teams:

VIAC supports Austrian Vis Moot teams by arranging for visits at the Secretariat.

35. For more information, see <https://www.viac.eu/en/service/statistics> and <https://www.viac.eu/en/about-us/annual-reports> (last accessed Apr. 13, 2020).

36. For more information, see <https://www.viac.eu/en/service/upcoming-events/50> (last accessed Apr. 13, 2020).

37. For more information, see <http://www.yaap.at/> (last accessed Apr. 13, 2020).

H.8 IBA Arbitration Committee

Number of female staff in lead positions:

- 1 Co-Chair,
- 4 out of 8 Vice-Chairs,
- 11 out of 27 Officers.

Women's initiatives:

We do not lead any women's initiatives but participate in several initiatives that aim at promoting gender diversity.

Training on unconscious bias:

No.

Mentoring for female practitioners & other inclusion initiatives:

No.

Publication on female practitioners and related statistics:

In the recent years we strove to have nearly an equal number of female contributors to the IBA Arbitration News.

Numbers of male and female panelists at events (incl. co-sponsored events):

In the recent years we strove to have nearly an equal number in all our events.

Female practitioners in working groups, task forces, committees, boards, on behalf of employer or in personal capacity:

- 48% of Subcommittee on IBA Arbitration Guidelines and Rules
- 30% of the International Commercial Arbitration Case Law Subcommittee
- 44.4% of the Investment Treaty Task Force
- 47% of the IBA Arb40 Subcommittee
- 41.5% of the IBA Arbitration News
- 36.7% of the Africa Group
- 28.7% of the Country Guides Task Force.

Use of gender neutral terms in documents:

Yes.

Networking opportunities for female practitioners:

The IBA Arbitration Committee does not have organized women related events but has been supporting many events held by other initiatives around

the world. Furthermore, the IBA has a committee fully dedicated to women's participation in legal practice.

Young practitioners group:

IBA Arb40 subcommittee which is co-headed by one female officer.

Coaching moot teams:

No.

H.9 International Council for Commercial Arbitration

Number of female staff in lead positions:

- 1 President
- 1 Vice President
- 18 Governing Board members
- 1 Executive Director
- 1 Deputy Executive Director

Women's initiatives:

ICCA adopted a Transition Plan in 2011 intended to renew membership of ICCA's Governing Board. As a result, between 2011 and 2020, membership of the Governing Board increased from 7% to 45% women.

We created an "Inclusiveness Committee" in 2019 to examine issues of gender and other diversity, and ensure adequate participation of women and other historically under-represented groups in ICCA.

The ICCA Governing Board adopted a Diversity and Inclusion Policy, Diversity and Inclusion Implementation Plan, and Non-Discrimination and Harassment Policy in May 2020.

Training on unconscious bias:

No.

Mentoring for female practitioners & other inclusion initiatives:

Young ICCA runs a structured Mentoring Program under the auspices of ICCA. A guiding principle of this Program is gender balance among mentees, which is consistently achieved.

Publication on female practitioners and related statistics:

We are striving to increase the number of female contributors to the ICCA International Handbook on Commercial Arbitration and the ICCA Yearbook

THE ICCA REPORTS

Commercial Arbitration; we ensure that contributions to our membership publications reflect a gender balance.

Numbers of male and female panelists at events (incl. co-sponsored events):

ICCA has a policy of achieving gender equality in speakers at ICCA Congresses. At recent ICCA Congresses, the ratio of female to male speakers has been 45% to 55%.

Female practitioners in working groups, task forces, committees, boards, on behalf of employer or in personal capacity:

- 1 President
- 1 Vice President
- 18 Members of ICCA's Governing Board (45% of total)
- 7 (Co)-Chairs of ICCA Project Groups (58% of total)
- 50% of Judiciary Committee
- 43% of Task Force on Data Protection in International Arbitration Proceedings
- 29% of ICCA Guillermo Aguilar-Alvarez Memorial Prize Advisory Board
- 60% of Working Group on Cybersecurity in International Arbitration
- 59% of Task Force on Damages in International Arbitration
- 50% of Working Group on African Arbitral Practice
- 38% of Working Group on Chinese Arbitration Practice

Use of gender neutral terms in documents:

Yes.

