

A conference co-presented by the IBA Employment and Industrial Relations Law Committee and the IBA Diversity and Equality Law Committee



the global voice of
the legal profession®

Annual IBA Employment and Diversity Law Conference



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26–28 April 2023, Alvear Palace Hotel, Buenos Aires

The workplace is being redefined, and so too is the employment relationship itself. Employers must adapt to this new world of work and take action if they are to attract and retain the workforce of the future. As labour and employment lawyers, we stand at the forefront of these developments. We will discuss issues associated with the new world of work at length at our conference in South America and look forward to providing a platform for our members to share their experiences too.

Join us on 26–28 April 2023 in Buenos Aires as we discuss these developments and other related legal topics and best practices of the new workplace with international employment lawyers from around the world.

Sessions include:

- Drafting global remote and hybrid working policies (interactive round table format)
- Compensation and benefits: how to effectively draft a Management Incentive Plan (MIP) in the context of an M&A transaction (including LTI/STI)
- Mental health increase in claims relating to Burnout Syndrome and prevention strategies
- Negotiation skills (part two): negotiations/bargaining with employee representatives (interactive session)
- ESG: social responsibility at work and freedom of expression
- Typical employment and discrimination issues in Latin America (including the collective labour law and the relevance of strike action)
- How to handle a growing culture of moonlighting
- Employment law in the metaverse
- The benefits of a disability confident workforce
- Supply chain and collective labour law issues in the Americas

Headline conference sponsor



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Programme

Conference Co-Chairs

Patrick L Benaroché *Stikeman Elliott, Montreal; Co-Chair, IBA Employment and Industrial Relations Law Committee*
Ronnie Neville *Mason Hayes & Curran, Dublin; Co-Chair, IBA Diversity and Equality Law Committee*
Vikram Shroff *Nishith Desai Associates, Mumbai; Co-Chair, IBA Employment and Industrial Relations Law Committee*
Ueli Sommer *LEL Lawyers, Zurich; Co-Chair, IBA Diversity and Equality Law Committee*

Wednesday 26 April

1900 – 2100 **Opening cocktail**

Alvear Palace Hotel

dress code: smart casual or business attire

All speakers, delegates and registered guests are welcome to attend.

Thursday 27 April

0800 – 1700 **Registration**

0800 – 0845 **Continental breakfast**

0845 – 0900 **Welcome and Opening remarks**

0900 – 0930 **Keynote speech**

Isela Constantini *Former CEO, Aerolineas Argentinas and General Motors, Buenos Aires*

0930 – 1100 Plenary session

ESG: social responsibility at work and freedom of expression

Environmental, social and governance (ESG) has become an increasing focus for employers, employee representatives and applicants alike. This session will consider market practices regarding ESG, the importance of employers being aware of the impact and the potential fallout from ESG issues. We will examine the impact of ESG in the workplace; in particular, how ESG can impact an employer's policies and an employee's freedom of expression and how those issues can subsequently be balanced. We will also discuss whether and in what way the implementation of ESG in corporate culture, in the cooperation between employers, employees and employee representatives, and in the area of HR policies, helps to attract applicants and retain employees.

Moderators

Frances Anderson *Victorian Government Solicitor's Office, Melbourne; Treasurer, IBA Diversity and Equality Law Committee*
Aoife Bradley *LK Shields, Dublin; Secretary, IBA Employment and Industrial Relations Law Committee*

Speakers

Thomas Bezani *GOERG, Cologne*
Elise Margow *Australian Books for Children of Africa Ltda, Melbourne*
Ronak Ray *modCounsel, San Francisco, CA*
Ugo Ukabam *General Mills Inc, Golden Valley, MN*

1100 – 1130 **Coffee/tea break**

1130 – 1245 Breakout sessions

Breakout session 1

Workshop: drafting global remote and hybrid working policies

As remote and hybrid working has become the new normal, employers around the globe look to establish clear and comprehensive policies to reflect their practices. In this session, we will examine considerations in drafting a remote and hybrid working policy particularly for a global business. We will notably discuss the key employment and immigration issues to be covered in such a policy together with other challenges involved in implementing such a policy. Experts and leaders in the legal community as well as professional participants of the conference will also share their experiences and top tips for drafting such a policy.

