



Programme

Sunday 30 November 2025

08.30 – 09.00 *Registration & Welcome coffee*

09.00– 09.10 Welcome address, introduction and presentation of the training

- **Carmen Núñez-Lagos**, Independent Arbitrator, Núñez-Lagos Arbitration, France

09.10 – 09.40 Complex arbitration: What this means in terms of procedure?

Businesses today are more complex than ever, often involving multiple parties, different but related contracts, and cross-jurisdictional considerations. When a dispute arises, parties are faced with different choices as to which arbitration agreements to invoke, who to involve as parties to a prospective arbitration, and whether a non-signatory to the arbitration agreement should be brought into the arbitration. This session will discuss the particular issues that arise in arbitrations involving multiple contracts and multiple parties, and the tools available for managing disputes with claims, cross-claims and counterclaims in a streamlined and cost-efficient manner.

- **Carmen Núñez-Lagos**

09.40 – 10.00 Q&A

10.00 – 10.30 Consolidation & joinder under the ICC Rules

Institutional arbitration rules have been particularly innovative when addressing the unique challenges raised in disputes involving multiple parties and multiple contracts. The ICC first introduced joinder and consolidation provisions into the ICC Arbitration Rules in 2012. These provisions were enhanced in the 2021 ICC Arbitration Rules, in order to address rising demand effective management of complex and sophisticated international disputes involving multiple parties and contracts. Representatives from the ICC Court will share their insights on how the ICC Court assesses applications for consolidation and joinder under the ICC Arbitration Rules and highlight considerations for parties when deciding whether to make such applications to the ICC Court.

- **Juan Pablo Argentato**, Managing Counsel, ICC International Court of Arbitration, Paris

Sunday 30 November 2025 (cont.)

10.30 – 10.40 Q&A

10.40 – 11.10 *Coffee break*

11.10 – 11.20 Introduction of case scenario

- **Carmen Núñez-Lagos**

11.20 – 12.20	Working Groups discussing case scenario
<i>12.20 – 13.50</i>	<i>Lunch</i>
13.50 – 14.20	Parallel proceedings When the same dispute, or closely related disputes, are pursued in different fora (such as separate arbitrations, or in court and in arbitration), it raises the risk of conflicting decisions and can consequently impact the success of any enforcement proceedings. This session considers the problems posed by parallel proceedings, what can be done to mitigate or avoid the problems that can arise.
14.20 – 14.30	Q&A
14.30 – 14.50	<i>Res judicata</i> in international arbitration A tribunal's decision on whether, and the extent, it is bound by an earlier decision or finding of another tribunal or court can have a significant impact on the outcome of the arbitration. This session explores the applicability of <i>res judicata</i> in international arbitration and the emerging trends in <i>res judicata</i> standards.
14.50 – 15.00	Q&A
15.00 – 15.20	Constituting a tribunal in a complex arbitration Tribunal selection is frequently described as the most important step in the arbitration process. This session explores the process of selecting a tribunal in a complex arbitration, and the strategies that may be adopted to facilitate an effective resolution of the dispute.
15.20 – 15.30	Q&A
<i>15.30 – 16.00</i>	<i>Coffee break</i>
16.00 – 17.20	Working Groups discussing case scenario
17.20 – 17.30	Concluding Remarks • Carmen Núñez-Lagos