Networking opportunities for female practitioners:

No.

Young practitioners group:

Young ICCA was launched in 2012. It currently has a membership of 7408, of which 48% are female. It has three co-chairs, using a rotating system to ensure that a cycle of two male co-chairs and one female co-chair is always followed by a cycle of two female co-chairs and one male co-chair, and vice versa.

Coaching moot teams:

No.

H.10 Freshfields Bruckhaus Deringer LLP

Number of female staff in lead positions:

- Across the arbitration practice: 6 female partners, including 3 Heads of Regions: Erin Miller Rankin – MENA; Sylvia Noury – London; and Noiana Marigo – US.
- Across the firm: 83 (includes Partners, Consultants held out as Partners, and Global BS Senior Directors)

Women's initiatives:

- *Equal Representation in Arbitration Pledge*: Sylvia Noury, Head of International Arbitration in London, founded the Pledge which she now co-chairs with Sam Bakstad of BP. This initiative sees members of the arbitration community committed to improve the profile and representation of women in international arbitration, to increase the number of female arbitrators on an equal opportunity basis, and to seek to achieve a fair representation of women. As of April 30, 2019, the Pledge had over 3,500 signatories from more than 110 countries.

The Pledge has several regional and other initiatives: Noiana Marigo is co-chair of the Pledge LatAm subcommittee; Amani Khalifa is co-chair of the Africa Pledge subcommittee; and Sylvia Noury is co-chair of the corporate sub-committee.

- *EDGE (Every Day Gender Equality) commitment*: developed by our Women's Network in London in collaboration with colleagues across the firm and aims to promote gender equality across the firm globally. The initiative aims to empower our people to take very practical, everyday actions in their working lives that will cause incremental, tangible changes that will in turn foster true equality. Individuals across the firm have signed up to EDGE (2000+ across the firm globally since launch), committing to 10 every day actions.
- *Global Sponsorship Program (GSP)*: for high performing mid-senior level women associates globally. One-year program of sponsorship, coaching and learning and development opportunities. Just finished the 4th cohort with nominations for the 5th taking place in January 2020. Over 100 women have taken part so far.
- *Moving Forward campaign*: a project to bring together insights as to the future of work 100 years after women were able to be lawyers in the UK.³⁸
- *Women's Networks*: our employee-led groups are firm-wide in all regions we operate in, providing an opportunity to network, offer skills-based sessions

38. For more information, see <http://www.freshfields.com/movingforward> (last accessed Apr. 13, 2020).

for our women and enable them to develop their external network through events with clients.

- *30% Club*: we are committed to supporting wider change beyond the firm and our work externally with the 30% Club demonstrates this where we are founding members in the UK, US, Hong Kong and Italy.³⁹

Training on unconscious bias:

Inclusive Leadership workshop: our bespoke program aims to help leaders explore how to mitigate bias in talent decisions and provide tangible take-aways to strengthen inclusive behaviors and leadership. To date, over 240 partners, counsel, and senior business services directors have completed the workshop.

Mentoring for female practitioners & other inclusion initiatives:

- *Mentoring*: our program is led at varying levels across different offices, from practice groups to office-wide, or organized by our women’s networks.
- *Reverse mentoring*: an opportunity for professionals from across the firm’s global networks (BAN, HALO, Disability and the Women’s networks), or anyone who identifies as being from an under-represented group, to connect with a senior colleague, learn from each other and share perspectives.
- *Parental leave policies*: we review on an on-going basis our maternity, paternity and shared-parental leave offering across our offices to ensure we are supporting our people before, during, and after this critical time in their career.
- *Creating a feedback culture*: regular feedback from our diverse professionals enables us to monitor and adapt our diversity and inclusion strategy. This feedback is gathered in a number of ways: internally through exit interviews; through our employee networks and our employee engagement survey; and via external surveys with organizations.
- *Intersectional events*: hosted by our three employee networks, Black Affinity Network, Women’s and Halo (LGBT+), examples include our Intersectional Film Festival in London and “Mind Your Language” lunch and learns in Manchester. These events explore the often interwoven nature of class, race, gender, sexual orientation, and disability in our society.