Moderators

Caroline Andre-Hesse *Ayache, Paris; Senior Vice Chair, IBA Employment and Industrial Relations Law Committee*
Bjoern Otto *CMS Germany, Cologne*

Headline Social Event Sponsor



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GONZÁLEZ LARRAZOLO
ABOGADOS

Associate Conference Sponsor



Thursday continued

Speakers

Ruben Agote *Cuatrecasas, Barcelona*
Federico Deya *Mercado Libre, Buenos Aires*
Patricia Medeiros Barboza *CGM Advogados, São Paulo*
Yusra Siddiquee *Littler Mendelson, Toronto, ON*
Stefanie Tack *Strelia, Brussels*

Breakout session 2

Beyond flexibility: reaping the benefits of a disability confident workforce

While many countries have anti-discrimination and equal opportunity legislation, the employment gap between disabled and non-disabled people remains persistently high and seemingly resistant to any efforts to narrow it. However, with the rise of flexibility in the way we work following the Covid-19 pandemic, this creates a unique opportunity to consider the intersection of technology and disability and reap the benefits of a disability confident workforce. This session will consider the barriers that currently exist, and the opportunities for meaningful progress to reduce the employment gap.

Moderators

Yvonne Frederiksen *Norrbom Vinding, Copenhagen; Conference Quality Officer, IBA Diversity and Equality Law Committee*
Carol Zhu *Zhong Lun Law Firm, Shanghai; Secretary, IBA Diversity and Equality Law Committee*

Speaker

Abbey Dalton *Victorian Government Solicitor's Office, Melbourne*

1245 – 1400 **Lunch**

1400 – 1515 Breakout sessions

Breakout session 3

Compensation and benefits: how to effectively draft an MIP in the context of an M&A transaction

Management incentive plans (MIPs) have become a popular way of remunerating, motivating and rewarding employees and management. During this session, we will examine how to best design and implement an MIP in the context of an M&A transaction and examine the benefits of such schemes generally for the business and employees. We will consider the various types of incentive plans that can be offered to employees and management for both short term and long term incentivisation. We will also discuss some of

the key considerations in designing and selecting a plan (eg, tax) and how to choose the right scheme depending on the profile of the management personnel and the nature of the business.

Moderators

Carolyn A Knox *Ogletree Deakins, San Francisco*
Ed Mills *Travers Smith, London; Senior Newsletter Editor, IBA Employment and Industrial Relations Law Committee*

Speakers

Anshul Prakash *Khaitan & Co, Mumbai*
Todd Solomon *McDermott Will & Emery, Chicago, IL; Co-Chair, Global Employment Institute (GEI)*
Cleber Venditti *Mattos Filho, São Paulo*

Breakout session 4

Mental health: the increase in claims relating to 'burnout' and prevention strategies

The changing workplace and today's way of working brings with it some challenges and considerations for employee mental health and workplace wellbeing. While the benefits of remote and hybrid working have clearly been shown, more than four out of ten workers (44 per cent) say that their work stress has increased as a result of the pandemic, according to one Europe-wide survey. Remote and hybrid working raise issues around facilitating inclusivity and participation in the workforce, combatting isolation, a culture of always 'being on' and other mental health issues. During this session we will discuss the responsibilities on both sides of the employment relationship in respect of protecting and safeguarding the mental health of employees including the extent of an employer's duty to an employee, the responsibilities an employee has, considerations around identifying mental health issues, best practice, and practical tips.

Moderators

Lloyd Chinn *Proskauer Rose, New York City; Committee Liaison Officer, IBA Employment and Industrial Relations Law Committee*
Pål Kvernaas *Haavind, Oslo; Diversity and Inclusion Officer, IBA Diversity and Equality Law Committee*

Speakers

Alvaro Aguilar *Aguilar Castillo Love, San Jose*
Veena Gopalakrishnan *Trilegal, Bangalore*
Nathie Luz *Amazon, São Paulo*
Anne Morel *BSP, Leudelage*

1515 – 1545 **Coffee/tea break**



Conference Dinner Sponsors

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CASTILLO
LOVE**

MATTOS FILHO

**MIJARES ANGOITIA
CORTES Y FUENTES**

Thursday continued

1545 – 1715 Plenary session

Typical discrimination and employment issues in Latin America

The diversity of Latin American cultures – as well as changing demographics, growing migration in search of work and a rapidly changing business environment – have contributed to discrimination in the workplace becoming a key issue in this region. Gender inequality in particular is highlighted as an area of concern. During this session, we will consider whether enough is being done to tackle discrimination and gender inequality. We will look at the latest developments and hot employment law issues in workplaces in this region and will hear the experiences of lawyers practicing in this region on the key considerations from an employer and employee representative perspective, especially with regard to collective labour law.

Moderators

Luis Antonio Ferraz Mendes *Pinheiro Neto Advogados, São Paulo; Corporate Counsel Forum Liaison Officer, IBA Employment and Industrial Relations Law Committee*

Carolina Tavares Rodrigues *GE Renewable Energy, São Paulo*

Speakers

Dione Assis *Black Sisters in Law, Rio de Janeiro*

Hector Gonzalez Graf *Marvan Gonzalez Graf y Gonzalez Larrazolo, Mexico City; Newsletter Editor, IBA Employment and Industrial Relations Law Committee*

Renzo Parodi Guastavino *Tata Consultancy Services LATAM, Santiago*

Paulina Miranda *Phiillipi Prietocarrizosa Ferrero DU & Uria, Santiago*

Catalina Santos Angarita *Brigard Urrutia, Bogota; Corporate Counsel Forum Liaison Officer, IBA Latin American Regional Forum*

1930 – 0200 Welcome cocktail and dinner party

Palacio Paz Circulo Militar

dress code: smart casual or business attire

Ticket price: US\$200

Friday 28 April

0800 – 1400 Registration

0800 – 0900 Continental breakfast

0900 – 0930 Keynote Speaker

Ruben Ever Cortina *World President, Uniglobal Union; Professor of Labour Relations, Buenos Aires*

0930 – 1100 Plenary session

Supply chain and collective labour law issues in the Americas

The expansion of global supply chains has been driven by a business model expressly designed to take advantage of low wages and inadequate regulation and enforcement. With a trend emerging of companies in the Americas looking to rely less on the manufacturing industry abroad, nearshoring opportunities are opening up. This session will address current issues of collective labour law in North and South America. We will focus on the importance of International

Framework Agreements, the permissibility and limits of industrial action, due diligence on the activities of third-party suppliers and changes that have resulted from the global supply chain debate.

Moderators

Mercedes Balado Bevilacqua *MBB Lawyers, Buenos Aires*

Veronica Raffo *Ferrere, Montevideo; Conference Quality Officer, IBA Employment and Industrial Relations Law Committee*

Speakers

Enrique Betemps *Perez Alati Grondona Benites & Arntsen, Buenos Aires*

Carolina Camacho *Garrigues, Bogota*

Erika Collins *Faegre Drinker Biddle & Reath, New York City, NY*

Hugo Hernandez-Ojeda *Hogan Lovells, Mexico City*

Alejandro Liporace *Mondelez, Buenos Aires*

1100 – 1130 Coffee/tea break

Conference Opening Reception Sponsor

1130 – 1245 Breakout sessions

Breakout session 5

Negotiation skills (part two): negotiations/bargaining with employee representatives

In this session, we will explore how to effectively negotiate with employee representatives, the challenges and pitfalls presented in both face-to-face and remote negotiations (taking into consideration different cultures and jurisdictions).