Publication on female practitioners and related statistics:

All partners and counsel in the arbitration practice (and firm-wide) have their profile published on Freshfields.com. We submit information on the proportion of male and female practitioners to Chambers as part of the Chambers directory submissions process. We submit an annual report on the diversity of

39. For more information, see <https://30percentclub.org/> (last accessed Apr. 13, 2020).

our UK-based employees. We also publish an external report to accompany this.⁴⁰ We also produce our UK pay gap report each year.⁴¹

Numbers of male and female panelists at events (incl. co-sponsored events):

- **Men:** Approximately 73 Note: these figures are from the 12 month period from September 2018 to August 2019 and exclusive of our arbitration practice.
- **Women:** 65

Female practitioners in working groups, task forces, committees, boards, on behalf of employer or in personal capacity:

The following members of our global arbitration practice belong to at least one working group, task force, committee or board: Sylvia Noury, Noiana Marigo, Erin Miller Rankin, Kim Rosenberg, Jane Jenkins, Caroline Richard, Amanda Neil, Gisele Stephens-Chu, Amani Khalifa, Samantha Tan, Kate Apostolova, Vasuda Sinha, Brianna Gorence, Lexi Menish, Ketevan Betaneli, Eliane Fischer, and Niamh Leinwather.

Use of gender neutral terms in documents:

Yes.

Networking opportunities for female practitioners:

Yes – including through our Women’s Network.

Young practitioners group:

Our Women’s network has a senior and junior version.

Coaching moot teams:

Yes – our US, London, Moscow, Vienna, Hong Kong and Frankfurt offices.

H.11 White & Case LLP

Number of female staff in lead positions:

As on May 28, 2020, we have 141 female partners across the firm, including 14 within our arbitration business.

40. For more information, *see* <https://view.pagetiger.com/Responsible-business/rb19> (last accessed Apr. 13, 2020).

41. For more information, *see* https://www.freshfields.com/49f7c7/globalassets/our-thinking/campaigns/100-years/uk-pay-gap-report/07686_bs_mbd_gpg-report-2019_aw.pdf (last accessed Apr. 13, 2020).

Women’s initiatives:

- Women’s initiatives at White & Case have been on-going since at least 2003. White & Case formally launched its Global Women’s Initiative (GWI) in 2009. A committee of 20 global partners (14 women and 6 men), including 3 Executive Committee members, oversee the Initiative. The GWI is accountable to the Executive Committee for annual objectives related to their goals, pursuant to the Firm’s five-year Diversity and Inclusion Strategic Plan.
 - The GWI mission is to advance the careers of women at all levels to ensure the firm benefits from, and is seen as, a firm of choice for top talent. We have 27 local Women’s Networks with engagement across 40 offices around the globe that support the aims of the global initiative through local activities and regional outreach.
- *Formal Review Meetings*: the Chair of the GWI and the Global Head of Diversity and Inclusion meet with each of the 19 partners heading our regional sections twice a year to review the performance of their individual women lawyers and assess the depth of our pipeline for partnership.
- *Semi-Annual Gender Diversity Scorecards*: the Scorecards track hiring, retention and advancement by gender across regional sections, and are produced semi-annually and distributed to the Executive Committee, Regional Section Heads, and GWI Committee.
- *Formal Development and Sponsorship of Women Lawyers on Track for Partnership*: our Sponsorship Program is open for Associates, Counsel and Local Partners and provides a toolkit to all regional sections to replicate similar programs. The GWI also includes programs for women partners to support them in business development and preparation for leadership roles.
- *Global Executive Coaching Leadership Program*: the GWI executed a market-leading coaching program pilot for the career progression of our women lawyers throughout the firm’s Americas, Asia-Pacific, and EMEA offices. The program offers all women below partner level the opportunity to receive individual executive coaching and participate in group coaching sessions on a variety of professional development topics, including presence and gravitas, building an authentic leadership brand, political savvy, confidence and self-belief, strategic career planning, and strategic networking.

Unconscious bias training:

- Unconscious Bias has been a priority as part of the five-year Diversity & Inclusion strategy, and the decision was taken to offer a learning opportunity for all employees across the firm. As we wanted the training to have as much impact as possible, we partnered with an external organization to develop the training based on case studies that suited each office. This meant the scenarios

were consistent with real examples for that office and took into consideration cultural nuances.