Moderators

Olivier Kress *Flichy Grange, Paris; Treasurer, IBA Employment and Industrial Relations Law Committee*

Hironobu Tsukamoto *Nagashima Ohno & Tsunematsu, New York City; Senior Vice Chair, IBA Diversity and Equality Law Committee*

Speakers

Patrizio Bernardo *Studio Legale Delfino Willkie Farr Gallagher, Rome*

Ana Cid *Seyfarth Shaw (UK), London*

Nicolas Grandi *Allende & Brea, Buenos Aires*

Breakout session 6

What is moonlighting and why has it been gaining momentum?

In this session, we will examine the moonlighting phenomenon and the potential risks associated with it including conflicts of interest, decreased productivity, health and safety issues, intellectual property concerns and potential data security breaches. We will also discuss with experts and leaders in the legal community how employers should address the issue through workplace policies.

Moderators

Orly Gerbi *Herzog Fox & Neeman, Tel Aviv; Diversity and Inclusion Officer, IBA Employment and Industrial Relations Law Committee*

Ajay Singh Solanki *Nishith Desai Associates, Mumbai; Website and Membership Officer, IBA Diversity and Equality Law Committee*

Speakers

Marina Bericua *Microsoft, Buenos Aires*

Philippe De Wulf *Altius, Brussels*

Ignacio Funes de Rioja *Bruchou & Funes De Rioja, Buenos Aires; Vice Chair, Global Employment Institute (GEI)*

Anthony Oncidi *Proskauer Rose, Los Angeles, CA*

Silvia Tozzoli *Legance - Avvocati Associati, Milan; Newsletter Editor, IBA Employment and Industrial Relations Law Committee*

1245 – 1400 **Lunch**

1400 – 1515 Plenary session

Employment law in the metaverse

Limitations on in-person meetings caused by the Covid-19 pandemic have triggered a rapid acceleration of pre-existing technical trends, including the metaverse, which raise a number of legal questions in the employment context. During this session, we will examine some of the potential challenges related to the use of the metaverse from an employment context, including in terms of employee training, enforcement of non-competition clauses, occupational health and safety, identifying the applicable legal jurisdiction and considering potential new harassment and discrimination risks as well as algorithmic surveillance and data protection concerns.

Moderators

Szymon Kubiak *Wardynski & Partners, Warsaw; Website and Communications Officer, IBA Employment and Industrial Relations Law Committee*

Mikaël Pelan *Lusis Avocats, Paris; Co-Chair, Disability Rights Working Group, IBA Diversity and Equality Law Committee*

Speakers

Alvaro Jose Galli *Beccar Varela, Buenos Aires*

Katie Marble *modCounsel, Lafayette, CA*

Juan Ilich Perez Garcia *Samsung SDS Mexico, Mexico City*

Enrique Stile *Marval O'Farrell & Mairal, Buenos Aires*

Pulina Whitaker *Morgan Lewis, London*

1515 – 1530 **Closing remarks**

1900 – 2200 **Closing cocktail**

Yacht Club Argentino

dress code: All white strongly encouraged

The IBA, its officers and staff accept no responsibility for any views expressed, presentations or materials produced by delegates or speakers at the Conference.

IBA Harassment Policy

IBA conferences provide unrivalled professional development and network-building opportunities for international legal practitioners and their professional associates. The IBA values the participation of every delegate and member of the IBA and wants all attendees to have an enjoyable and fulfilling experience. Accordingly, all conference attendees are expected to show respect and courtesy to other attendees, IBA staff and those involved with hosting the events throughout the conference and at all conference events, receptions, and parties, whether officially organised by the IBA or others. All delegates, guests, attendees, speakers, exhibitors, staff and volunteers at any IBA event are required to conform to the IBA Harassment Policy.

See www.ibanet.org/conferences/harassment-policy.aspx

Continuing Professional Development / Continuing Legal Education

For Conference delegates from jurisdictions where CPD/CLE is mandatory, the IBA will provide a Certificate of Attendance for the Conference. Subject to CPD/CLE requirements, Conference delegates can use this to obtain the relevant number of hours' accreditation. The number of CPD/CLE hours available may vary depending on the rules applied by the members' bar association/law society on time recording criteria.

A Certificate of Attendance is available to Conference delegates on request. Please ask at the IBA conference registration desk for information on how to obtain the certificate.

Information

Date

26–28 April 2023

Venue

Alvear Palace Hotel
Avenida Alvear 1891
Buenos Aires, Argentina - C1129AAA
Tel: +54 (11) 4808 2100
Website: www.alvearpalace.com

Fees

Online registrations received:

	on or before 10 March	until 21 April
IBA member	US\$1,025	US\$1,175
IBA corporate group member*	US\$770	US\$880
Non-member**	US\$1,250	US\$1,400
Young lawyers (under 30 years)	US\$770	US\$1,400
Academics/judges (full time)	US\$770	US\$1,400
Public lawyers	US\$770	US\$1,400
Corporate counsel	US\$925	US\$1,400
Guest fee	US\$325	US\$325
Ticket to the Welcome dinner	US\$200	US\$200

After **21 April** registrations must be received in hard copy at the IBA office.

Hard copy registration forms and fees received:

	on or before 10 March	after 10 March
IBA member	US\$1,140	US\$1,305
IBA corporate group member*	US\$855	US\$980
Non-member**	US\$1,390	US\$1,555
Young lawyers (under 30 years)	US\$855	US\$1,555
Academics/judges (full time)	US\$855	US\$1,555
Public lawyers	US\$855	US\$1,555
Corporate counsel	US\$1,025	US\$1,555
Guest fee	US\$325	US\$325
Ticket to the Welcome dinner	US\$200	US\$200

* The IBA Corporate Group Member is a reduced rate offered to the in-house legal department of international corporations. This rate is only applicable if your company has a corporate group membership with the IBA.

** By paying the non-member fee, we welcome you as a delegate member of the IBA for the year in which this conference is held, which entitles you to the following benefits:

- (1) Password access to certain parts of the IBA website.
- (2) Receipt of *IBA E-news* and access online versions of *IBA Global Insight*.
- (3) Pay the member rate for any subsequent IBA conference registrations for this calendar year.
- (4) Take advantage of IBA Special Offers.

Language

All conference working sessions and conference materials will be in English.

How to register

Register online by **10 March** at www.ibanet.org/conferencedetails/CONF2328 and make payment by credit card to avail of the ten per cent online registration discount or complete the attached registration form and return it to Camila Campelo at camila.campelo@int-bar.org. You should receive emailed confirmation of your registration within five days; if you do not please contact Camila Campelo.

If you would like to become a full or general member of the IBA, which includes membership of one committee or more – and inclusion in and access to our membership directory – we encourage you to do so now in order to register for this conference at the member rate. Full details of how to join can be found at www.ibanet.org

A reduced rate is offered to lawyers who are over the age of 65, have been an IBA member for more than 20 years and are no longer practising law.

Full payment must be received in order to process your registration.

Fees include:

- Attendance at all working sessions on 27 and 28 April
- Conference materials, including any available speaker's papers presented at the conference
- Access to the above conference working materials from the IBA website (www.int-bar.org) approximately seven days after the conference
- Lunches on Thursday and Friday
- Coffee/tea during breaks
- Ticket to Opening cocktail on 26 April
- Ticket to Closing cocktail on 28 April

Guest fee includes:

- Ticket to Opening cocktail on 26 April
- Ticket to Closing cocktail on 28 April

A guest must **not** be a member of the legal profession or seek to use the Conference as a business networking opportunity. Access to working sessions is not permitted for guests. Checks are made to ensure members of the legal profession are not registered as guests, if this is the case, registration will be refused unless the guest registers as a full delegate for the conference. **Only registered guests (ie, those paying the guest fee) are eligible to participate in the social programme.**

List of participants

In order for your name to appear in the list of participants, which will be made available seven days prior to the conference, your registration form must be received by **21 April** at the latest.