- These scenarios had a heavy focus on gender bias, including in the recruitment process. The training has been delivered globally to 44 of 46 offices to date, which has included 88 sessions and 2,983 participants. We rolled out additional training to a number of our US offices in 2019 to bring greater focus to inclusive leadership, cultural competence, and bias.

Mentoring for female practitioners & other inclusion initiatives:

- We support returnship programs, including the OnRamp Fellowship and Reignite Academy. OnRamp is a re-entry platform in the US that matches experienced lawyers returning to the workforce after a career hiatus with law firms and legal departments for year-long paid positions that often translate into permanent roles. Reignite Academy is a similar program in the UK.
- We provide targeted office/leader training on inclusive leadership and respectful workplace relationships, touching on issues of cultural competency and implicit bias.
- We have introduced an enhanced Paid Parental Leave Policy across all our US offices, and distributed a written parental leave toolkit in the US that serves as a model for use in all regions globally, with varying information depending on local policies and statutory leave requirements. Additionally, we offer free access to parental leave coaching through an expert provider.
- Our Local Women’s Networks and various affinity groups significantly contribute to the inclusive nature of the firm, with initiatives focused around personal and professional development including mentoring circles, and we partner with Goldman Sachs on its Latitudes program, which focuses on matching diverse lawyers with three to six years’ experience with senior Goldman Sachs lawyers.

Publication on female practitioners and related statistics:

- The biographies and experience of our female practitioners are published on our firm website – <http://www.whitecase.com/>. Our statistics are contained in external benchmarking activities and listings which include American Lawyer Diversity Scorecard, The Lawyer UK 200, Chambers directory and, in the UK, our gender pay gap reports.
- We received 2019 Mansfield Rule Certification Plus from Diversity Lab for “affirmatively considered at least 30 percent women, attorneys of color and LGBTQ+ attorneys for leadership and governance roles, equity partner promotions, and senior lateral positions.” We also have been certified by Women in Law Empowerment Forum (WILEF) as a Gold Standard Firm in the US and UK, which is awarded to “major firms that meet objective criteria concerning

the number of women among equity partners, in firm leadership positions, and in the ranks of their most highly compensated partners.”

Use of gender neutral terms in documents:

Yes. Our employment policies, for example, use “their” rather than “he” or “she” to ensure they are inclusive of all genders.

Networking opportunities for female practitioners:

- In addition to our Global Women’s Initiative and Local Women’s Networks, we have a number of Employee Affinity Networks to engage and support female practitioners to develop their networks based around other demographics such as sexual orientation and race. These serve to support our practitioners in all aspects of their lives and identities.
- We have hosted executives from organizations such as Microsoft, Gilead, and Saudi Aramco to speak on topics such as gender pay parity and gender equality, and partner with a range of client and peer firms on joint networking events to provide female practitioners networking and learning opportunities.

Young practitioners group:

Some of our Local Women’s Networks run mentoring circles to support female practitioners early in their careers.

H.12 Three Crowns LLP

Number of female staff in lead positions:

- Partners: 3 of 13 (23%)
- Counsel: 3 of 5 (60%)
- Business Support Heads: 1 of 5 (20%)

Women’s initiatives:

- Partners Liz Snodgrass, Carmen Martinez Lopez, and Kathryn Khamsi lead a women’s group at Three Crowns which includes all female fee-earners, legal support, and business service staff.
- Our pro bono work regularly focuses on issues of gender equity. By way of example, we recently started work with an NGO on a report that is due to be submitted to a prominent international organization and is intended to address diversity issues in how appointments are made within this organization.
- The firm supports interested women lawyers’ membership of ArbitralWomen, and one of our associates recently established a networking initiative with this group.

- The firm and numerous of its lawyers are signatories to the ERA Pledge, and one of our associates a member of the ERA Pledge Young Practitioners Subcommittee.

Mentoring for female practitioners & other inclusion initiatives:

- Mentoring is integral to the culture of the firm. In addition to extensive informal mentoring, in order to ensure equal access all associates are able to participate in formal mentoring schemes.

Publication on female practitioners and related statistics:

- Biographies for all associates are included on the Three Crowns website.
- Diversity statistics are provided on request, including in all legal directories.
- We recently undertook a pay equity review.
- All of our fee-earners are promoted through LinkedIn and our firm intranet for any activity that they have been involved in e.g. blogs, panel participants, and academic work.
- We complete the SRA survey every two years.
- We complete the ARS and US Economic Census in Washington, DC.

Female practitioners in working groups, task forces, committees, boards, on behalf of employer or in personal capacity:

We do not compile statistics on this metric, but anecdotally are aware that female lawyers actively participate in a variety of organizations internationally, including but not limited to: the American Society of International Law, the Spanish Arbitration Club, the Green Pledge, the ICC Task Force on Climate Change and Arbitration, Legal Response International, and the International Institute for Conflict Prevention & Resolution.

Use of gender neutral terms in documents:

Our policies and employment contracts are gender neutral, the exception being the maternity policy.

Coaching moot teams:

Lawyers in all of our offices have been involved in assisting and coaching moot teams.

APPENDIX I

Suggested checklist of data to be recorded by arbitral institutions

1. Number of annual nominations/appointments	
<i>Total number of men and women nominated or appointed</i>	
Number of women	
Number of men	
2. Number of repeated nominations	
<i>Total number of repeat appointments (men and women)</i>	
Number of repeat appointments for women and number of repeat appointments for each woman	
Number of repeat appointments for men and number of repeat appointments for each man	
3. Role of arbitrators nominated	
<i>Total number of men and women nominated as sole arbitrator</i>	
Number of women nominated as sole arbitrator	
Number of men nominated as sole arbitrator	
<i>Total number of men and women nominated as chair</i>	
Number of women nominated as chair	
Number of men nominated as chair	
<i>Total number of men and women nominated as co-arbitrator</i>	
Number of women nominated as co-arbitrator	
Number of men nominated as co-arbitrator	
<i>Total number of men and women nominated as emergency arbitrator</i>	
Number of women nominated as emergency arbitrator	
Number of men nominated as emergency arbitrator	
4. Authority of designator of the arbitrators	
<i>Total number of men and women nominated by the parties</i>	
Number of women nominated by the parties and in which role	
Number of men nominated by the parties and in which role	
<i>Total number of chairs nominated by co-arbitrators</i>	
Number of female chairs nominated by co-arbitrators	
Number of male chairs nominated by co-arbitrators	

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<i>Total number of sole/chair/co-arbitrator/emergency arbitrator nominated by the Institution</i>	
Number of women as sole/chair/co-arbitrator/emergency arbitrator nominated by the Institution, including repeated nominations	
Number of men as sole/chair/co-arbitrator/emergency arbitrator nominated by the Institution, including repeated nominations	
5. Composition of Arbitral Tribunals	
Number of tribunals with 1 or more women	

Checklist of potential opportunities to address gender diversity and tools to overcome bias

A. Checklist of potential opportunities to address gender diversity

(i) Promote qualified women

Encourage participants in the arbitral process to ensure that, wherever possible:

- Committees, governing bodies and conference panels in the field of arbitration include a fair representation of women;
- Lists of potential arbitrators or tribunal chairs that are provided to or considered by parties, counsel, in-house counsel, or otherwise include a fair representation of female candidates;
- States, arbitral institutions and national committees include a fair representation of female candidates on rosters and lists of potential arbitrator appointees, where possible;
- Where they have the power to do so, counsel, arbitrators, representatives of corporates, states and arbitral institutions appoint a fair representation of female arbitrators;
- Gender statistics for appointments (split by party and other appointment) are collated and made publicly available; and
- Senior and experienced arbitration practitioners support, mentor/sponsor and encourage women to pursue arbitrator appointments and otherwise enhance their profiles and practice.

(ii) Find and consider qualified female candidates

- Spend five minutes longer when drawing up a list of potential arbitrators to think of some suitably experienced women;
- Make use of various resources that list qualified female candidates and highlight their credentials, allowing users to identify names of candidates to consider when nominating or appointing arbitrators;⁴² and
- Consider using “blind” CVs of potential candidates by removing any identifying information, to ensure that those who will select an arbitrator make a selection without any risk of bias.