Live delegate search

Delegates are able to use the live delegate search via the IBA website, in order to use this function delegates will need to be logged into their MyIBA. This will allow search access to up-to-date attendance lists.

Registration confirmation

All documentation regarding your attendance at the conference can now be obtained from the IBA website. Upon receipt of your payment for the conference a confirmation email will be sent containing instructions on how to download the documents. Registration confirmation will not be distributed by post.

Photography and filming

Certain sessions and/or social functions may be photographed and/or filmed and some of this content may be used for future IBA marketing materials, member communications, products or services. Should you have any concerns with regard to this, or do not wish to be featured in any of these materials please contact the IBA Marketing Department on ibamarketing@int-bar.org

Payment of registration fees by bank transfer or BACS payment Registration forms received without proof of payment will NOT be processed until proof of payment has been received.

US dollars: by bank transfer to the IBA account at the National Westminster Bank, St James's & Piccadilly Branch, 208 Piccadilly, London W1A 2DG, United Kingdom.

SWIFT address NWBKGB2L, IBAN GB55NWBK60730101286498

Please ensure that a copy of the bank transfer details is attached to your registration form.

Online credit card payments: by Visa, MasterCard or American Express. **No other cards are accepted.**

PLEASE ENSURE THAT YOUR NAME AND 'CONF2328EMPLOYMENT' APPEAR ON ANY TRANSFER OR DRAFT.

Conference sell-outs

The IBA places its conference in venues of a suitable size for the event; however there are times when our conferences may sell out. Should this happen, prospective delegates will be informed and a waitlist will operate. The waitlist will function on a 'first come, first served' basis, subject to receiving registered delegate cancellations. The IBA will not be liable for any travel or accommodation expenses incurred by an individual who travels to the conference without a confirmed place at the event.

Cancellation of registration

If cancellation is received in writing at the IBA office by **10 March**, fees will be refunded less a 25 per cent administration charge. Refunds will be made minus any monies owed to the IBA. We regret that no refunds can be made after this date. Registrations received after **10 March** will not be eligible for any refund of registration fees.

Provided you have cancelled your registration to attend an IBA conference in accordance with the terms of the 'cancellation of registration' clause included in the 'Information' section of the relevant conference programme, you must then confirm to us in writing at the IBA office as soon as possible but in no event later than one year (12 calendar months) from the date of any such conference all necessary details to enable any reimbursement owed to you to be paid. We regret that no refunds will be made after the date that is one year (12 calendar months) after the date of the relevant conference.

Hotel accommodation

A limited number of rooms have been reserved at the Alvear Palace for the nights of 26, 27 and 28 April.

Alvear Palace Hotel

Avenida Alvear 1891
Buenos Aires, Argentina - C1129AAA
Tel: +54 (11) 4808 2100
www.alvearpalace.com

The following rates are per room, per night and inclusive of breakfast. Service charges and local taxes are not included.

Palace premier - single or double room	US\$310
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As a limited number of rooms have been blocked at the hotel, availability cannot be guaranteed once the room block is full.

Promotional literature

Please note that no individual or organisation may display or distribute publicity material or other printed matter during the conference, unless by prior arrangement with the IBA. Organisations and companies wishing to discuss promotional opportunities should contact the Sponsorship Department at sao.paulo@int-bar.org

No deductions or withholdings

All fees payable to us by you in accordance with the terms contained in this 'Information' section shall be paid free and clear of all deductions or withholdings whatsoever. If any deductions or withholdings are required by law to be made from any fees payable to us by you under the terms contained in this 'Information' section you shall pay such sum as will, after the deduction or withholding has been made, leave us with the same amount as we would have been entitled to receive in the absence of any such requirement to make a deduction or withholding.

If we obtain the benefit of any tax credit or other relief by reference to any such deductions or withholdings, then we shall repay to you such amount as, after such repayment has been made, will leave us in no worse position than we would have been had no such deductions or withholdings been required.

Weather

The climate in Buenos Aires in late April is characterised by gradually falling daily high temperatures, with daily highs around 7-19°C (45-66°F). Rains are common in this time of year.

Travel arrangements and visas

Participants are responsible for making their own travel arrangements. It is recommended that you check your visa requirements with your local embassy or consulate. **We are unable to dispatch visa invitation letters to support your visa application prior to receipt of your registration form and full payment of registration fees.**

Please apply for your visa in good time.

Vaccine

Please, check with your local health agency if yellow fever and Covid-19 vaccinations are mandatory for your inbound or outbound travel to Argentina.

Airport

Aeropuerto Internacional Ministro Pistarini (EZE) is located approximately 20 miles Southwest of Buenos Aires.

Taxi

The best form of transport available from the airport to the Alvear Palace Hotel is by taxi. The journey costs around US\$30, plus tip. It takes approximately 45 minutes.

Please email reservations@alvear.com.ar informing promo code **GrupoIBA** to make your reservation. The hotel requires the guarantee through a credit card to secure your reservation, in case of no show and late cancellations.

Any cancellation or modification made at any time incur a penalty of 2-nights stay. The same applies for no-shows.

Delegates are responsible for making accommodation reservations and entering into an agreement with the hotel regarding credit card guarantees, cancellation terms and conditions, and room rates (should these differ from the special IBA rate). The IBA cannot accept responsibility for hotel accommodation disputes between a delegate and the hotel.

Unauthorised accommodation agents

The IBA is not using any travel or accommodation agents for this conference. To make your reservation please contact the hotel directly. That is the only official accommodation booking system.

Disabled access

The Alvear Palace Hotel is wheelchair accessible. Please notify us if you require special assistance.



Social programme

Wednesday 26 April

1900 – 2100

Opening cocktail

Thursday 27 April

1930 – 0200

Welcome dinner

Ticket price: US\$200

Friday 28 April

1900 – 2200

Closing cocktail

Dates to remember

- **10 March** is the date by which your registration form and payment must be received at the IBA office if you are taking advantage of the early registration fee and is the date by which any cancellation must be received at the IBA office in order for fees to be refunded, less a 25 percent administration charge. No refunds can be made after this date
- **21 April** is the date by which your registration form and payment must be received at the IBA office in order for your name and company to be included in the list of participants, which will be made available seven days prior to the conference. After this date no registration forms can be accepted at the IBA office – please therefore register at the conference.

The organisers may at any time, with or without giving notice, in their absolute discretion and without giving any reason, cancel or postpone the conference, change its venue or any of the other published particulars, or withdraw any invitation to attend. In any case, neither the organisers nor any of their officers, employees, agents, members or representatives shall be liable for any loss, liability, damage or expense suffered or incurred by any person, nor will they return any money paid to them in connection with the conference unless they are satisfied not only that the money in question remains under their control but also that the person who paid it has been unfairly prejudiced (as to which, decision shall be in their sole and unfettered discretion and, when announced, final and conclusive).



The 2023 Annual Conference will be held in Paris, the capital city of France and one of the world's leading centres for finance, diplomacy, commerce, fashion, gastronomy, science and the arts.

Paris, known as 'the City of Lights', is a major European business hub, and the location of the European head office for 75 per cent of large, 500+ employee, multinational companies in Europe.

Paris is home to more Fortune 500 companies with European operations than any other city in Europe.

With the IBA Annual Conference located at the crossroads of Europe, with easy travel links to other European capitals, and with an abundance of business and networking opportunities on offer, Paris will be a fantastic location for the largest, most prestigious event for international lawyers.

WHAT WILL IBA 2023 OFFER YOU?

- Access 5,000+ attendees representing over 2,700 law firms, corporations, governments and regulators from more than 130 jurisdictions
- Hear from leading international figures, government officials, general counsel and experts from across all practice areas and continents
- Opportunities to win more work and referrals at the world's best networking and business development event for lawyers and law firms
- Save time and money by meeting all of your legal contacts under one roof

TO REGISTER YOUR INTEREST: Visit: www.ibanet.org/conference-details/CONF2244