(iii) Commit to do more

- Make diversity a business decision and ensure that your firm reflects the diversity of your clients;
- Establish goals, benchmarks and time periods to reach those goals;
- Take inspiration from the Linda Gerstel “action-based checklist: Account, Awareness, Access, Ask, and Appoint”;⁴³
- Take inspiration from the various initiatives provided in the Cross-Institutional Report on Gender Diversity in Arbitral Tribunals;⁴⁴
- Take inspiration from the 10 Pledge Resolutions;⁴⁵
- Establish mentoring programs for female lawyers and parentship return programs;⁴⁶ and
- Report regularly about progress, achievements, and promotions. It is important to celebrate victories and inspire other stakeholders. It is likewise crucial to show progress and encourage younger generations to succeed. Reporting about promotions is equally essential to prove that change is possible and is happening.

(iv) Promote yourself

- Be brave; be proactive; be patient; never give up;
- Apply to join rosters;

42. Various resources are listed at Section V.A(ii) of the Report.

43. Linda Gertsel’s checklist is discussed at Section V.B(ii)(b) of the Report.

44. *See generally*, Section V of the Report.

45. For more information, *see* https://assets.website-files.com/58a4313f62641fda6d995826/5e15ccca274eec00dabbe1dc_08123_PG_DR_ERA%20pledge_2020.pdf (last accessed May 26, 2020).

46. On mentoring, *see* Sections V(D)(iv) and V(E)(ii) of the Report.

- Seek opportunities to contribute to working groups;
- Seek opportunities to speak at conferences;
- Publish on various topics and mainly in your area of expertise;
- Post on international list servers and on social media;
- Find a mentor or a sponsor;
- Show your availability to work any time;
- Stand out in a tangible area of law, or on the basis of unique skills such as languages or other specific know-how;
- Be visible, participate in events, workshops, webinars, cocktails;
- Be vocal and actively communicate your achievements;
- Develop your network;
- Keep your online profile up-to-date;
- Accept a limited number of small tasks or an administrative secretary task or a task of secretary to a working group – you will learn a lot;
- Deliver when you commit to a task and show that you are reliable; and
- Promote your colleagues who will promote you in turn.

B. Checklist of tools to overcome bias

Explore available initiatives⁴⁷

- The Arbitral Women Diversity Toolkit;
- Alliance for Equality in Dispute Resolution;
- Harvard Implicit Association Tests; and
- Training with psychologists specialized in implicit biases.

Become aware of your own biases

- Call out and address unconscious or implicit bias when you see it;
- Organize training in your workplace;
- Prior to making a decision about a person or role, write down your reasoning and be aware of those reasons that may reflect personal biases;
- Solicit input from others and be open to diverse views on issues;
- Ask people to justify their decisions so that they are not driven solely by instinct; and
- Collect and analyze data to help keep track of decisions that may be influenced by unconscious bias.

47. See generally Section V.A(iii) of the Report.

Report of the Cross-Institutional Task Force on Gender Diversity in Arbitral Appointments and Proceedings

This Report of the Cross-Institutional Task Force on Gender Diversity in Arbitral Appointments and Proceedings publishes statistics on the appointment of female arbitrators and identifies opportunities to promote gender diversity in international arbitration. The Report reflects extensive data from almost all major arbitral institutions and includes a survey of more than 30 women arbitrators.

The Report starts by noting the moral, economic and social imperatives to address gender discrimination, as well as the practical advantages of choosing from a broad pool of qualified arbitrator candidates. It then assesses the extent to which qualified women are being appointed as arbitrators, reviewing trends in data published by arbitral institutions. To understand these trends, the Report considers factors that reduce gender diversity in arbitral tribunals and the senior ranks of international arbitration practitioners more generally. Finally, the Report highlights opportunities to promote gender diversity, compiling advice for those in the position of appointing arbitrators; qualified women seeking to promote their availability to act as arbitrators; less-experienced aspiring female arbitrators; employers in the position of nurturing and generating future female talent; and in-house counsel who recognize that it may be in their interests to have more diverse arbitrator panels.

We hope this Report will be used widely as a source of data on arbitral appointments, as well as by those who share our vision for a more diverse international arbitration community.

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